

**Activating Family in Business Tourism in Egypt**

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Abstract:

Family Business is an enterprise owned and operated by members of a small family. It is very common in rural areas due to traditional land owning patterns. It depends also on Nature Tourism and Echo Tourism. Family Business is based on craft industry and it can be influenced by seasonality in tourism demand.

This paper argues that the existence of family business in Egypt is possible because Egypt is well known for its suitable areas that fit in this kind of business and there are a lot of cafes, restaurant and small hotels that are owned and operated by small families. The study presents the interviews of officials in the public sector; some of them are optimists and others are pessimists due to some difficulties concerning our culture. The study provides recommendations that make family business one of the most important business in Egypt.

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Introduction:

Family Business can be defined as "an enterprise which in practice is controlled by members of a single family" (Barry, 1975).

"The theoretical essence of a family business lies in the vision of its dominant family members. The vision must be to use the business for the betterment of the family potentially across more than one generation". (Chua, 1999).

"Owner \manager attitude is a more productive approach to describing and understanding the family business sector than the more traditional methods of equity or managerial control". (Birley, 2001).

The family business consists of any business venture owned and / or operated by an individual, couple or family (Getz, Carlson, Morrison, 2004).

Family Business is neither used nor understood (Birley 2001).

Research Methodology:

The research depends on theoretical study collected from books, scientific journals periodicals to indentify the meaning of family business , family business' resources and culture also to know how to sustain and develop family business, failure and success of the business and the applying of it in Egypt in the suitable areas. This in addition to a field study that aimed at knowing the opinion of officials in activating this business in Egypt and the areas suitable for this business. The study presents the interviews with officials and tourism experts in the public sector such as the ministry of tourism ,the Egyptian Hotel Association and the Egyptian Travel Agent association.

Literature Review:

Family Business' characteristics:

- Family Business is common in rural areas, farms, small towns and resorts because of traditional land owning patterns.
- Many family Businesses in tourism and hospitality are small or medium size but size is not an important factor.
- Owning and operating a business makes "self employment" which is a related concept.



- In family Business, family members are responsible for running the business.
- In family business. Ownership can remain within the family.
- There are four stages of family development:
 - *Young business Family
 - *Children in the business
 - *Working together
 - *Succession.
- If family business is marginal in profit and sustainability, the destination can suffer.
- The motives, goals and business behavior of owners are different from other business types.
- The family business depends on nature tourism and eco tourism.
- The family based on craft industry was replaced by larger manufacturing enterprises after the industrial revolution of the 18th century.
- Family culture interacts with organizational culture at all levels.

Family business can be influenced by seasonality in tourism demand (Getz, Carlsen & Morrison, 2004).

Farm Tourism:

That which involves visits to working farm for broadly leisure purposes. Thus, some farms promote themselves as "Open farms" inviting the public to visit a working farm as a tourist attraction. Educational visits for parties of school children are also encouraged. Accommodation may also be available, either self catering or serviced. In the USA, it may be called vacation Farm Tourism, Agri Tourism or Agro Tourism.

Family holiday houses:

Translated from the French "maison familiale de vacances" This is described in the world Tourism Organization and secretariat of state for tourism of France



(2001) thesaurus on tourism and leisure Activities as "collective housing for families who share the house work".

The concept has no equivalent in English speaking countries and appears to be a French phenomenon. (Beaver, 2005)

Family Business in Rural areas:

In recent decades, there has been a fundamental growth in this industry. The expansion is related to farmers for diversification and to the life style and choices of entrepreneurs (Page and Getz, 1997).

The business consists of cottages, farm buildings for rent, B+B accommodation, farm visits, group catering holiday villages and recreational activities (Komppula, 2000).

It can include farm vacation with access to animals and social contracts with owners (Hjalager, 1996).

Rural areas are far away from the essential markets and they have big problems due to long distance and low level of infrastructure. The business most probably depends on intermediaries to link supply with demand and on destination organizations for marketing efforts.

Families who live in remote areas need the income and the social interactions brought from the tourism business, others live in remote areas for life style reasons and take tourism as a mean to earn money.

In rural areas extra Costs to increase risk of theft and fire also for shopping, schooling and other essential services, this environment can attract many families to go on and repel others (Getz, Carlsen and Morrison, 2004).

Financing difficulties can face family business because of self financed due to the difficulty to get loans or external investors and this can expose the family business to a high financial risk and forbid it to grow

The level of economic activity in the environment has an impact on family business as well cultural factors (Page and Getz, 1997).

**Family Business in Peripheral areas:**

Peripheral tourism faces a lot of major problems like lack of infrastructure or quality services, high costs, low accessibility, dependence on intermediaries, low population skills and under developed marketing and planning. This makes entrepreneurs need some governmental aid to be able to continue the business (Marrison, 1998).

Characteristics of peripheral areas:

- Extreme seasonality.
- High cost and different accessibility.
- De populating.
- Depending on farming and small manufactures.
- Isolated communities like on islands and along coastlines
- High impacts on communities. and ecosystem (Nilsson, 2004)
- Adventure tourism appears in peripheral areas and take advantage of under exploited factors of production like existing farm buildings (Lerner, 2002).
- In small business, public sector support appears in addition to personalized services, financial resources and traditional markets (Marrison, 1998).

Family Business in Resorts:

Resorts are self contained settings for vacations or other over night trip types. They range from small eco lodges in natural areas to fully-Equipped complexes in major cites. Resort environment is considered to be the richest of all for family businesses in tourism and hospitality.

The nature of the resort attraction plays a role in family business opportunities. Family business was famous for the resort life cycle at the early stage before hotel chain and large companies (Getz, Carlsen and Morrison, 2004).



Family Business Resources:

Family Business Resources are described as the "familiness" of a given business "Familiness" is defined as the unique of bundle of resources. There is an interaction between the family, its individual members and the business.

The elements of a resource base are:

- Family members are more productive than non family employees.
- The family language is a more effective communication.
- Family relationships increase trust and loyalty.
- Transaction costs are lowered.
- Decision making is efficient and informal.
- Work practice is more flexible (Habbershon and Williams, 1999).

The resource base is recognized within the context of the tourism and hospitality industry as a valuable part of the tourism experience in which family and customers interact (Getz, Carlsen and Morrison, 2004).

Some resources may include moral, financial support, business advice and access to net works (Dana, 2001).

Resource is described as the deployment of family members, unpaid or unwaged employment.

Family labor is a traditional and important feature of the entrepreneurial family (Gorton, 2000). Small enterprises like small hotels are profitable due to the fact that the overheads, are about un paid services of family members the use of domestic facilities to accommodate business and the value of land and buildings and annual profits, so it is very difficult to differentiate between profit and return on investment (Medlik, 1994).

Family business operates as a social entrepreneur in a form of "domestic economy" opposed to a "market economy" (Blackburn 1999).

Family Business culture:

"Culture is a set of historically evolved learned values, attitudes and meanings shared by the members of a given community that influence the material and non material way of life. Members of the community learn these shared



characteristics through different stages of socialization processes of their lives in institutions, such as family religion, formal education and society as a whole". (Tayeb, 1998).

There are four types of family business culture:

- "Paternalistic": families were hierarchical with power in the hands of leaders who are usually the founders.

- "The laissez-faire culture": It is also hierarchical but while family members are given preferential treatment employees are given scope to implement the family vision.

- "Participative" families: the family's status is de emphasized in favor of group decision making inclusive of employees.

- Professional families: demotes the turning over of management to non family professional (Dyer, 1988).

"Culture influences entrepreneurship is general and family business specially, as some culture are more open to personal and family business initiatives and among some cultures continuation of a family business is either shunned or encouraged (Getz, Carlsen and Morrison, 2004).

Family Business Modifiers:

Majority of small tourism and hospitality business take the form of partnership shared among spouses, immediate and extended family members. Family members can take on roles such as general management, accounting, cleaning and catering. In many businesses the husband and the wife are a team who makes all the decision and deals with most of the work (Carter, Tagg, Ennis, Webb, 2002).

Different angles can be summarized as follows:

- Emotional attachment is associated with the physical space.
- Market potential is associated with "smallness"
- Managerial capacity is sufficient to cope with existing size.
- Financial poverty and risk to pay back loans (Morrison and Teixeira 2002).

The main elements of a standard business plan include:



- Business concept, goals and objectives.
- Profiles of the owners and purchasers.
- Loans and investment required for start up and development.
- Market appraisal such as target market segment, marketing strategy and the marketing mix.
- Development plan such as staffing, value-adding and growth.
- Marketing plan and demand forecasts.
- Operations plan such as suppliers, equipment and facilities.
- Operation budget.
- Feasibility and desirability (Getz, Carlson and Morrison, 2004).

How to sustain and develop family Business:

Family business is completely different than other kinds of Business. Growth is not so important to family business owners only sustaining the business is enough and some kind of development is a must.

Failure and success in family Business:

"Success and failure in family Business can best be evaluated against the owners needs and goals". (Davis, 1996).

Success is to make profit and to achieve excellence (Tagiuri, Davis, 1992).

Success is the survive of business, if the business is at least supported, it can be considered a success. If it never grows but meets all goals, it can be considered a success (Hankinson, 1989).

Success is to achieve quality, to create the wealth for family, to build the family's reputation with the industry and to keep the business, healthy and profitable (Dunn, 1995).

Success is achieved when family values are existing included caring and loyalty to staff, maintenance of family ownership and good home relationships (Dunn, 1995).



"Failure might take the form of bankruptcy under performance or voluntary termination" (Boer, 1998).

Failure causes:

- Lack of capitalization
- Lack of service dynamics.
- Poor advertising and sales promotion.
- No competition in trading areas.
- Seasonality variations in demand.
- Increasing interest rates (Pizan & Up church, 2002).
- Lack of fundamental assets. (Getz Carlsen, 2004).
- Cash flow problems due to long term loans (Boer, 1998)

Strategic planning in Family Business:

Strategic plan is "the process of developing a business strategy for profitable growth" (Ward, 1987).

Strategic plan is needed if the business is never going to grow in any fundamental way (Rue & Ibrahim, 1996).

Policies and plans needed:

- Control.
- Careers.
- Capital
- Conflict
- Culture

(Carlock & Ward, 2001)



The strategic planning process consideration:

- The source of income is considered a seasonal one with a little growth potential.
- It is considered a hobby and not a way of earning money.
- Parents might prefer a different life or work to their children.
- The potential profit is probably (not enough) limited to support paid staff.
- Cash flow and profit are existing only in larger family businesses (Car, lock & Ward,

Areas suitable for family business in Egypt:

Fayoum

Fayoum enjoys a collection of natural tourist attraction and distinguished by its moderate climate all year round the beautiful scenery and the blend of desert and agriculture atmosphere. It is also famous by its cultural and historical background of Pharaonic, Greco Roman, Coptic and Islamic Antiquities. It's well known by its natural products such as pottery handmade carpet, beside its animal products.

It's a suitable place for camping and Safari trips bird life abounds around Lake Quaroun. It is considered protected area where visitors can sail, windsurf, swim and fish

(Beside) the famous sites in Fayoum like, Qasr Quarun, Qaitbay Mosque, Hanging mosque and Wadi Rayan.

Other places of outstanding natural beauty near Fayoum are the mineral spring at Ein El Sillin , Ein El Shaer and the waterfalls at Wadi el Rayam which are suitable for swimming and picnics .

The Arish

It's famous by its clear blue water, fruitful and palm wood on its coasts and its soft, white sand.



It has a yacht marina and an international airport . El Arish is the largest place on the peninsula which lies beautiful groves of date palms and fertile oasis gardens on the Mediterranean coast.

El Arish is fishing port and a Bedouin settlement with some recent industries.

The palm lined beach is ideal for swimming, sunbathing as well as bird watching.

The palm supply the Bedouin with food and with building materials for the light palm hunt.

The Oases:

Baharia Oasis

It is famous for its palm trees, olives apricots, rice and corn, the regions rich in wild life of migrant birds and deer.

It's well known of its mineral and sulphur- springs. The Oasis has a lot of archaeological sites such as El Qasr has, El Bawiti, houses, El Heez area and valley of the golden mummies.

Visitors can go safari trip while enjoying Bedouin folklore in the evenings

Al Kharga

It is famous of its Pharaonic monuments ,the thermal springs of bulaq and Nasser to the south are famous for water temperatures up to 43°c. they are suitable for the treatment of rheumatism and allergies .Camping facilities are available.

Al Dakhla

The oasis abounds in springs and wells. Ain Al-Qasr springs are located in the mountain where camping and Safari are ideal there .

The Dakhla oasis project (DOP) is a long term study project of the Dakhla oasis which has been progress since 1978.

The DOP studies the interaction between environmental changes and human activity in the Dakhla .

The aim is to advance understanding of the history of the environment and cultural evolution.



Farafra

It is known by the " Land of the cow" in Pharaonic times. It has many attractions such as hot sulphur springs

There are handmade products like camel. Hair sweaters, socks and scarves.

The oasis is inhabited by the local Bedouins, part of it has complete quarters of traditional and simple architecture all in mud colour.

Siwa

Siwa oasis is one of Egypt's isolated settlements. Siwans have their own culture and customs. They speak a Berber language, Siwi rather than Arabic. Many women still wear traditional costumes and silver jewelry like those displayed in the " traditional Siwan House Museum" at the town centre.

Siwa considered one of the best places to buy hand crafts jewelers, rugs: traditional robes and head- dresses, decorated with antique coins.

Agriculture is the main activity of " Modern Siwa" specially the cultivation of dates and olives, it produces huge volumes of them.

The extra virgin olive oil of Siwa's popular product, used in Egypt and exported to Europe..

Tourism has become a vital source of income and much attention has been given to create hotels built by local materials to be suitable for the Siwan style on the Bedouin life.

The western desert is one of the most and regions on earth. Some of the highest temperatures in the world have been recorded there.

The health centre at Siwa is no spa such as those promoted at Safaga and Aswan with their modern facilities, the latest in technical known . How and health programs carefully monitored by professionals. Siwa is a resort "au naturel" but the results have been impressive. For people who suffer from rheumatic pains and skin diseases.

Siwa has tourist facilities of a world class standard.

(www.egypt.travel/sitemap.php)



Studies done on family Business in Tourism:

The environmental attitudes and practices of family business in the rural tourism and hospitality sectors.

This paper discusses the environmental goals of rural family owned tourism business in addition to the evaluation of the ethics needed to sustain tourism. From a survey done in Western Australia, about the half of 198 family businesses use sustainable management practices. Management ideas are suggested to encourage sustainable tourism in rural family businesses (Carlsen, J, Getz D, & Ali-knight,J, 2001).

The income and property of women in the agriculture and tourism sectors:

The aim of earning money has transferred from the house hold to the individual members.

The consequences of individualization are different for farm women who own a business or who are married to the owner itself. Special arrangements to divide or share play an important role in this business. All decisions are recorded in business and marriage agreement.

The results of a study among 331 farm women and 180 women in tourism show that few women in agriculture own real estate and earn about 10.000 euro" half of the women in tourism own real estate and earn the same amount of income. The difference between the two kinds of women refers back to the way they enter into marriage agreements related to the division of property. (Over beek, G, 2003).

Responses of family Businesses to extreme seasonality in Demand:

This research presents the impact of seasonality of tourist demand on family business in tourism and how owners can manage. Results were categorized as "coping" with seasonality and in some cases "Capitulating" the business.

A lot of problem faces the family life as well as business growth due to extreme seasonality (Getz, D, Nilsson, P.A, 2001).



Secession in tourism family business: The motivation of succeeding family members:

This paper provides succession processes in tourism family enterprises. It gives attention to the motivation of successors and problems related to success.

The strongest motive of the successors was "the pursuit of family traditions", this was the result of a study done in the Italian Alps in 2003. Personal motives like "self-realization and achievement" of higher income are considered very important comparing to social prestige that doesn't appear a good reason for taking over the family business. (Peters, M, 2005).

Field study:

Some officials in the field of tourism were interviewed and asked certain questions related to the concept of family business. Due to the fact that people are not that familiar with the term, the concept was further explained to the interviewers. Some of the questions were:

Do you think this kind of business could be applied in Egypt?

What places do you suggest?

Does one culture allow the accommodation of foreigners in the family home?

Does Egypt possess the necessary qualifications that would enable the existence of such business?

What is the role of the ministry of tourism in organizing this business?

In response to these questions, The Director of Human Resources Development, Training & Studies – Egyptian Tourist Federation stated that he does not support this type of business in Egypt due to cultural reasons. Moreover, Egypt receives groups of tourism more than individuals which does not fit the small scale of a family business. Also, since there is not enough advertising on international scale, this business will not thrive. He suggested that the ministry of tourism should set certain qualifications for the business in addition to an inventory of the possible places suitable for this kind of business. This may achieve a repeated visit by the guests.

The Deputy Director of Human Resources Development, Training & Studies – Egyptian Tourist Federation agreed with the previous official. He suspected the approval of the Egyptian mentality of this business. However, he



suggested the gulf area as a potential market for promoting this kind of business.

The Senior Under Secretary Director –Hotels Supervision Sector – Ministry of Tourism agreed with the implementation of this idea he even referred to the existence of this business in a villa Maadi.

The owner of this place changed it into a boutique hotel. He also stated that most of the Red sea camps are based on this concept. He suggested the rural and agricultural areas as suitable places for family business.

In the past in Egypt, "pensions" (which is a French word referring to a very small hotel owned and managed by a person or a family) used to be under the supervision of the ministry of tourism, but ministerial decree number 40 in 1982 transferred the supervision to the governorate. This caused a deterioration in the standards of services, so in order for business to flourish, the supervision has to go back to the ministry, there should also be a categorization system. He suggested Eco-lodges which are good for investors and suitable for family business.

The Secretary General of The Egyptian Hotels Associations stated that after the cancellation of Nile Cruise permits, a form of family business called "Zahabia", started to appear. It is a small cruise owned and managed by a person or a family that can accommodate small group with costs ranging between 150 to 200 dollars per nights so it has become an attraction for wealthy and elite families. He also added that nowadays the EHA with the WTO are setting NN (new norms) for hotels providing certain regulations concerning all types of hotels which will help the thriving of family business. Moreover, he believes that family business needs a lot of advertising to spread and grow.

The Secretary General of the Egyptian Travel Agents Association thought that it is difficult to have such a business nowadays in Egypt in light of the current situation. In case the business is carried out in Egypt, he suggested the oasis as a possible place, in his point of view, there are a lot of tourist attractions and possible sites for this kind of business that are not looked after or are neglected like Damietta and Menia.

Moreover, places like Safaga are good sites for medical tourism and can be also good place for family business like Menaville owned and managed by Mena Tours .

He also stated that there should be deals between the agents and the tours operator to help the business grow . This is in addition to the role of the ministry,



they should provide good services and infra structure to facilitate the establishment of the business in Egypt.

Conclusion and recommendation:

Activating family business in tourism hospitality in Egypt will help the development of a lot of areas and cities rich in their tourist attraction and until now they do not have the chance to be added in the tourist map. Family business will change the image of Egypt and will create new kind of tourism like rural tourism and nature tourism.

Family business will attract beginner investors to begin a small project with a loan and this will reduce the percentage of unemployment.

Family business will achieve higher income to Egypt through repeated tourists and long stay vacations which increase the tourist movement.

Egypt is full of competent figures who can manage a family business to eliminate the concept of foreign hotel management chains.

The existence of family business in Egypt needs an extra effort to be applied. It also needs high care from the local governmental organizations so it is recommended that:

- The ministry of tourism has to set rules to regulate family business to attract investors to go on in this business.
- Small hotels and (pensions) must be under the supervision of the ministry of tourism to elevate their level.
- The Egyptian tourist authority has to help this business by setting an advertising campaign under the promotion of family business.
- The ministry of tourism has to provide facilities and infra structure to facilitate the establishment of business.
- The role of travel agencies will come after the establishment of the business to include it in the program and consequently, operation will be aware of it.
- The Egyptian tourist development authority has to provide facilities in areas outside the borders of cities to let investors settle their business without difficulties.



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تفعيل الاعمال التجارية العائلية للسياحة في مصر

الاعمال التجارية العائلية هي عبارة عن مشروع مملوك لاسرة صغيرة و يدار من افراد الاسرة . تنتشر هذه الاعمال التجارية في المزارع الخضراء و تعتمد على السياحه الطبيعيه و البيئية و تقوم على الصناعات اليدوية .

تناولت الدراسة مفهوم الاعمال التجارية العائلية في السياحة، خصائصها و الثقافة الخاصة بها. وكذلك اسباب النجاح و الفشل و التخطيط الاستراتيجي في الاعمال التجارية العائلية . هذا الى جانب امكانية تفعيلها في مصر حيث ان مصر بها العديد من المناطق التي تصلح لهذا النوع من المشاريع .

اعتمدت الدراسة على مجموعة من المراجع و الكتب المتخصصة في موضوع الدراسة هذا الى جانب اجراء مجموعة من المقنلات الشخصية مع عدد من المتخصصين في المجال السياحي لمعرفة ارائهم في امكانية تفعيل الاعمال التجارية العائلية في السياحة في مصر.

خلصت الدراسة لمجموعة من التوصيات من اهمها :

- يجب على وزارة السياحة ان تضع التشريعات اللازمة لجذب عدد كبير للقيام بهذة الاعمال.
- ضرورة مشاركة هيئة التنثيط السياحي في حملة دعائية لتفعيل الاعمال التجارية العائلية في السياحة في مصر.
- يجب على هيئة التنمية السياحية ان تزيل الصعوبات في الاماكن خارج كردون المدن لامكانية تفعيل الاعمال التجارية العائلية في السياحة في مصر.

