The Impact of Strategic Alliances on Achieving Sustainable Competitive Advantage: A Study on Some Hotels in Egypt

Abd El-Rahman Abd El-Fattah Mohamed   **Mahmoud Ahmed Salama**   **Samy Wageh Mahmoud**

Hotel Management Department- Faculty of Tourism and Hotels- Suez Canal University

ARTICLE INFO

ABSTRACT

The study contributes to determining strategic alliances barriers, criteria for the selection of Partners, identifying the motives that encourage hotels forming strategic alliances to achieve a sustainable competitive advantage. The study also and examine the effect of strategic alliances on sustainable competitive advantage. the study concentrated on a number of four and five-star hotels in great Cairo (Cairo and Giza). A sum of 300 forms was distributed to managers from (50 hotels and 10 travel agents); among them only (71%) were valid. The results indicated that managers were satisfied with the strategic alliance's importance, Criteria of Partners Selection and motives of Strategic Alliances were positively affected on Strategic Alliance Importance, Barriers of Strategic Alliances were negatively affected on Strategic Alliance Importance. Strategic Alliance Importance was positively affected on Sustainable Competitive Advantage (SCA).

Introduction

Global competition has paved the way for firms to develop strategic alliances not only at a national level but also at the international level. Partner selection has possibly become the major step in creating a successful alliance and consequently, the competitive position of the firm. businesses with different cultures, resources, and strengths have different criteria when selecting strategic alliance partners. Moreover, firms in the process of forming an alliance, mainly search for partners having skilled resources that may add a distinctive set of capabilities to compete in the rapidly changing business environment (Chand and Katou, 2012).

Strategic resources are a critical issue for firms pushing to build a competitive advantage; there are two major ways to obtain strategic resources: Internal growth (hierarchy) and acquisitions (market). (Alliances) have been introduced as an alternative way in which to access strategic resources. Strategic alliances are voluntary collaborations between firms, and they involve product exchange, sharing

or co-development, and technology development of the provision of services that pursue a common set of goals (Paraponaris et al, 2015).

Strategic Alliances

Shah (2012) defined strategic alliances as collaborative efforts between firms that involve sharing or co-development of goods or services, to address problems too complex or too protracted to be resolved unilaterally.

Koskey (2013) mentioned that the concept of the strategic alliance has become widely used in business language to refer to the different types of partnership agreements between two or more firms that pursue clear strategic collaborative objectives with different levels of possible integration among the members.

Importance of Strategic Alliances:

Al Khattab (2012) referred that strategic alliances are a logical and timely response to intense and rapid changes in economic activity, technology, and globalization since they infuse existing hierarchical structures with the flexibility and adaptability needed to cope with the environment a highly complex and rapidly changing.

Russo and Cesarani (2017) stated that strategic alliances have been seen as a response to market globalization and to the increasing economic environment's uncertainty and complexity; Strategic alliances are able to provide firms the possibility to bridge internal weaknesses (sharing costs, resources, knowledge, and competences) and to cope the complexity of the business environment (creating an alliance with the actors of the environment as competitors, suppliers).

Alliances can support firms to innovate and allow firms to obtain resources, which may take a long time if they intend to accumulate the resource internally. Knowledge acquisition from alliance partners allows companies to upgrade their capabilities so they can enter new markets more quickly. In addition, the alliances can be used as a tool to acquire capabilities that the firm does not already have or to access and combine various types of capabilities to create new capabilities. Alliances can also play a role in strengthening the firm's basic capabilities, and function to share the risk of entering a new market by reducing uncertainty and taking advantage (Priyono et al (2019).

Types of Strategic Alliance

Adober (2011) stated that types of strategic alliances were classified into two different types as follow:

A. Horizontal alliances: refers to alliances between hotels, which include typical forms of hotel collaboration such as chains, management contract, and franchise, such as: Global Hotel Alliance (GHA): was the world's largest alliance of independent hotel brands, bringing together more than 30 brands with over 550 hotels in 75 countries. GHA uses a shared technology platform to drive incremental revenues and create cost savings for its member brands. kempinski Hotels in Egypt (Cairo, Safaga) are members (GHA).

B. vertical alliances: means alliances between hotels and other types of firms such as airlines, travel agencies, car rentals, restaurants, shopping malls, card service

companies and others. In the same point Lee and Kim (2009) refer to This type of vertical integration as being equivalent to the 'co-marketing alliance' since the main purpose of cooperation is to boost the marketing effects of the partners, high-dimensional mutual cooperation combining resources and programs between two independent organizations in order to ameliorate a marketing potential of the two firms, that   'working partnership' which means reciprocal recognition and understanding since the success of the firm partially relies on the other firm.

Motivators of Strategic Alliances in Hospitality Industry
Jetter and Chen (2012) stated that firms may participate in strategic alliances because of pressure to submit to government regulations and barriers to trade. firms may participate or avoid strategic alliances either to reduce relational risk of the organization, or to evade importance risk. According to Das and Teng (1998), relational risks that may motivate strategic alliance participation included (a) protecting firm resources while gaining access to new partner resources, (b) managerial control, (c) extent of communication, (d) specificity of work share, and (e) cooperation and competition. Performance risks that may become a barrier for an organization to become involved in a strategic alliance included (a) likelihood of losing investments, (b) exit provisions, (c) controls, (d) new learning applications, and (e) compatible objectives. has also suggested that the choice to participate in a strategic alliance is a reflection of the values, cognitive bases, and characteristics of the managers of the organization. These characteristics include education, age, experience, and background.

Yitmen (2013) referred those alliances can help the international system gain market information quickly and shorten the time between market access and profit, an additional benefit is that the local firm is now an alliance partner rather than a local competitor.

Ferrary (2015) referred that hotel Facing huge costs of development that slowed their expansions, large hotel groups have developed a franchise model through which they rent booking systems and brands (organizational assets) to independent hotel owners who own their buildings (physical assets) and directly employ the workers. such as Well-known companies like InterContinental, Hilton, Marriott, Hyatt, Radisson or Best Western expanded through franchising agreements.

Criteria for the Selection of Partners:
Chand and Katou (2012) stated that compatibility, capability, commitment, and control – the so-called four Cs – constitute the major criteria for selecting an alliance partner. They indicated that not all alliances are successful. It has been estimated that between 30: 70 % of alliances are unsuccessful. the most common reasons for alliance failure are incompatibility of partners, culture distance, lack of trust, and lack of alliance experience.

The results of the study by Özdemir et al (2017) indicated that the foreign partner and domestic partner are initially interested in acquiring their partners' valuable resources through strategic alliances. Database of local/global conditions, reservation systems, technological skills, high reputation, local/global brand name and experience were

some of the resources and capabilities that were mentioned to achieve competitive advantage. moreover, the international joint ventures in hospitality industry offered direct benefits to the foreign partner and domestic partner members including gaining quick access to innovation, knowledge and lowering risk by sharing costs.

The results of Priyono et al (2019) revealed that firms can use alliance partners to drive innovation. Indeed, firms can innovate more intensively with the support of alliance partners because the partner's resources can help to overcome the resource limitations of the firm. The innovations that result from alliances are better because firms are not only seeking knowledge to invest but also alliance partners from whom they can absorb knowledge to further support innovation.

Barriers of Strategic Alliances
Koskey (2013) referred that every partner was seen to be satisfied with the formation of the alliance at the formation stage, However after sometime there were challenges that came up like conflict management among the employees who were not ready for change, There were signs of dissatisfaction or inefficiency in management for the two properties.

Alkattab (2012) classified Barriers of Strategic Alliance into six categories (Lack of Trust; Lack of Coordination between Partners; Lack of Clear Goals and Objectives; Performance Risks; culture distance and lack of alliance experience) as follow:

A. Lack of Trust
Yitmen (2013) confirmed that trust between alliance partners creates an opportunity and willingness for further alignment (such as future job opportunities), reduces the need for continuous cross-monitoring of one's behavior, reduces the need for formal controls, and reduces the tensions created by short-term inequities. It allows the partners to focus on their long-term business development as well as cutting down cost and time outlays. Without trust, there would not be sharing of resources and knowledge; without trust, there would be hidden agendas and closed communication.

B. Lack of Coordination between Partners (Partner Selection):
Chand and Katou (2012) argued that firms are driven to form alliances due to a lack of sufficient internal resources to improve their competitive position. Global competition has paved the way for firms to develop strategic alliances not only at a national level, but also at international level. Partner selection has possibly become the major step in creating a successful alliance, and consequently, the competitive position of the firm. It has been argued that businesses with different cultures, resources and strengths have different criteria when selecting strategic alliance partners. Moreover, companies in the process of forming an alliance, mainly search for partners having skilled resources that may add a distinctive set of capabilities to compete in the rapidly changing business environment.

C. Lack of Clear Goals and Objectives
Alkattab (2012) stated that It is also important during alliance formation for potential partners to be clear about their individual strategies and goals, and only then to engage in a partner search and selection process. The partners must have clearly understood roles and the goals of the alliances must be clear.

D. Performance Risks:

Alkattab (2012) referred that a performance risk is the probability that an alliance may fail even when partner firms commit themselves fully to the alliance, the sources of performance risk include environmental factors, such as government police changes, war, and economic recession; market factors such as demand fluctuations; and competence in critical areas.

Chand and Katou (2012) stated that the failure of an alliance would not only have an adverse effect on the organization's financial performance in the short term but also threaten the organization's international competitive position in the long term.

E. Culture Distance:

Hsu and Tang (2019) reported that the cultural incompatibility among partners may lead to an inability on the part of the partners to develop a harmonious relationship, thereby negatively influencing collaborative effectiveness.

F. lack of alliance experience:

The main results of the study by Al Khattab (2012) showed empirical evidence are consistent with the notion that the gains from alliances are not shared equally by all the partners. The result also gives another strong indication the strategic alliance is playing a crucial role in the hotel sector. Additionally, the findings revealed the most important factor in motivating the adoption of marketing strategic alliances is knowledge sharing and cooperative learning followed by improving performance. Meanwhile, the lack of trust has been found as the first main barrier to marketing strategic alliances' success. Results also indicate that hotel managers have a positive attitude towards marketing strategic alliances.

Sustainable Competitive Advantage:

Foon and Nair (2010) indicated that Superior performance requires a business to gain and possess an advantage over competitors, such as developing distinctive competencies, cost-effectiveness, superior skills, and resources.

They identified three parts of competitive advantage: First part is [Basic Competitive Advantage (BCA)] which is described as firm's ticket to the global hyper-competition game, second part is [Revealed Competitive Advantage (RCA)] which is reflected by a firm's market share, and third is [Sustainable Competitive Advantage] which allows a firm to maintain and improve its competitive position in the market.

As firms desire to gain access to a partner's research and development expertise, which could result in improvement of its product development process as well as shortening critical lead-times to bring new products to market faster, as alliance partners may bring new ideas for product process improvements (Pansiri and Couruisanos, 2010).

Rajpatty (2011) mentioned that increasing competition between other factors was forcing many service providers to look at ways to retain and add to their clientele whilst at the same time balancing the tasks of improving quality, reducing time and costs, increasing productivity and improving customer service in an effort to achieve a competitive advantage within the marketplace.

Basera (2013) referred that sustainable competitive advantage is a wholesome long-term organizational strategy that offers businesses the opportunity to have better leverage ahead of other competitors in the same industry, sustainable competitive advantage enhances continuously acquiring new customers and by simultaneously retaining the existing ones through creating sustainable up-selling and cross-selling.

Amegashie (2018) mentioned that many scholars view sustainability as a strategic business process of using and preserving scarce resources whether natural, artificial, or economic to meet present and future generational demands of goods and services

Sustainable competitive advantage refers to value creation in which a firm pursues high innovation by driving market competition (Pratono et al, 2019).

Elrehail et al (2019) stated that the hotel industry is a growing global industry due to growth in tourism worldwide. Like other industries, this industry is characterized by intense competition between companies. Each firm must optimize its position to gain competitive advantage in order to survive and succeed in the market.

The Relationship between Strategic Alliances and Sustainable Competitive Advantage

Chen et al (2008) referred that Supply chains are formed to achieve a sustainable competitive advantage for all parties; as the social and political concerns on environmental issues have encouraged manufacturing firms to "green" their supply chains.

In the same context, Pansiri and Courvisanos (2010) referred that Strategic Alliances play an important role in assisting small-to-medium-sized firms in tourism through Information Technology development and adoption to be globally competitive.

Uddin and Khater (2011) confirmed that complementary business-level strategic alliances, especially vertical ones, have the greatest probability of creating a sustainable competitive advantage.

On other hand, Jetter and Chen (2012) referred that the marketing competitiveness of a destination increases when using tourism alliances to promote the specific destination, Organizations such as the Hilton International and the World Tourism Organization have promoted joint ventures to encourage tourism development.

Horng and Tsai (2012) referred that the Resource Based Theory perspective, food is not only an important resource for culinary tourism development in a nation, region but also a feature that can add value for the destination, as Food can also provide a sustainable competitive advantage of the destination, local delicacies have great potential for enhancing the sustainability of tourism; therefore, planners in tourism and related industries should make efforts to meet customer needs, boost the local economy, and establish a sound framework to handling local and regional food resources, to compete with other popular destinations and to understand or improve culinary tourism planning. as dynamic marketing can motivate tourists to purchase local food, specific marketing strategies are needed to appeal to potential and target tourists; For example, planners can establish strategic alliances of food producers,

handlers, sellers, hotels, restaurants, wine sellers and cooks to enhance the image of local cuisines.

Franco and Pereira (2013) mentioned that the hospitality sector is very competitive, through alliances it is possible to make the organization much more profitable, as the associate firm being specialized in a unique type of activity, can serve the customer better, that Tourism alliances often consist of collaborations between private organizations and government-operated organizations, many common forms of tourism alliances are through the partnerships of hotels, restaurants, and visitor attractions with convention and visitor bureaus, the chamber of commerce, and tourism operators.

Paraponaris et al (2015) refereed that the partners gain sustainable competitive advantage through privileged access to strategic resources that are inaccessible to outsiders.

In the same context, Pappes (2015) referred that firms gain a sustainable competitive advantage when the benefits of their strategies cannot be replicated by their competitors. The creation of a sustainable competitive advantage creates value for the firms and leads customers to regular purchases, Continuous efforts towards business improvement, and added value, result in knowledge construction, which will lead to a future of guaranteed competitiveness and sustained development.

Ge et al (2018) referred that absorbing business strategy, technology, and innovative management concepts from foreign partners through international alliances can build sustainable competitive advantages. Under increasing environmental pressure, hotel firms need to improve their ability to access international alliances while maintaining good performance for sustainable development. and the findings show that the impact of international alliances varies with different levels of green hotels. Despite operating in the same sector, hotels running at different levels of service vary their respective tactics to gain sustainable competitive advantage and achieve significantly different results.

Mamedio et al (2019) mentioned that alliances allow for the development of capabilities to detect new opportunities, and for the development of the reconfiguration or expansion of the existing resource base in the firm. Thus, alliances once properly managed and with well-defined structure and purpose, can help firms achieve sustainable competitive advantage.

Research hypotheses
The research hypothesizes the following Hypotheses:

H1. *There is a relation between motives of strategic alliances and Strategic Alliance Importance.*

H2. *There is a relation between Criteria for the Selection of Partners and Strategic Alliance Importance.*

H3. *There is a relation between barriers of strategic alliances and Strategic Alliance Importance*

H4. *There is a relation between strategic alliances importance and sustainable competitive advantage (SCA).*

H5. *There is a relation between the importance of strategic alliance of green hotels and sustainable competitive advantage (SCA).*

Research model overview:

1.1. Based on literature studies, the research models were formulated as such "Figure1"
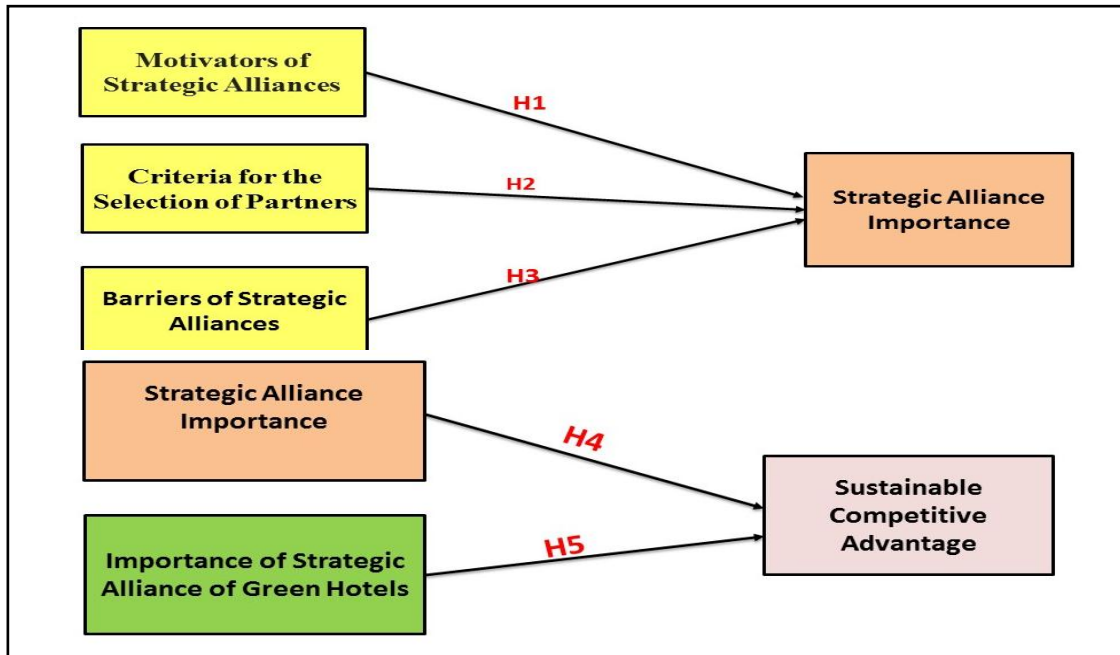
Fig.1. The proposed research models

Methodology
Sample and design
A sum of 300 forms was distributed to managers from 50 hotels located in great Cairo and managers from 10 travel agents); among them only 213 forms (71%) were valid. the study concentrated on a number of four and five-star hotels in great Cairo (Cairo and Giza), that's because they contain the main most international hotels chains.

The instrument of the study is a questionnaire form. It consists of 4 parts: the first part investigates respondents' demographics (gender, age, education). In addition, hotels profile such as Management ownership, the type of their hotel's strategic alliance, Does the hotel planned to some customer loyalty programs, and To what extent do you prefer the formation of a strategic alliance according to time horizon with your partners. The second part of the questionnaire deals with Strategic Alliance importance., The third part deals with motives for Strategic Alliances. The fourth deals with barriers to strategic alliances, The fifth deals with Criteria for the Selection of Partners, and the sixth deals with a sustainable competitive advantage . The questionnaires used a five-point Likert-type scale ranging from " 1= Strongly

25 | P a g e

https://jaauth.journals.ekb.eg/

Disagree, 2= Disagree, 3= Neither, 4= Agree and 5 Strongly Agree". The obtained data was analyzed statistically by (spss) version 25.

Results and analysis or discussion
Validity and Reliability

For reliability of constructs, Cronbach's alpha coefficient was calculated and exceeded 0.70 indicating the adequate reliability of the questionnaire. (the lowest number was 0.826 and the highest was 0.932), see table No. (1).

Table 1
Reliability Statistics of Study's Constructs

Constructs	N. of Items	Cronbach's Alpha	Validity
Alliance Importance	6	0.826	0.909
Motivators for Strategic Alliances formation	14	0.926	0.962
The hotel partner selection	9	0.911	0.954
Barriers of Strategic Alliances	13	0.932	0.965
Sustainable Competitive Advantage in the Hospitality Industry	10	0.891	0.944
Importance of strategic alliance of green hotels to reach sustainable competitive advantage on competitors	9	0.875	0.935

Descriptive Statistics
The Demographic Frequency:

Table 2
The Demographic Frequencies

Profile of the Participants		Frequency	Percent %
Gender	Male	178	83.6
	Female	35	16.4
Age	From 26 to 35 years	31	14.6
	From 36 to 45 years	83	39.0
	From 46 to 55 years	94	44.1
	More than 55 years	5	2.3
Working Experience	Less than 5 years	12	5.6
	From 5:10 years	10	4.7
	From 10:15 years	43	20.2
	From 15:20 years	80	37.6
	More than 20 years	68	31.9
your current area of responsibility	General management	7	3.3
	Front office	45	21.1
	Marketing	44	20.7
	Food & Beverage	45	21.1
	Human Resource	44	20.7
	Travel agent	28	13.1

As seen from Table 2, results indicate that the highest percent of the total sample was (male) by 83.6 %, while (female) was 16.4% of the total sample which means that the

males represent the majority of the sample. This may be due to the fact that men are more suitable for these jobs than females.

About age, most respondents were (From 46 to 55 years) by 44.1% of the total sample, while the lowest was the ages by (More than 55 years) 2.3%. As the data indicate, the respondents were mostly senior managers in strategic management departments. This means that most of the hotel department managers depend on a long period of experience.

With regard to the managerial experience, 37.6% of them had (15:20 years) working experience, 31.9% of respondents had a total experience of (20 years and over), 20.2% had a total experience of (10:15 years) , 5.6% had a total experience of (Less than 5 years), and 4.7% had a total experience of (5:10 years). Respectively This means that filling senior executive positions depends on the number of years of work experience.

According to the current area of responsibility, respondents of (General manager) represent by 3.3 % of the total sample, while (Front office managers) by 21.1 %, (Marketing managers) by 20.7%, (the food and beverage managers) by 21.1%, (Human Resource managers) by 20.7 %, and travel agent by 13.1% of the total sample. Respectively this implies that decisions regarding strategic choices are likely to be centered on the managers.

Frequency of Hotels Information:

Table 3
Frequency of hotels information

Information about your Hotel				Frequency	Percent %
Management ownership	Foreign			154	72.3
	Local			59	27.7
Does the hotel you represent need partnerships and strategic alliances?	Yes			182	85.4
	No			31	14.6
Time horizon of alliance	Short term relationship			74	34.7
	Long term relationship			139	65.3
Does the hotel plan to some customer loyalty programs	No			59	14.6
	Yes			154	72.3
Type of strategic alliance	No		Yes		WEIGHTED PERCENT
	Count	N %	Count	N %	
Franchising	203	95.3	10	4.7	1.83
Management contract	102	47.9	111	52.1	20.29
co-marketing (Joint selling and distribution)	0	0.0	213	100.0	38.94
Joint venture	213	100.0	0	0.0	0.00
Brand sharing	213	100.0	0	0.0	0.00
Equity participating alliance	213	100.0	0	0.0	0.00
Sharing information and communication technology	213	100.0	0	0.0	0.00
Total				547	100.00

Table (3) indicates the frequency of hotels information. The results show that the management ownership types were 72.3% foreign hotels and 27.7% local hotels. This means that most hotel management firms for most of the hotels are affiliated with international firms, and these international firms have partnerships with local owners.

While the need to enter into partnerships and strategic alliances most respondents were agreed with 85.4% of the total sample. This means that most hotels prefer to enter partnerships to achieve their strategic goals.

According to time horizon with your partners, most respondents were (long-term relationship) by 65.3 % of the total sample, while the least was the (short-term relationship) by 34.7 %. This means that most firms prefer to enter long-term partnerships in order to achieve their strategic goals and avoid opportunism.

In regard to the customer loyalty programs, most respondents were agreed with 72.3% of the total sample. This means that most hotel chains prefer to apply customer loyalty programs to attract more customers and build loyalty to their different brands.

According to the type of your company's strategic alliance, the majority of respondents were ("co-marketing" and "Joint selling and distribution") by 100% of the total sample, (Management contract) by 52.1%, and (Franchising) by 4.7 %.

Table 4

Frequencies for Strategic Alliance importance

Items	Mean	Std. Deviation	Rank
our partners are satisfied with the strategic alliance overall performance (partner satisfaction)	4.296	1.100	2
The hotel is satisfied with the strategic alliance overall performance (hotel satisfaction)	4.263	1.076	3
We have learned or benefited from our partners' specific skills and competencies (learning from partner's skills)	4.498	0.805	1
We have experienced an increase in the number of clients since we joined the alliance (increase of clients)	4.150	1.123	4
The alliance has enabled us to develop new technology processes (develop new Technology)	4.042	1.234	6
We have benefited from technology transfer from our partners (technology transfer)	4.047	1.216	5
Overall means of Alliance Importance	4.216	0.805	

Table (4) indicated the Frequencies for Strategic Alliance importance. The results showed that the respondents' evaluation for Alliance importance that overall mean was 4.216, These results indicated that managers who participated in the survey were satisfied with the strategic alliance's overall importance.

The strategic alliance importance was ranked descending in order as followed: [learning from partner's skills] had ranked (No.1) with mean 4.498, followed by [partner satisfaction] had ranked (No.2) with mean 4.296, [Hotel satisfaction] had ranked (No.3) with mean 4.263, [Increase of clients] had ranked (No.4) with mean 4.150, [Technology

transfer] had ranked (No.5) with mean 4.047, the least element was [Develop new Technology] had ranked (No.6) with mean 4.042.

These results consistent with (Chand and Katou,2012) they affirmed that the formation of strategic alliances allows for a more effective pooling of resources, improved marketing coverage, improve performance, technology sharing and client satisfaction.

Table5

Frequencies of motives for Strategic Alliances formation

Items	Mean	Std. Deviation	Rank
Adjust to environmental changes	4.446	1.087	6
Gaining access to new technology	4.268	1.068	13
Knowledge sharing; cooperative learning and embedded skills;	4.408	0.984	8
Achieving vertical integration, recreating and extending supply links	4.254	1.091	14
Improving performance	4.465	0.898	2
Developing products, technologies, Cost sharing, pooling of resources	4.451	0.908	5
Reduce financial and political risk	4.446	0.928	7
Benefit from the partner's external environment	4.333	0.909	10
Access to markets and customers at a lower cost	4.455	0.913	4
Improve market position and image of the hotel	4.296	0.927	11
Increase customer's awareness of the hotel and Expand worldwide exposure to customers	4.502	0.904	1
Build customer loyalty to the hotel	4.404	0.940	9
Increase market share and competitiveness of the hotel	4.291	1.032	12
Increase business in the low season	4.465	0.914	3
Overall means of motives for Strategic Alliances	4.392	0.691	

Table (5) indicated the Frequencies of motives for Strategic Alliances formation. The results showed that the respondents' evaluation of motives for marketing Strategic Alliances formation for your hotel was 4.392, This study found that managers who participated in the survey were satisfied with the motives for Strategic Alliances formation.

The results indicated that the more powerful motives for marketing Strategic Alliances formation were ranked in descending order as followed: [Increase customer's awareness of the hotel and Expand worldwide exposure to customers] had ranked (No.1) with mean 4.502, followed by [Improving performance] ranked (No.2) with mean 4.465, [Increase business in the low season] ranked (No.3) with mean 4.465.

on other hand, the least motives were ranked in descending order as followed: [Improve market position and image of the hotel] ranked (No.11) with mean 4.296, followed by [increase market share and competitiveness of the hotel] ranked (No.12) with mean 4.291, [Gaining access to new technology] ranked (No.13) with mean 4.268, and [Achieving

vertical integration, recreating and extending supply links] had ranked (No.14) with mean 4.254. these results agreed with (Dixit and Sotiriadis, 2015) they confirmed that through forming a strategic partnership, these organizations are able to obtain global brand recognition, share resources to exploit economies of scale, gain market share and finally achieve higher revenues.

Table 6

Frequencies of Factors for the hotel partner selection

Items	Mean	Std. Deviation	Rank
Task-related criteria			
Knowledge of the local market	4.127	1.220	3
Local regulatory knowledge	4.296	1.170	1
Links with major suppliers	4.085	1.158	4
Links with major customers	4.066	1.164	5
Access to production technology	4.000	1.229	6
Complementarity of resources and competencies between partners	4.131	1.146	2
Overall mean	4.143	0.999	
Partner-related criteria			
Trust between the top management teams	4.061	1.259	3
Stable financial position of the partner	4.235	1.121	1
Good reputation of the partner	4.066	1.101	2
Overall mean	4.121	0.931	
Overall mean of criteria of partner selection	4.132	0.886	

Table No. (6) showed the frequencies of factors for the hotel partner selection. it was clear that the average of the respondents' evaluation for Factors affecting the Formulation of Strategic Alliances was 4.132. This result indicated that managers who participated in the survey were agreed with Factors of the hotel partner selection.

Factors of the hotel partner selection were ranked descending into two groups as followed: The first group was [Task-related criteria] whereas the average of the respondent's evaluation of this group was (4.143), the most important element of this group ranked No. (1) was [Local regulatory knowledge] with mean 4.296. This result agreed with (Özdemir et al, 2017).

The 2nd group was [Partner-related criteria] whereas the average of the respondent's evaluation of this group was (4.121), the most important element of this group ranked No. (1) was [Stable financial position of the partner] with mean 4.235,   These results agreed with the results of (Dubey, 2016) who referred that there are important aspects while selecting a partner: domain expertise and financial position of a prospective partner, an organization's technical expertise, business performance, required for growth and ability to raise finances, evaluating an organization's reputation, cultural compatibility, and organization policies.

Table 7

Frequencies for Barriers of Strategic Alliances

Items	Mean	Std. Deviation	Rank
An alliance is inconsistent with the strategy and image of the hotel	3.685	1.460	9
Risk in disclosing hotel's information to others	3.732	1.545	5
Lack of funding to form an alliance	3.709	1.514	7
Lack of human resource to undertake the alliance formation process	3.746	1.539	3
Lack of top management/owner support to form an alliance	3.695	1.565	8
Lack of coordination between partners (partner selection)	3.596	1.456	12
Mismatch of objectives and expectations between potential partners	3.545	1.525	13
Mismatch of firm size and brand name between potential partners	3.751	1.370	2
Difficulty in coping with potential partners' external environment	3.685	1.542	10
Poor communication between potential partners	3.817	1.470	1
Lack of trust between potential partners	3.742	1.537	4
Difficulty in agreeing with potential partner on the operation details of the alliance	3.601	1.544	11
Difficulty in agreeing with a potential partner on how future benefits are to be shared	3.714	1.427	6
Overall means of barriers of Strategic Alliances	3.694	1.112	

Table (7) indicated the Frequencies of Barriers of Strategic Alliances, it was clear that the average of the overall means of respondents' evaluation was 3.694. hence. the managers feel that there were obstacles and problems facing them in applying strategic alliances.

Barriers of Strategic Alliances were ranked in descending order as followed: [Poor communication between potential partners] had ranked (No.1) with mean 3.817, followed by [Mismatch of firm size and brand name between potential partners] had ranked (No.2) with mean 3.751, [Lack of human resource to undertake the alliance formation process] had ranked (No.3) with mean 3.746. .

on other hand, the least barriers were ranked: [Difficulty in agreeing with potential partner on the operation details of the alliance] had ranked (No.11) with mean3.601, [Lack of coordination between partners (partner selection)] had ranked (No.12) with mean 3.596, the least barrier was [Mismatch of objectives and expectations between potential partners] had ranked (No.13) with mean 3.545.

These results agreed with (Jongwe et al, 2020) said that the creation of successful alliances is highly dilemma prone due to the complexity of inter-firm exchanges, alliance

participants' perceptions of gains and losses, equity considerations, goal conflicts, and role ambiguities.

Table 8

Frequencies for Sustainable Competitive Advantage in the Hospitality Industry

Items	Mean	Std. Deviation	Rank
Entering alliances with partners that provide a variety of services such as outdoor activities - children's activities, music activities, sports activities, environmental activities, cooking activities, cultural activities, achieving a competitive advantage	4.207	1.151	8
Entering alliances with many entities in various activities (travel agencies, Internet operators, tour operators, partners in various fields) leads to customer satisfaction and the growth and increase of business and services for them.	4.108	1.167	10
Selecting distinctive partners will lead to more points of attraction for new tourist areas, which will lead to more job opportunities and more income	4.239	1.118	7
The creation of alliances and Collaboration between different entities allows the creation of a greater number of services providing consumers with new experiences that attract more customers and develop their loyalty to the alliance	4.197	1.111	9
Mutual trust and transparency between alliance partners lead to the alliance's success in ensuring excellent customer services and satisfaction	4.291	1.073	6
The alliance with some technology firms will facilitate and increase the reservation of customers through the Internet and social media programs such as (Twitter, Facebook) and mobile phones, and thus increase the percentage of hotel occupancy and thus in	4.338	1.081	4
Establishing alliances with partners who have a good reputation in the tourism market bring innovation, open the path to new sources of income, open up routes to new markets, acquire new potential customers.	4.333	1.008	5
Entering alliances with travel agents enables the hotel to achieve high occupancy rates, especially in times of crisis	4.437	0.953	2
Entering the hotel into an alliance with a network of special suppliers helps to reduce the costs of purchasing the various needs of the hotel and thus improve work performance and improve the percentage of profits.	4.531	0.929	1
The hotel maintains the sustainability of this partnership and its renewal for long periods of time	4.371	1.009	3
Overall mean of sustainable competitive advantage	4.305	0.754	

Table (8) indicated the Frequencies of Sustainable Competitive Advantage (SCA) in the Hospitality Industry, it was noticed that the average of the respondent's evaluation was 4.305. This result indicated that managers who participated in the survey were agreed with these alliances that allow the creation of a greater number of services providing consumers with new experiences which attract more customers and develop their loyalty.

Sustainable Competitive Advantage (SCA) in the Hospitality Industry were ranked in descending order as followed: [Entering the hotel into an alliance with a network of special suppliers helps to reduce the costs of purchasing the various needs of the hotel and thus improve work performance and improve the percentage of profits] had ranked (No.1) with mean 4.531, followed by [Entering alliances with travel agents enables the hotel to achieve high occupancy rates, especially in times of crisis] had ranked (No.2) with mean 4.437, [The hotel maintains the sustainability of this partnership and its renewal for long periods of time] had ranked (No.3) with mean 4.371.

on other hand, the least variables measuring (SCA) were ranked: [Entering alliances with partners that provide a variety of services such as outdoor activities - children's activities, music activities, sports activities, environmental activities, cooking activities, cultural activities, achieving a competitive advantage] had ranked (No.8) with mean 4.207, [The creation of alliances and Collaboration between different entities allows the creation of a greater number of services providing consumers with new experiences that attract more customers and develop their loyalty to the alliance] had ranked (No.9) with mean 4.197, and [Entering alliances with many entities in various activities (travel agencies, Internet operators, tour operators, partners in various fields) leads to customer satisfaction and the growth and increase of business and services for them] had ranked (No.10) with mean 4.108. These results agreed with (Mamedio et al, 2019) they affirmed that alliances once properly managed and with well-defined structure and purpose, can help firms achieve a sustainable competitive advantage (SCA).

Table 9: Frequencies for Importance of strategic alliance of green hotels to reach sustainable competitive advantage on competitors

Items	Mean	Std.Deviation	Rank
Environmental protection program			
Energy conservation	4.080	1.081	1
Management of Water	4.070	1.014	2
Reducing waste	3.948	1.233	4
Recycling materials and reusing resources	3.986	1.071	3
Overall mean	4.021	0.792	
Environmental protection program benefits			
Maximizing profits for owners and shareholders (low cost strategies)	3.986	1.071	5
Creating trust with environmental stakeholders as hotels are highly affected to external factors and pressures in a global operating environment.	4.028	1.028	4
Many hotels are trying to adopt low- carbon energy technology on green management to address environmental demand	4.075	1.039	2
Many hoteliers have adopted the environmental sustainability hotel label as a marketing ploy to attract customers and enhance the position of firms in the market.	4.192	1.110	1
Increasing customer loyalty	4.056	1.067	3
Overall mean	4.068	0.800	
Overall mean of importance of strategic alliance	4.044	0.763	

Table (9) shows the Frequencies of Importance of strategic alliance of green hotels to reach sustainable competitive advantage on competitors. It is noticed that the overall mean average of the respondent's evaluation was 4.044. These results indicate that managers who participated in the survey were agreed with the Importance of strategic alliance of green hotels to reach a sustainable competitive advantage over competitors.

Importance of strategic alliance of green hotels to reach sustainable competitive advantage (SCA) on competitors was ranked in descending order into two groups as following:

The first group was [Environmental protection program] and the average of the respondent's evaluation was 4.021. The most important element in this group [Energy conservation] was ranked (No.1) with mean 4.192.

The second group was [Environmental protection program benefits] and the average of the respondent's evaluation was 4.068. The most important element in this group [Many hoteliers have adopted the environmental sustainability hotel label as a marketing ploy to attract customers and enhance the position of firms in the market] was ranked (No.1) with mean 4.192.

These results of the environmental protection program towards green hotels to reach sustainable competitive advantage on competitors agree with the results of (Chang and Liu, 2009) they affirmed that environmental quality is essential to tourism industry survival and that environmental management was closely related to the environmental competitiveness of destinations

Correlation Analysis

Table 10
The Pearson correlation between dimensions of study and Strategic Alliance importance

Dimensions of study	Strategic Alliance importance	Rank
Motives of strategic alliances	.713**	2
Criteria for the Selection of Partners	.770**	1
Barriers of strategic alliances	-.174-*	4
Sustainable Competitive Advantage (SCA)	.634**	3
Importance of strategic alliance of green hotels	.261**	5
**. Correlation is significant at the 0.01 level (2-tailed).		

Table (10) showed The Pearson correlation between dimensions of study and Strategic Alliance importance. The Pearson correlation coefficient was used to determine the relationship strength between the study dimensions. The correlation coefficients were all between [dimensions of study and Strategic Alliance performance] were coefficients positive and strong, except that for Barriers of strategic alliances where it was negative and weak.

A substantial strong positive significant relationship existed between dimensions of study sorted according to its strength as followed: First correlation between [Criteria for the Selection of Partners and Strategic Alliance Performance] Where the correlation coefficient was (.770**). 2nd correlation between [motivators of strategic alliances and

Strategic Alliance Importance] Where the correlation coefficient was (.713**). 3rd correlation between [Strategic Alliance Importance and sustainable competitive advantage] Where the correlation coefficient was (.634**). The 4$^{\text{th}}$ correlation was between [Strategic Alliance Importance and Importance of strategic alliance of green hotels] where the correlation coefficient was (.261**).

These results consistent with (Franco and Pereira, 2013) stated that only through partnerships is it possible to serve the customer even better with a greater diversity of products and services, and in this way get over the crisis and gain occupancy through this type of agreement. In addition, "as the hospitality sector is very competitive, through alliances it is possible to make the organization much more profitable, as the associate firm being specialized in a unique type of activity, can serve the customer better.

5th A substantial negative significant relationship existed between [Barriers of Strategic Alliance and Alliance Importance] Where the correlation coefficient was (-.174-*). The negative significant means that every change in (Barriers of strategic alliances) leads to a decrease in the (importance of the strategic alliance).

These results consistent with (Alkattab, 2012) who classified Barriers of Strategic Alliance into six categories (Lack of Trust; Lack of Coordination between Partners; Lack of Clear Goals and Objectives; Performance Risks; culture distance and lack of alliance experience).

Hypothesis Testing:
H1.
Table 11
The Simple Regression Analysis between motives of strategic alliances and Strategic Alliance Importance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Motives	0.831	0.056	0.713	14.770	0.000
a. Dependent Variable: Alliance Importance						
R Square		0.508				
Adjusted R Square		0.506				
F		218.140				
P_value		0.000				

From the previous table (11), it is realized that the adjusted R2 value is 0. 506. This means that there is 50 % of variance in Strategic Alliance Importance due to the motives of strategic alliances.

To assess the statistical significance of the result, it is found that the motivators of strategic alliances have a significant effect on Strategic Alliance Importance (F=218.140 and p<0.01). The results also reveal that the increase of the motivators of strategic alliances has a positive effect on the strategic alliance Importance (Beta= 0.831, T= 14.770, and p<0.01). This means that every unit added on (motives of strategic alliances) increased positively strategic alliance Importance by (.83) units. Therefore, there is a

significant relation between motives of strategic alliances and Strategic Alliance Importance. This result agreed with (Pansri and Courvisanos, 2010) They referred that hospitality and leisure companies will turn to networks that more efficiently deliver capabilities in non-core functions, including certain parts of the supply chain, finance, human resources, Information Communication Technology, and other areas with a view to offering better services.

H2.

Table 12: The Simple Regression Analysis Between Criteria for the Selection of Partners and Strategic Alliance Importance

Model		Unstandardized Coefficient		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	partner selection	0.699	0.040	0.770	17.532	0.000
a. Dependent Variable: Alliance importance						
R Square			0.593			
Adjusted R Square			0.591			
F			307.378			
P_value			.000b			

The results reveal that the value given under the heading adjusted R2 is 0.591. This means that there is 59 % of the variance in Strategic Alliance Importance due to the Criteria for the Selection of Partners.

To assess the statistical significance of the result, it is found that the Criteria for the Selection of Partners have a significant effect on Strategic Alliance Importance (F=307.378 and p<0.01). This means that the Criteria for the Selection of Partners affects positively the Importance of strategic alliance (Beta= 0.699, T= -17.532and p<0.01). This means that every unit added on (Criteria for the Selection of Partners) increased positively of strategic alliance Importance by (.69) units. Therefore, there is a significance relation between the Criteria for the Selection of Partners and Strategic Alliance Importance

Moreover, the result agreed with (Solesvik and Westhead, 2010) they observed that the strategic alliances were successful when partners had been carefully selected. , successful alliances were associated with partners that had managed to build trustful and honest relationships, common strategic goals, and partners that supplied resources and competencies. Trust between partners was used as a mechanism to reduce uncertainty relating to the strategic alliance process.

H3.

Table 13 : The Simple Regression Analysis Between barriers of strategic alliances and Strategic Alliance Importance

Model		Unstandardized Coefficient		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Barriers	-0.126	0.049	-0.174	-2.564	0.011
a. Dependent Variable: Alliance importance						
R Square			0.030			
Adjusted R Square			0.026			
F			6.574			

From above table (13), it is realized that the adjusted R2 value is 0.026. This means that there is 3% of the variance in Strategic Alliance Importance due to the barriers of strategic alliances. To assess the statistical significance of the result, it is found that the barriers of strategic alliances have a negative significant effect on Strategic Alliance Importance (F=6.574and p<0.011). The results also reveal that the barriers of strategic alliances affect negatively (Beta= -0.126, T= -2.564 and p<0.01). This means that every unit added on (barriers of strategic alliances) decreased negatively strategic alliance Importance by (.12) units. Therefore, there is a negative relation between Barriers of strategic alliances and Strategic Alliance Importance.

The result agreed with (Han and Kang, 2020) they reported that highly uncertain market conditions increase firms' risks in alliances such as a coordination issue, overdependence on partners, concern about knowledge appropriation and opportunism by partners.

H4.

Table 14

The Simple Regression Analysis Between strategic alliances importance and sustainable competitive advantage

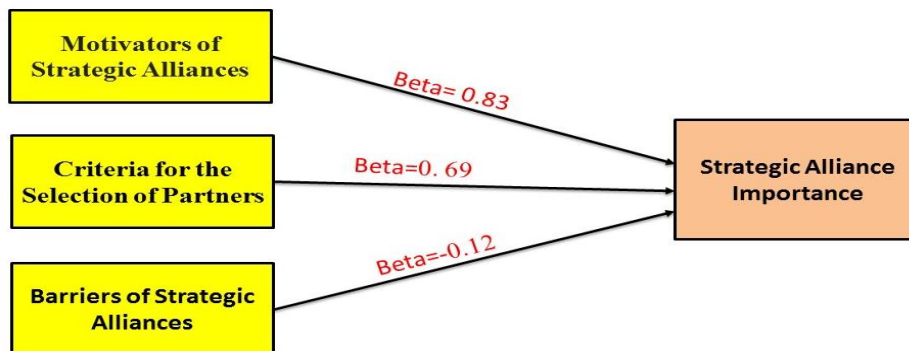| Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Alliance importance	0.594	0.050	0.634	11.903	0.000
a. Dependent Variable: sustainable competitive advantage						
R Square		0.402				
Adjusted R Square		0.399				
F		141.691				
P_value		.000b				

From the tabulated data, it is realized that the adjusted R2 value is 0.399. This means that there is 39% of the variance in sustainable competitive advantage (SCA) due to strategic alliance Importance.

To assess the statistical significance of the result, it is found that the strategic alliance Importance has a significant effect on sustainable competitive advantage (SCA) (F=141.691 and p<0.00).

 The results also reveal that the increase in strategic alliance importance has a positive effect on sustainable competitive advantage (SCA) (Beta= 0.594, T= 11.903 and p<0.00). This means that every unit added on (strategic alliances importance) increased positively of sustainable competitive advantage alliance by (.59) units. Therefore, there is a significance relation between the strategic alliance importance and sustainable competitive advantage (SCA).

This result consistent with (Harandi, 2014) he stated that the Sustainability of the alliance's competitive advantage which was created through the partnership members would be one of the ways to explain the success of the alliance.
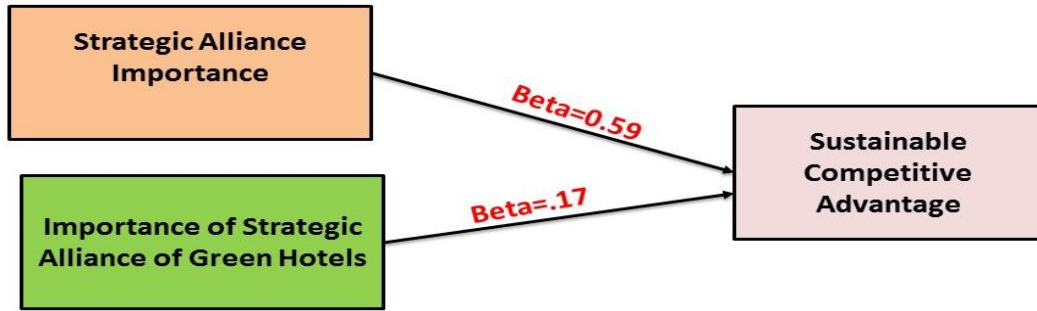

Fig. 4. The structural and measurement model

Conclusion and Recommendations

- Managers were satisfied with the Motives of Strategic Alliances. The most important element [Increase customer's awareness of the hotel and Expand worldwide exposure to customers].

- 50 % of variance in Strategic Alliance importance due to the motives of strategic alliances.

- Managers were satisfied with the Criteria of Partners Selection. were classified descending into two groups of factors as followed: [Task-related criteria] and [Partner-related criteria].

- 59 % of the variance in Strategic Alliance Importance due to the Criteria for the Selection of Partners.

- Managers were dissatisfied with the Barriers of Strategic Alliances. The most important element [Poor communication between potential partners].

- Managers were satisfied with the Importance of strategic alliance of green hotels to reach sustainable competitive advantage (SCA) on competitors. was ranked descending into two groups: [Environmental protection program] and [Environmental protection program benefits].

   Therefore, the study recommends that hotels should:
 1) Hotel commitment to the strategic alliance formation process should involve the following five steps to achieve sustainable Competitive Advantage.

2) Egyptian Hotels formed strategic alliances with international foreign partners either through equity-based joint ventures or non-equity-based agreements such as management contracts or franchising agreements to the international joint ventures in the hospitality industry offered direct benefits to the foreign partner and domestic partner members including gaining quick access to innovation, knowledge and lowering risk by sharing costs.

3) Hotels formation of strategic alliances as long-term to gain of sustainable competitive advantage.

4) Hotels interest motivators of strategic alliances with some technology firms that Achieve vertical integration that will facilitate and increase the reservation of customers, increase the percentage of hotel occupancy, increase customer's awareness of the hotel, and Expand worldwide.

5) Hotels Confirm that the criteria of partners selection have been constructed properly [Task-related criteria and partner-related criteria] to bring innovation, open the path to new sources of income, open routes to new markets, and acquire new potential customers

6) Hotels decrease barriers of forming and termination strategic alliances to achieve high performance of strategic alliances and sustainable competitive advantage.

7) Hotels Formation of Strategic Alliances with travel agents enable hotels to achieve high occupancy rates especially in times of crisis

8) Alliances with partners that provide a variety of services such as outdoor activities - children's activities, music activities, sports activities, environmental activities, cooking activities, cultural activities to achieving a competitive advantage over the competitors in the market.

9) Alliance with a network of green suppliers helps to reduce the costs of purchasing the various needs of the hotel and thus improve work performance and improve the percentage of profits.

10) The important source for a sustainable competitive advantage is intangible assets, such as brand equity and marketing innovation that improve the market performance of a firm.

References

- Adobor, H., (2011), "Alliances as collaborative regimes: An institutional based explanation of interfirm collaboration. Competitiveness Review", An International Business Journal, Vol.21, No.1, pp.66-88.

- Al Khattab, S.A., (2012), "Marketing strategic alliances: The hotel sector in Jordan", International Journal of Business and Management, Vol.7, No. 9, p.222.

- Amegashie, A., (2018), "Diversity management program strategies to support competitive advantage and sustainable growth", Published Ph. D dissertation, Walden University.

- Basera, C.H., (2013), "Fostering sustainable competitive advantage through relationship marketing in the hospitality industry: A case of hotels and lodges in Masvingo City, Zimbabwe." International journal of science and research, Vol. 2, No.12, pp.234-240.

- Chand, M. and Katou, A.A., (2012), "Strategic determinants for the selection of partner alliances in the Indian tour operator industry: A cross-national study", Journal of World Business, Vol. 47, No.2, pp.167-177.
- Chang, L.Y. and Liu, W., (2009), "Temple fairs in Taiwan: Environmental strategies and competitive advantage for cultural tourism", Tourism management, Vol. 30, No.6, pp.900-904.
- Chen, S.H., Lee, H.T. and Wu, Y.F., (2008), "Applying ANP approach to partner selection for strategic alliance. Management Decision", Vol. 46, No.3, pp.449-465.
- Das, T.K. and Teng, B.S., (1998). Between trust and control: Developing confidence in partner cooperation in alliances. Academy of management review, Vol 23, NO. 3, pp.491-512.
- Defee, C.C., (2006), "Creating competitive advantage using non-equity strategic alliances: a small company perspective. In Supply Chain Forum", An International Journal, Vol. 7, No. 2, pp. 44-57.
- Elrehail, H., Harazneh, I., Abuhjeeleh, M., Alzghoul, A., Alnajdawi, S. and Ibrahim, H.M.H., (2019), "Employee satisfaction, human resource management practices and competitive advantage", European Journal of Management and Business Economics. Vol. 29, No.2, pp.125-149.
- Foon, L.S. and Nair, P.B., (2010), "Revisiting the Concept of Sustainable Competitive Advantage: Perceptions of Managers in Malaysian MNCs", International Journal of Business & Accountancy, Vol. 1, No.1.
- Franco, M. and Pereira, C., (2013), "Exploring the reasons and factors influencing the formation and development of alliances in the hospitality industry", Baltic journal of management, Vol. 8, No.4, pp.438-462.
- Ge, H., Chen, S. and Chen, Y., (2018), "International alliance of green hotels to reach sustainable competitive advantages", Sustainability, Vol. 10, No.2, p.573.
- Guimaraes, J.C.F.D., Severo, E.A. and Vasconcelos, C.R.M.D., (2017), "Sustainable competitive advantage: a survey of companies in Southern Brazil", BBR. Brazilian Business Review, Vol. 14, No.3, pp.352-367.
- Horng, J.S. and Tsai, C.T., (2012), "Culinary tourism strategic development: an Asia- Pacific perspective", International journal of tourism research, Vol. 14, No.1, pp.40-55.
- Hsu, T.H. and Tang, J.W., (2019), "Applying fuzzy LinPreRa cognitive map to evaluate strategic alliance partnerships for outlying island duty-free shop", Asia Pacific Journal of Marketing and Logistics Vol. 31, No, pp. 730-758.
- Jetter, L.G. and Chen, R.J., (2012), "An exploratory investigation of knowledge sharing and cooperative marketing in tourism alliances", International journal of hospitality & tourism administration, Vol. 13, No.2, pp.131-144.
- Jongwe, A.I., Moroz, P.W., Gordon, M. and Anderson, R.B., (2020), "Strategic Alliances in Firm-Centric and Collective Contexts: Implications for Indigenous Entrepreneurship", Economies, Vol. 8, No.2, p.31.
- Koskey, F.C., (2013), "Strategic alliances in the hotel industry: a case study of Sarova Group of hotels", Published Ph. D dissertation, University of Nairobi.

- Lee, J.W. and Kim, H.B., (2009), "Impacts of perception to alliance companies on hotel's brand equity according to the types of vertical integration", International Journal of Tourism Sciences, Vol. 9, No.2, pp.1-21.
- Lenssen, G., Blagov, Y., Bevan, D., Cui, Y. and Jiao, H., (2011), "Dynamic capabilities, strategic stakeholder alliances and sustainable competitive advantage: evidence from China. Corporate Governance", The international journal of business in society, VOL. 11 NO. 4, pp. 386-398,.
- Mamédio, D., Rocha, C., Szczepanik, D. and Kato, H., (2019), "Strategic alliances and dynamic capabilities: A systematic review", Journal of Strategy and Management, Vol. 12 No. 1, pp. 83-102.
- Nassar, M., (2016), "Factors and motivations influencingthe formation of marketing strategic alliance: Evidence from independent hotels in Egypt", JOURNAL OF TOURISM. RESEARCH, Vol. 16, No.1, pp157-175.
- Ozdemir, S., Kandemir, D. and Eng, T.Y., (2017). The role of horizontal and vertical new product alliances in responsive and proactive market orientations and performance of industrial manufacturing firms. *Industrial Marketing Management*, vol *64*, pp.25-35.
- Pansiri, J. and Courvisanos, J., (2010), "Attitude to risk in technology-based strategic alliances for tourism", International Journal of Hospitality & Tourism Administration, Vol. 11, No.3, pp.275-302.
- Pansiri, J., (2009), "The effects of characteristics of partners on strategic alliance performance in the SME dominated travel sector", Tourism Management Journal, Vol. 29, No.1, pp.101-115.
- Pappas, N., (2015), "Achieving competitiveness in Greek accommodation establishments during recession", International Journal of Tourism Research, Vol. 17, No.4, pp.375-387.
- Paraponaris, C., Sigal, M. and Ferrary, M., (2015), "Investing in transferable strategic human capital through alliances in the luxury hotel industry", Journal of Knowledge Management VOL. 19 NO. 5, pp. 1007-1028.
- Pratono, A.H., Darmasetiawan, N.K., Yudiarso, A. and Jeong, B.G., (2019), "Achieving sustainable competitive advantage through green entrepreneurial orientation and market orientation", The Bottom Line, Vol. 32 No. 1, pp. 2-15.
- Priyono, A., Dewi, E.I. and Lim, S.A.H., (2019), "Alliances as Dynamic Capability to Support Organizational Transformation: Empirical Findings from a State-Owned Enterprise", Foundations of Management, Vol. 11, No.1, pp.93-102.
- Rajpatty, S., (2011) Integrating TQM methods with corporate strategy: A source of sustainable competitive advantage", Ph.D. dissertation, Sheffield Hallam University.
- Russo, M., and Cesarani, M., (2017), Strategic alliance success factors: A literature review on alliance lifecycle. International Journal of Business Administration, Vol 8, No. 3, pp.1-9.
- Shah, K.U., (2011), "Organizational legitimacy and the strategic bridging ability of green alliances", Business Strategy and the Environment, Vol. 20, No.8, pp.498-511.

- Silva, D.B., (2012), "Co-evolution of strategic alliance between multiple partners in the same industry: A case study of a global airline alliance: The Star Alliance", Published Ph. D dissertation, The George Washington University.
- Uddin, M.B. and Akhter, B., (2011) "Strategic alliance and competitiveness: theoretical framework", Journal of Arts Science & Commerce, Vol. 2, No.1, p.43.
- Varis, J., Kuivalainen, O. and Saarenketo, S., (2005), "Partner selection for international marketing and distribution in corporate new ventures", Journal of international entrepreneurship, Vol. 3, No.1, pp.19-36.
- Wiklund, J. and Shepherd, D.A., (2009), "The effectiveness of alliances and acquisitions: The role of resource combination activities, Entrepreneurship Theory and Practice, Vol. 33, No.1, pp.193-212.
- Yitmen, I., (2013), "Organizational cultural intelligence: A competitive capability for strategic alliances in the international construction industry", Project Management Journal, Vol. 44, No.4, pp.5-25.
- Yoo, M. and Bai, B., (2007), "Value creation: the impact of strategic alliance on customer loyalty", Journal of Quality Assurance in Hospitality & Tourism, Vol. 8, No.2, pp.45-65.
- Dixit, S.C. and Sotiriadis, M., (2015)," Strategic Alliances in the Hospitality Industry as an Expansion Strategy: An Indian Perspective. Collaboration in Tourism Businesses and Destinations", A Handbook, p.77.
- Dubey, R., (2016), "Case B (Sequel)–GMR: deciding future alliance strategy for airports", Emerald Emerging Markets Case Studies, Vol. 6, No.1, pp.1-25.
- Jongwe, A.I., Moroz, P.W., Gordon, M. and Anderson, R.B., (2020), "Strategic Alliances in Firm-Centric and Collective Contexts: Implications for Indigenous Entrepreneurship", Economies, Vol. 8, No.2, p.31.

تأثير التحالفات الإستراتيجية في تحقيق ميزة تنافسية مستدامة: دراسة في بعض الفنادق المصرية

أ.د/ عبد الرحمن عبد الفتاح– محمود أحمد سلامة– د/ سامى وجيه محمود

قسم إدارة الفنادق- كلية السياحة والفنادق- جامعة قناة السويس

معلومات المقالة	الملخص
	تساهم الدراسة في تحديد معوقات التحالفات الاستراتيجية، ومعايير اختيار الشركاء، وتحديد الدوافع التي تشجع الفنادق ذات الأربع وخمس نجوم في مصر على الدخول في تحالفات استراتيجية لتحقيق ميزة تنافسية مستدامة لمواجهة المنافسة والتطور التكنولوجي السريع، وتبحث الدراسة تأثير التحالفات الإستراتيجية للوصول إلى ميزة تنافسية مستدامة على المنافسين. ركزت الدراسة على عدد من الفنادق ذات الأربع وخمس نجوم في القاهرة الكبرى (القاهرة والجيزة). تم توزيع ٣٠٠ استمارة على المدراء فى عدد ٥٠ فندق و ١٠ شركات سياحية)؛ تم استرداد (٧١٪) من الاستمارات. أشارت النتائج إلى أن المدراء راضيين عن أهمية التحالف الاستراتيجي، كما أظهرت النتائج أن معايير اختيار الشركاء ودوافع التحالفات الاستراتيجية تؤثر بشكل إيجابي على أهمية التحالف الاستراتيجي، وتؤثر معوقات التحالفات الاستراتيجية سلبًا على أهمية التحالف الاستراتيجي. كما أن أهمية التحالف الاستراتيجي تؤثر بشكل إيجابي على الميزة التنافسية المستدامة، كما تؤثر أهمية التحالف الاستراتيجي للفنادق الخضراء بشكل إيجابي على الميزة التنافسية المستدامة.