Research and Development Department: A new Proposed Management in Hotels and Travel Agencies

Ahmed Hassan Abdelkawi[1]   Heba Magdy El-Fkharany[2] Mahmoud Ahmed Salama[3]

[1,3]Hotel Management Department, Faculty of Tourism and Hotels, Suez canal University
[2]Tourism Studies Department, Faculty of Tourism and Hotels, Suez canal University

ARTICLE INFO	Abstract
	Research and development management "R&D" is often associated with innovation, and therefore it is considered an essential part of the organizational structure of leading organizations in developed countries. Billions of dollars are spent on it annually due to its significant role in the development of these organizations and in increasing their innovative and competitive capabilities. The survival of organizations and the extent of their success and growth depend on what they provide of innovative new services and products. This demonstrates the importance of such management in all organizations, particularly tourist firms. There is also a great need for this management in hotels and travel agencies due to the intense competition imposed by the successive global economic, technological, and cultural changes. Accordingly, this research aims to identify the perceptions of hotel managers, travel agencies, and teaching staff in the faculties of tourism and hotels about establishing new management for R&D in hotels and travel agencies according to a different vision that serves as a link between them and researchers in the hospitality sector. The field study was applied using the survey method. The field study included a simple random sample of five-star hotels (25 hotels) and travel agencies (30 agencies) in the cities of Cairo and Sharm el-Sheikh, in addition to colleges of tourism and hotels. The survey forms were directed to a simple random sample of managers and their assistants in these hotels and travel agencies (500 questionnaires), in addition to a sample of hospitality teaching staff (150 questionnaires). The results showed, after the statistical analysis by SPSS, there are strong positive perceptions from all parties of the sample towards the establishment of such management following the proposed vision. At the end of the study, a proposal was presented for establishing this management and the most important tasks entrusted to it.

Introduction

The successive global economic and technological changes in the current era have intensified competition between different organizations. Where the survival of organizations and the extent of their success and progress depend on what they provide of new innovative services or products that distinguish them from other competitors in the market, whether in terms of quality or price. Here, the role of research and development management "R&D" in organizations appears due to the technological and innovative advances it provides to the organizations and raises their competitive capabilities, expands their opportunities to enter new markets, increases their market share, and then increases their profits (Arora et al., 2011; Haneda and Ono, 2022).

Moreover, today the knowledge economy has become one of the most important economic trends in the world, especially in developed countries. Where the knowledge economy is characterized by its rapid development and growth and its lack of reliance on large traditional capital assets. In addition, it is a global economy that knows neither geographical borders nor national affiliations. This confirms the importance of R&D, and its effective role in exploiting the opportunities available in the technological revolution, managing organizations in creative ways, enabling them to increase their profits, competitiveness, and continuity in the market and, ensuring their market share among competing organizations (Dima et al., 2018; Honarpour et al., 2018).

As for the tourism sector, it is very sensitive to various crises, especially political, economic, and security crises, which makes it imperative for hotels and travel agencies to move from traditional thinking in management to innovative thinking to face these recurring crises and overcome them with the least possible losses. Accordingly, innovation related to R&D management is essential to improve the performance of these organizations, especially in times of crisis. For example, marketing innovation in times of crisis helps to penetrate new tourism markets and attract customers using innovative non-traditional methods, methods, and practices that competitors do not know, thus increasing occupancy rates and profits (Egger et al., 2016). Organizational innovation also helps, especially in times of crisis, in preserving human talents from attracting competitors and increasing their belonging to the organization, which contributes to overcoming crises. Technical innovation in times of crisis also helps in improving the technical performance of organizations in general, marketing performance, and organizational performance (Iglesias-Sánchez et al., 2020; Sobaih and Jones 2015).

Literature Review

Concepts of R&D Management

Research and development are a management responsible for enhancing the innovative, creative, and technological capabilities of organizations, by following up, facilitating, encouraging, sponsoring, and supporting proposed research studies and projects, whether internal (prepared by the organization itself) or external (prepared by external institutions or research centers). Then it applies the results and recommendations of these research studies in coordination with the organization's management to develop the organization's services and products and increase its innovative capabilities and its competitive and technical position. (Martin-Rios and Pasamar, 2018; Heij et al., 2020).

 R&D can also be defined as a creative intellectual process aimed at finding innovative solutions to existing or potential problems or creating new services or effective administrative methods and directions to increase the financial resources of the organization. It can also be said that R&D is an activity and practice associated with creativity, collecting knowledge and information, and converting them into distinct goods and services that enable the organization to survive in the competitive market. It is a planned activity directed toward reaching new facts (Schuhmacher et al., 2016; Egger et al., 2016).

In the same context, there are many definitions and concepts of R&D management: it is a planned activity aimed at achieving improvements in the technical process of production; A set of organized efforts directed at increasing scientific knowledge and developing production systems and methods; A thorough examination aimed at discovering new knowledge that is useful in producing a new product or substantial improvement in an already existing product or service (research); Transforming research results into designing new products or new technical methods or improving them (development) (Schot and Steinmueller, 2018; Savrul and Incekara, 2015).

The Importance of R&D Management
R&D management has many advantages and benefits, such as: developing the innovative and creative capabilities of organizations; improving and developing the services and products offered; Enhancing the competitive position of organizations locally and globally; ensuring and increasing market share; continuing in the markets; optimum utilization of resources; reduce expenses and costs; solve existing and potential problems; Effective crisis management (Salimi and Rezaei, 2018). There are also other benefits of R&D management represented in achieving customer satisfaction and loyalty; meeting the future needs of customers; Introducing distinguished new services and products; improving the quality of services; entering new markets; improving the quality of the work environment; increasing the financial resources of organizations (Henttonen et al., 2016); Helping organizations benefit from the ideas of employees and customers; easy identification of supply and demand indicators; ease of studying the markets; Saving time and effort; market leadership; Improving financial, marketing, administrative and organizational performance; Creatively increasing productivity (Egger et al., 2016; Salimi and Rezaei, 2018).

Thus, R&D management represents one of the most important means for the survival, growth, and development of organizations of all kinds, especially in light of recurring crises, as it enables them to overcome the problems of the present and face the challenges of the future. An organization that does not search, develop, and innovate may become old with time and disappear. While organizations that invest in research, development, innovation, excellence, and the application of everything new in all fields, whether organizational, marketing, or technical, can increase profit rates; market share; return on investment (Baik et al., 2022); customer satisfaction; improving the quality of services; customer orientation and cost reduction; Achieving advanced competitive positions, both locally and internationally. In addition to finding effective solutions to the problems of the internal environment of the organization and its external environment; And provide the organization periodically with the latest information that helps it keep abreast of developments and changes in customer tastes, increase sales and consolidate the mental image of employees and customers (Haneda and Ono, 2022).

Accordingly, the tourism sector needs more than other sectors to adopt the thought of research, development, and innovation due to its severe specificities, frequent crises, large market size, and intense competition on the one hand, and diversity, complexity, and constant change of needs and desires. On the other hand, especially since the tourism product is primarily a service product that requires provision in an innovative, distinctive, and often new way (Iglesias-Sánchez et al., 2020; Sobaih and Jones 2015).

Strategies and Activities of R&D

Previous studies (Huang et al., 2015; Rezaei and Ortt, 2018; Li and Tan, 2020) have shown that R&D activities and roles are numerous and varied, as follows: contributing to the development of organizational plans and programs; developing proposals for policies and procedures; reviewing the results of studies and research; benefit from search results; compile and classify research and studies and apply their results; Following up the implementation and application of the results and recommendations of studies and research and preparing periodic reports on them; solve production problems; Keeping abreast of local and global developments; Providing competitive prices keeping pace with the continuous changes in customers' desires.

The R&D management is also responsible for studying the entire organization to find out the details, problems, and challenges facing the organization and its future aspirations; In addition to studying the market and target market segments for customers to determine their current and future desires and needs, in coordination with the Marketing Department. Then identify the problems and the required research points. As for the R&D strategies that lead to the development of organizations and increase their competitiveness and innovative capabilities, they are multiple, such as offensive strategies; defensive strategies; absorption strategies; interface strategies; Market creation strategies. maverick strategies: people acquisition strategies; Corporate acquisition strategies (Marinescu and Titu, 2016; Schuhmacher et al., 2016; Milesi et al., 2017).

R&D in Leading Organizations

R&D is an essential part of the organizational structure of major leading organizations. R&D management is the main engine or artery that feeds leading organizations with the knowledge, innovation, and technology they need to enable them to achieve their goals, especially in developed countries. Leading organizations realized, many years ago, the importance of research and development management, and therefore they invest in it and deduct large portions of their resources to finance research projects. R&D investments in some leading organizations may reach billions of dollars, especially organizations that rely mainly on research projects such as medical, industrial, and technological organizations (Saether, 2019; Hale et al., 2019). In this context, previous studies (Xu and Sim, 2018) recommended the need for organizations to waive part of their current revenues to finance research and development activities to improve performance and increase profits in the future. Saether (2019) showed in Table (1) the rates of funding research and development in the United States by sector in 2019.

Table (1): U.S. R&D Funding by Sector and Character in 2019

Sector	Basic Research		Applied Research		Development		Total	
	Dollars	Percent	Dollars	Percent	Dollars	Percent	Dollars	Percent
Federal Government	$37.8	42.6	$35.4	33.9	$42.9	13.3	$116.1	22.5
Nonfederal Government	2.4	2.8	1.5	1.5	0.6	0.2	4.5	0.9
Business	25.7	29.0	57.3	54.8	272.5	84.6	355.5	69.0
Higher Education	11.5	12.9	5.0	4.8	2.0	0.6	18.5	3.6
Other Nonprofit	11.2	12.6	5.4	5.1	4.1	1.3	20.6	4.0
Total	$88.6	100.0	$104.6	100.0	$322.1	100.0	$515.3	100.0

Source: Sargent (2019)

R&D, Innovation, and Hospitality Industry

R&D Management is mainly related to creativity and innovation, solving problems, facing challenges, and moving from traditional thinking to creative thinking. At the same time, Service organizations, especially hotel establishments and travel agencies, face many challenges such as political crises, security unrest, environmental changes, intensely local and international competition, the emergence of globalization and economic blocs, technological developments, knowledge and market economies, and the rapid change in the tastes, aspirations, and desires of customers. All these challenges necessitate hotel organizations and travel agencies to move from stereotypical traditional thinking to creative thinking that is characterized by renewal, innovation, and diversity to be able to survive, grow, face these challenges, and keep up with these changes, otherwise, these organizations will face many difficulties. In other words, either innovation or evaporate (Booyens and Rogerson, 2017; Alonso-Almeida et al., 2016; Schuhmacher et al., 2016).

Therefore, innovation is an inevitable necessity imposed by the contemporary reality on hotel establishments and travel agencies due to the great challenges previously mentioned. In addition to the demographic challenges of customers because of changing tastes, cultures, races, genders, and ages.   This requires the need for change in hotel services, methods of marketing them, and the arts of presenting them to the customer, so that they are unique at times and varied at other times to meet all these changes (Alola et al., 2022). Especially since services are usually easy to imitate by competitors, the more innovation is difficult to imitate, the more the organization will be able to benefit from it to a large extent and for a longer time. This is in addition to the frequent crises faced by the tourism sector, the challenges of competition, the ability to penetrate the tourist markets, the challenges of continuous diversity, and the rapid change in the desires and expectations of customers. In addition to organizational conflicts and the extent of workers' resistance to change (Azimovna et al., 2022). Innovative capabilities associated with research and development can also be identified through the innovative capabilities model presented by Ruffoni et al., (2018) and Zawislak et al., (2012) in Figure (1).
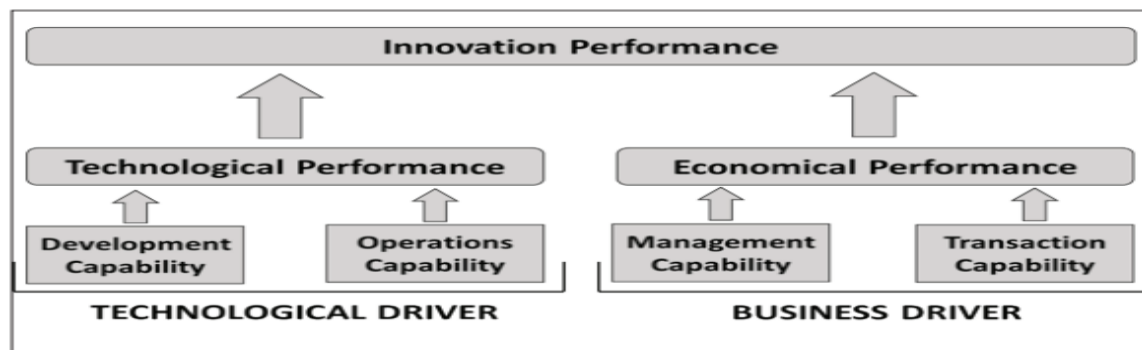
Figure (1): Innovation Capabilities Model
Source: Ruffoni et al., (2018) and Zawislak et al., (2012)

Research aim:
This research aims to identify the perceptions of hotel managers, travel agencies, and teaching staff in the tourism faculties about establishing new management for R&D in hotels and travel agencies according to a different vision, which will serve as a link between these organizations and the researchers in the hospitality sector.

Hypotheses
There are strong positive perceptions towards establishing new management for R&D in hotels and travel agencies.

Methodology

Sampling and Data Collection
The survey method was used to collect field data. The research community in the field study consisted of 3 categories: five-star hotels and travel agencies in the cities of Cairo and Sharm El-Sheikh because they contain international hotels and travel agencies; And the teaching staff in the faculties of tourism and hotels. 3 methods were used to distribute the questionnaires: manually; Google Forms; and LinkedIn. For a sample of hotels and travel agencies in Cairo and Sharm El-Sheikh: 500 questionnaires were distributed to a random sample of managers and their assistants from different categories in 25 five-star hotels and 30 travel agencies. The number of retrieved questionnaires valid for statistical analysis was 350, with a response rate of 70%. As for the sample of faculties of tourism and hotels; A total of 150 questionnaires were directed to a simple random sample of teaching staff in the departments of Hotel Management and Tourism Studies in different colleges. The number of retrieved questionnaires valid for statistical analysis was 130, with a response rate of 87%.

Scale Construction
The scale of hotels and travel agencies was divided into 4 parts according to the five-graded Likert scale. The first part is concerned with the demographic data of the sample. The second part is about identifying managers' perceptions of the importance of R&D, and it includes 20 items. The third part relates to identifying managers' perceptions of R&D strategies and their importance to the tourism sector, and this part included 8 items. The fourth part is about identifying the most important sectors that require innovation through investment in R&D, and this part included 14 items. The fifth final part is about identifying the most important challenges that may face innovation and R&D, and this part included an 8-unit number. As for the teaching staff scale in the faculties of tourism,

it was designed according to the five-point Likert scale to identify the perceptions of researchers about the importance of; benefits; and the positives of establishing an R&D Management in hotels and travel agencies; And to what extent can this new Management serve tourism scientific research.

Data Analysis
The field data were analyzed statistically using the SPSS program version 20. Some statistical methods were relied upon, such as means, standard deviations, skewness, and kurtosis coefficients. In addition to Cronbach's alpha coefficient to verify the stability and reliability of the scales used.

Results and Discussion

Sample of Hotels and Travel Agencies
This part discusses the descriptive analysis results of the hotel managers' and travel agencies' perceptions. these Perceptions towards the importance of establishing a research and development department; And the most important strategies of it for the tourism sector. In addition to most sectors in hotels and travel agencies need to innovate through investment in research and development; As well as identifying the most important challenges and obstacles that may face the research, development, and innovation department in the hospitality industry.

Demographic Data
The demographic data in Table (2) showed the diversity and homogeneity of the study sample. Males represent 73% of the sample, while the female sample represents 27%. Also, the age groups are diverse; Most of the age groups in the category ranged between 36-45 years. It also notes the diversity of education levels, where 72% of the sample obtained a bachelor's degree. The experience of the study sample also varies, for example, 30% have experience of more than 15 years.

Table (2): Demographics of samples

Demographics	Items	Frequency	percentage
Gender	Male	255	72.85
	Female	95	27.14
Age	35 and less	110	31.42
	36 – 45 years	125	35.71
	46 – 55 years	70	20
	More than 55 years	45	12.85
Education	Bachelor	249	71.14
	Diploma	35	10
	Master	21	6
	PhD	5	1.42
	Other	40	11.42
experience	5 years and less	62	17.71
	5 – 10 years	88	25.14
	11 – 15 years	95	27.14
	15 years and more	105	30
Place of work	Hotels	278	79.42
	Travel Agencies	72	20.57

Validity and Reliability

The results of Table (3) show that all values of Cronbach's alpha correlation coefficient for the scale dimensions used are greater than 0.7, and all values of Validity are greater than the minimum statistically acceptable level, which is 6. Thus, these values are considered a strong indicator of the stability of the scale used, and an indication of the existence of internal consistency among all Its dimensions and terms.

Table (3): Reliability and Validity of Scale

	Constructs	No. of Items	Cronbach's α	Validity
1	Perceptions towards the importance of R&D	20	0.772	0.883
2	Perceptions towards the strategies of R&D	8	0.825	0.943
3	Sectors most in need of innovation through R&D	14	0.761	0.755
4	Challenges facing innovation through R&D	8	0.733	0.971

The descriptive analysis of Managers' perceptions towards the importance of R&D

Table (4) shows the descriptive analysis results of managers' perceptions of R&D importance. Most managers' perceptions of R&D were positive. All managers' choices and perceptions fell into the approval category on the five-point Likert scale. Hotel managers and travel agencies agreed on the importance of establishing management responsible for research and development. All the managers agreed that R&D leads to increase and encourages innovation (Mean = 4.33); improves the quality of services (Mean=4.02); strengthens the competitive position; ensures and increases market share; optimal use of resources (Mean=3.66); reduces expenses and costs; solve existing and potential problems; effective crisis management; achieving customer loyalty; meet the future needs of customers; Providing new and distinctive services; entering new markets (Mean=3.55); improve the quality of work; increase finances and profits; determine supply and demand indicators; ease of preparation of marketing research; save time and effort; proactive guidance (Mean=3.89); Increase return on investment.

These results are consistent with previous studies (Salimi and Rezaei, 2018; Henttonen et al., 2016; Egger et al., 2016; Salimi and Rezaei, 2018) which showed that R&D management has many advantages and benefits, such as: developing innovative and creative capabilities of organizations; improving and developing the services and products offered; Enhancing the competitive position of organizations locally and globally; ensuring and increasing market share; continue in the markets; optimum utilization of resources; reduce expenses and costs; solve existing and potential problems; Effective crisis management; achieving customer satisfaction and loyalty; meet the future needs of customers; Introducing distinguished new services and products; improving the quality of services; entering new markets; improving the quality of the work environment; increase the financial resources of organizations.

Table (4): Managers' perceptions towards the importance of R&D

	Items	Mean	Std. Dev.	Skewness	Kurtosis
1	Increase and Encourage Innovation	4.33	0.86	.815	.922
2	Improving the Quality of Services	4.02	0.71	.759	.513
3	Enhance the Competitive Position	4.00	0.98	.934	1.02
4	Ensure and Increase Market Share	4.11	0.77	.820	1.22
5	Continue to Compete	3.95	0.95	.715	.566
6	Optimal Use of Resources	3.66	0.81	.649	.885
7	Reduce Expenses and Costs	4.55	0.74	.784	.981
8	Solving Existing and Potential Problems	4.00	0.97	.860	.675
9	Effective Crisis Management	4.43	1.00	.835	.677
10	Achieving Customer Loyalty	3.77	0.75	1.03	.844
11	Meet the Future Needs of Customers	4.80	0.96	.584	1.00
12	Provide Distinctive New Services	3.76	0.71	.860	.769
13	Entering New Markets	3.55	0.88	.655	.891
14	Improve the Quality of The Work	3.91	1.02	.639	.655
15	Increase Financial Resources and Profits	4.87	0.76	.784	.984
16	Identify Supply and Demand Indicators	4.11	0.97	1.21	.811
17	Ease of Preparing Marketing Research	4.44	0.90	.765	.900
18	Save Time and Effort	4.00	0.87	.849	.661
19	Proactive Orientation	3.89	0.80	.684	.982
20	Increase Return on Investment	3.76	1.00	.750	1.01

The descriptive analysis of Managers' perceptions towards the strategies of R&D

Table (5) shows the descriptive analysis results of the hotel managers' and travel agencies' perceptions towards the most important R&D strategies that can lead to the development of these tourism organizations and enhance their innovative capabilities and competitive position and improve their marketing, technical and administrative performance. Where the results showed that the most important of these strategies according to managers' perceptions are as follows: Offensive strategies (Mean = 4.55); absorption strategies (Mean = 4.43); interfacial strategies (Mean = 4.22); Corporate acquisition strategies (Mean = 4.41). The perceptions of managers here are consistent with previous studies (Marinescu and Titu, 2016; Schuhmacher et al., 2016; Milesi et al., 2017) that emphasized the importance of research and development strategies in promoting innovation and increasing market share and profits, especially the following strategies: offensive strategies; defensive strategies; absorption strategies; interface strategies; Market creation strategies. maverick strategies: people acquisition strategies; corporate acquisition strategies.

Table (5): Managers' perceptions towards the strategies of R&D

	Items	Mean	Std. Dev.	Skewness	Kurtosis
1	Offensive (OS)	4.55	0.85	0.876	.514
2	Defensive (DS)	3.67	0.68	.781	1.22
3	Absorptive (AS)	4.43	1.11	.852	.766
4	Interstitial (IS)	4.22	0.66	.755	.771
5	Market Creation (MCS)	3.51	1.00	.699	.686
6	Maverick (MS)	3.84	0.55	.884	.933
7	People Acquisition (PAS)	3.77	0.86	1.01	.651
8	Corporate Acquisition (CAS)	4.41	0.99	.965	.870

The descriptive analysis of managers' perceptions towards the hospitality sectors most in need of innovation through investment in R&D

The results of Table (6) show a descriptive analysis of managers' perceptions towards the hospitality sectors most in need of innovation through investment in R&D. Where the managers agreed that investing in R&D will lead to increased creativity and innovation in the following areas: operations (Mean=3.89); development; management (Mean=4.32); transactions; organizing behavior; marketing; computer systems; Total Quality Management; security systems (Mean=3.75); information and communication technology (Mean=4.97); equipment and tools; maintenance; Artificial intelligence; Finance (Mean=3.75). These results are consistent with previous studies (Booyens and Rogerson, 2017; Alonso-Almeida et al., 2016; Schuhmacher et al., 2016) confirming that the most important tourism sectors that need innovation through investment in R&D are: management; operations; transactions; development; organizational behavior; marketing; computer systems; total quality management; security systems; equipment and tools; maintenance; to artificial intelligence; Finances.

Table (6): Managers' perceptions towards the hospitality sectors most in need of innovation through investment in R&D

	Items	Mean	Std. Dev.	Skewness	Kurtosis
1	Operations	3.89	.211	.753	.721
2	Development	3.65	0.65	.918	.610
3	Management	4.32	0.65	.765	1.12
4	Transactions	3.66	0.93	1.05	0.775
5	Organizational Behavior	4.00	1.05	.665	.966
6	Marketing	4.16	0.65	.891	.763
7	Computer Systems	3.65	1.00	.577	.781
8	TQM	3.98	0.66	.711	.811
9	Security Systems	3.75	1.00	1.00	.619
10	ICT	4.97	0.80	1.01	.944
11	Equipment And Tools	3.80	0.91	.684	1.00
12	Maintenance	3.86	0.75	.870	.551
13	Artificial Intelligence	4.11	1.04	.805	1.04
14	Finances	3.75	0.86	.674	.934

The descriptive analysis of managers' perceptions towards the most important challenges and obstacles that may face R&D and innovation.

The results of Table (7) show a descriptive analysis of managers' perceptions of the challenges and obstacles that may face in R&D and innovation. The results showed that the most important challenges are: Managerial challenges (Mean=4.00); financial challenges; organizational challenges (Mean=3.75); cultural challenges; legislative challenges; skill challenges; cognitive challenges (Mean=3.95); Motivational challenges. These results are consistent with previous studies (Costa-Campi et al., 2015; Yang, 2019; Dredge et al., 2018) that confirmed that the most important obstacles and challenges facing innovation and investment in R&D are: Managerial challenges; financial challenges; organizational challenges; cultural challenges; legislative challenges; Skill challenges; Cognitive challenges; Motivational challenges.

Table (7): Managers' perceptions towards challenges facing R&D and innovation.

	Items	Mean	Std. Dev.	Skewness	Kurtosis
1	Managerial (MC)	4.00	.011	.651	.881
2	Financial (FC)	3.88	0.85	.894	.712
3	Organizational (OC)	3.75	0.71	.834	1.02
4	Cultural (CC)	3.53	0.89	1.05	.795
5	legislative (LC)	3.72	0.73	.678	.960
6	Skill (SC)	4.33	0.62	.808	.714
7	Cognitive (CC)	3.95	1.00	.654	.556
8	Motivational (MC)	3.71	0.90	.902	.790

Sample of Teaching staff in the tourism faculties

This part discusses the descriptive analysis results of the teaching staff perceptions in the faculties of tourism and hotels towards the establishment of R&D in hotels and travel agencies. In addition to the advantages that will result from the establishment of this management, and to what extent this management will serve the process of scientific research in the field of tourism and hospitality.

The descriptive analysis of teaching staff perceptions towards establishing R&D management in hotels and travel agencies.

The results of table (8) show that there are strong positive perceptions among the teaching staff in the faculties of tourism and hotels towards establishing R&D management. the teaching staff believes that this management will serve scientific research in the hospitality sector and acts as a strong link between scientific research institutions and the field side. The teaching staff emphasized the importance of this new management in the ease of distributing and collecting questionnaires, the accuracy of the results, and the ease of research procedures. These results are consistent with previous studies (Soh and Subramanian, 2014; Pagliaro and Coccia, 2021) that confirmed that R&D management contributes to the development of scientific research. Previous studies (Egger et al., 2016; Iglesias-Sánchez et al., 2020; Sobaih and Jones 2015) have confirmed that R&D management can develop the tourism and hospitality industry.

Table (8): Teaching staff perceptions towards establishing R&D Management

	Items	Mean	Std. Dev.	Skewness	Kurtosis
1	Ease of distributing questionnaires	4.64	1.00	.810	.732
2	R&D will be a link between the research and field side				
3	Credibility in research methodologies	4.11	0.97	.656	.610
4	Accuracy of research results	4.29	0.66	.834	1.00
5	Ease of conducting face-to-face interviews	3.75	0.54	.520	.544
6	Enlarge the size of the field studies samples	3.98	0.74	.614	.706
7	Ease of obtaining all required data and documents	3.56	0.69	.949	.985
8	Providing researchers with research problems	4.00	0.55	.982	.822
9	Organizing periodic conferences that bring together researchers and practitioners	3.90	0.74	.561	.605
10	Ease of conducting case studies	4.51	1.01	.732	.600
11	Speed in conducting field studies	3.99	0.60	.670	.712
12	Strengthening relationships between researchers and practitioners	4.37	0.89	.884	.711

Conclusion

Contemporary organizations face the challenge of "either innovation or evaporate". Therefore, hotels and travel agencies, more than other organizations, need to adopt and apply modern management trends that encourage innovation, such as R&D Management, due to the great challenges and successive changes facing the tourism industry locally, and globally. Therefore, this paper aims to identify the perceptions of hotel managers, travel agencies, and teaching staff in the faculties of tourism and hotels about establishing new management for R&D in hotels and travel agencies according to a different vision that serves as a link between them and researchers in the field of hospitality. This new management is expected to have many positives, whether for the research or field side. For researchers, it will enable them to conduct all kinds of research easily, quickly, and accurately. As for the field aspect, this management will enable hotels and travel agencies to make the most of the results and recommendations of research and specialized studies. And then the development of management, financial, technical, marketing, and innovative performance. The results showed, after the statistical analysis of the primary data by SPSS, that there are strong positive perceptions from all parties of the sample towards the establishment of such management by the proposed vision. At the end of the study, a proposal was presented for establishing this management and the most important tasks entrusted to it.

Recommendations

The current study recommends establishing management for research and development in hotels and travel agencies, and its tasks are as follows:

- This management undertakes the process of distributing and collecting questionnaires to all parties, whether managers, employees, customers, suppliers, or any other parties dealing with hotels and travel agencies;
- Organizing personal interviews with all parties (managers, employees, customers) or any other parties;
- Providing researchers with all important data and documents that support their research;
- Organizing annual international conferences that bring together researchers in the field of tourism and hospitality locally and internationally, and practitioners in hotels and travel agencies locally and internationally, where research papers are discussed by both parties together (researchers and practitioners);
- Receiving research results and recommendations from researchers periodically, collecting them, classifying them, and presenting them to the management of hotels and travel agencies in preparation for applying them, working with them, and benefiting from them;
- Coordinating between the organization's management (hotels and travel agencies) and researchers about providing consultations and how to apply the results and recommendations of the research presented;
- Coordinating between researchers and the management of hotels and travel agencies concerning holding symposiums, seminars, and training workshops in hotels and travel agencies to help them in implementing research findings and recommendations;
- Coordinating between researchers and practitioners concerning holding seminars and workshops for tourism and hospitality students in universities to strengthen their skills and practical experience;

- Providing researchers periodically with the most important research points and problems facing the tourism and hospitality sector, on an up-to-date basis;
- Annually announcing financial and entertainment awards for the best research that provides innovation and helps develop the tourism sector, where these awards are handed out at the proposed international annual conference that brings together researchers and practitioners locally and internationally;
- Funding innovative research projects and important case studies in coordination with the management of hotel and travel agencies.

Limitations

The results of this study are restricted to a sample of five-star hotels and travel agencies in the cities of Cairo and Sharm el-Sheikh in Egypt, as well as a sample of teaching staff in the faculties of tourism and hotels.

Future Research

In the future, review studies can be conducted to compare the performance of a sample of hotels and travel agencies in Egypt and a sample of hotels and travel agencies in some developed countries that have R&D management.

References:

- Alola, U. V., Bekun, F. V., Alola, A. A., & Ahmed, Z. U. (2022). Sustainable development amidst technological innovation and tourism activities in sub-Saharan Africa. International Social Science Journal, 72(243), 111-127.
- Alonso-Almeida, M. D. M., Rocafort, A., & Borrajo, F. (2016). Shedding light on eco-innovation in tourism: A critical analysis. Sustainability, 8(12), 1262.
- Arora, A., Belenzon, S., & Rios, L. A. (2011). The organization of R&D in American corporations: the determinants and consequences of decentralization (No. w17013). National Bureau of Economic Research.
- Azimovna, M. S.; Ilkhomovna, U. D. and Shokhrukhovich, U. F. (2022). Innovative Strategies Of Tourism Development In Uzbekistan, European Journal Of Innovation In Nonformal Education, Vol.2, No. 1, PP.1-4.
- Baik, B., Gunny, K. A., Jung, B., & Park, D. (2022). Income Smoothing through R&D Management and Earnings Informativeness. The Accounting Review, 97(3), 25-49.
- Booyens, I., & Rogerson, C. M. (2017). Networking and learning for tourism innovation: evidence from the Western Cape. Tourism Geographies, 19(3), 340-361.Costa-Campi,
- Costa-Campi, M. T., Garcia-Quevedo, J., & Trujillo-Baute, E. (2015). Challenges for R&D and innovation in energy. Energy Policy, 83, 193-196.Dima, A. M.; Begu, L.; Vasilescu,
- Dima, A. M., Begu, L., Vasilescu, M. D., & Maassen, M. A. (2018). The relationship between the knowledge economy and global competitiveness in the European Union. Sustainability, 10(6), 1706.
- Dredge, D., Phi, G. T. L., Mahadevan, R., Meehan, E., & Popescu, E. (2019). Digitalisation in Tourism: In-depth analysis of challenges and opportunities.
- Egger, R.; Gula, I. and Walcher, D. (2016). Open tourism: Open Innovation, Crowdsourcing and Co-Creation Challenging the Tourism Industry, Cham, Switzerland: Springer, Tourism on the Verge, DOI 10.1007/978-3-642-54089-9, No. 978-3.

- Hale, K.; Britt, R. and Gibbons, M. (2019). Higher Education R&D Spending: Spending and Funding Sources Differ by State, National Science Foundation, Social, Behavioral and Economic Sciences, NSF 19-303.
- Haneda, S. and Ono, A. (2022). R&D Management Practices and Innovation: Evidence from a Firm Survey, Springer Briefs in Economics, an open access book, https://doi.org/10.1007/978-981-16-9797-5.
- Heij, C. V.; Volberda, H. W.; Bosch, F. A. and Hollen, R. M. (2020). How to leverage the impact of R&D on product innovation? The moderating effect of management innovation, R&D Management, Vol.50, No.2, PP. 277-294.
- Henttonen, K.; Hurmelinna-Laukkanen, P. and Ritala, P. (2016). Managing the appropriability of R&D collaboration, R&D Management, Vol.46, No. S1, pp.145-158.
- Honarpour, A.; Jusoh, A. and Md Nor, K. (2018). Total quality management, knowledge management, and innovation: an empirical study in R&D units, Total quality management & business excellence, Vol.29, No. 7-8, pp.798-816.
- Huang, K. F.; Lin, K. H.; Wu, L. Y. and Yu, P. H. (2015). Absorptive capacity and autonomous R&D climate roles in firm innovation, Journal of Business Research, Vol.68, No.1, pp.87-94.
- Iglesias-Sánchez, P. P.; López-Delgado, P.; Correia, M. B. and Jambrino-Maldonado, C. (2020). How do external openness and R&D activity influence open innovation management and the potential contribution of social media in the tourism and hospitality industry?, Information Technology & Tourism, Vol.22, No. 2, pp. 297-323.
- Li, X. and Tan, Y. (2020). University R&D activities and firm innovations, Finance Research Letters, Vol.37, No.101364.
- Marinescu, S. I. and Titu, M. (2016). Establishing The Strategy For Research And Development (R&D) Of Smes In The" Nonconventional Technologies"(Nt) Field Using" Neural Networks"-(Nn), Revista De Tehnologii Neconventionale, Vol. 20, No.1.
- Martin-Rios, C. and Pasamar, S. (2018). Service innovation in times of economic crisis: the strategic adaptation activities of the top EU service firms, R&D Management, Vol.48, No. 2, pp.195-209.
- Milesi, D.; Verre, V. and Petelski, N. (2017). Science-industry R&D cooperation effects on firm's appropriation strategy: the case of Argentine biopharma, European Journal of Innovation Management, Vol. 20, No. 3, pp. 372-391.
- Pagliaro, M. and Coccia, M. (2021). How self-determination of scholars outclasses shrinking public research lab budgets, supporting scientific production: a case study and R&D management implications, Heliyon, Vol.7, No. e05998.
- Rezaei, J. and Ortt, R. (2018). Entrepreneurial orientation and firm performance: the mediating role of functional performances, Management Research Review, Vol. 41, No. 7, pp. 878-900.
- Ruffoni, E. P. D'Andrea, F. A. Chaves, J. K. Zawislak, P. A. and Tello-Gamarra, J. (2018). R&D investment and the arrangement of innovation capabilities in Brazilian manufacturing firms, Journal of technology management & innovation, Vol.13, No. 4, pp.74-83.
- Saether, E. A. (2019). Motivational antecedents to high-tech R&D employees' innovative work behavior: Self-determined motivation, person-organization fit, organization support of creativity, and pay justice, The Journal of High Technology Management Research, Vol.30, No.2.
- Salimi, N. and Rezaei, J. (2018). Evaluating firms' R&D performance using best worst method, Evaluation and program planning, Vol.66, PP.147-155.

- Sargent, J. F. (2018). US research and development funding and performance: Fact sheet, Accessed Congressional Research Service, No.44307.
- Savrul, M. and Incekara, A. (2015). The effect of R&D intensity on innovation performance: A country level evaluation, Procedia-Social and Behavioral Sciences, Vol.210, PP.388-396.
- Schot, J. and Steinmueller, W. E. (2018). Three frames for innovation policy: R&D, systems of innovation and transformative change, Research policy, Vol.47, No.9, pp.1554-1567.
- Schuhmacher, A.; Gassmann, O. and Hinder, M. (2016). Changing R&D models in research-based pharmaceutical companies, Journal of translational medicine, Vol.14, No.1, pp. 1-11.
- Sobaih, A.; and Jones, E. (2015). Bridging the hospitality and tourism university–industry research gap in developing countries: The case of Egypt, Tourism and Hospitality Research, Vol.15, No. 3, pp.161-177.
- Soh, P. H. and Subramanian, A. M. (2014). When do firms benefit from university–industry R&D collaborations? The implications of firm R&D focus on scientific research and technological recombination, Journal of Business Venturing, Vol.29, No. 6, pp.807-821.
- Xu, J. and Sim, J. W. (2018). Characteristics of corporate R&D investment in emerging markets: Evidence from manufacturing industry in China and South Korea, Sustainability, Vol.10, No. 3002.
- Yang, J. (2019). Corporate innovation in China and its implications, Asian-Pacific Economic Literature, Vol.33, No. 1, pp. 21-32.
- Zawislak, P. A. Cherubini Alves, A. Tello-Gamarra, J. Barbieux, D. and Reichert, F. M. (2012). Innovation capability: From technology development to transaction capability, Journal of technology management & innovation, Vol.7, No.2. PP. 14-27.

إدارة البحث والتطوير: إدارة جديدة مقترحة في الفنادق ووكالات السفر

أحمد حسن عبد القوي[1]   هبه مجدي الفخراني[2]   محمد أحمد سلامه[3]

[1،3] قسم إدارة الفنادق– كلية السياحة والفنادق– جامعه قناه السويس

[2] قسم الدراسات السياحية– كلية السياحة والفنادق– جامعه قناه السويس

ملخص باللغة العربية

إدارة البحث والتطوير R&D غالباً ما تقترن بالابتكار، ولذلك تعتبر جزءاً أساسياً في الهيكل التنظيمي للمنظمات الرائدة بالدول المتقدمة ، بل ويُنفق عليها سنوياً مليارات الدولارات نظراً لدورها الكبير في تطور هذه المنظمات وزيادة قدراتها الابتكارية والتنافسية . حيث أصبح بقاء المنظمات ومدى نجاحها وتطورها مرهون بما تقدمه من خدمات ومنتجات جديدة مبتكرة . وهنا تظهر أهمية وجود مثل هذه الإدارة داخل كافة المنظمات على اختلاف أنواعها وخاصة المنظمات السياحية . كما تشتد الحاجة لوجود هذه الإدارة داخل الفنادق ووكالات السفر نظراً للمنافسة الشديدة التي تفرضها التغيرات الاقتصادية والتكنولوجية والثقافية العالمية المتلاحقة . وبناءً عليه يهدف هذا البحث إلى التعرف على تصورات مدراء الفنادق ووكالات السفر وأعضاء هيئة التدريس بكليات السياحة والفنادق حول إنشاء إدارة جديدة للبحث والتطوير داخل الفنادق ووكالات السفر وفقاً لرؤية مختلفة تكون بمثابة حلقة وصل بينها وبين الباحثين في مجال الضيافة . وقد تم تطبيق الدراسة الميدانية باستخدام أسلوب الاستقصاء . واشتملت الدراسة الميدانية على عينة عشوائية بسيطة من فنادق الخمس نجوم (25 فندقاً) ووكالات السفر (30 وكالة) في مدينتي القاهرة وشرم الشيخ ، بالإضافة إلى كليات السياحة والفنادق . وجِهت استمارات الاستقصاء إلى عينة عشوائية بسيطة من مدراء هذه الفنادق ووكالات السفر ومساعديهم (500 استمارة) ، بالإضافة إلى عينة من أعضاء هيئة التدريس بكليات السياحة والفنادق (150 استمارة) . أظهرت النتائج بعد التحليل الإحصائي للبيانات الأولية وجود تصورات إيجابية قوية من جميع أطراف العينة تجاه إنشاء مثل هذه الإدارة وفقاً للرؤية المقترحة . قدمت الدراسة في نهايتها مقترحاً لكيفية إنشاء هذه الإدارة وأهم المهام المنوطة بها .

الكلمات المفتاحية : إدارة البحث والتطوير R&D ، الابتكار، العائد على الاستثمار ROI