Demarketing Tourist Products in Egypt: A New Management and Marketing Approach

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Abstract

Scholars have paid little attention to the concept of demarketing in the tourism sector. This research focuses on the concept and theory of demarketing as a marketing strategy, a policy option, as well as a promising management tool in tourism field in Egypt. The study argues that demarketing has been unconsciously used in Egyptian tourist activities without full recognition or appreciation of its merit as an effective marketing and/or management tool. Statistics of tourism traffics are used to demonstrate an aspect of the mass tourism in Egypt. Furthermore, interviews are conducted with academics and experts to assess the suggested demarketing strategy, which can be used to demarket some Egyptian tourist products to encourage other products, decrease the pressure of the mass tourism, and simultaneously remarket it to attract the higher yielding markets.

Key Words: Demarketing, Demand control, Management, Mass tourism, Strategy

Introduction

Destinations increasingly perceived as being in competition. Moreover, this competition is being intensified (Van den Berg and Braun, 1999; Ward and Gold, 1994). This necessitated that destinations should develop diverse tourist products and non-traditional marketing strategies. Destination identity and personality has always been an important element of place marketing (Short and Kim, 1998). However, a direct result of distinctive competition is that many destinations only focus in their marketing strategies on new tourist products, in other words, they re-image themselves. Avraham (2000, 2004) and Fitzsimons (1995) argued that attempts to "re-image" destinations need to address negative preconceptions among target consumers and contradictory information about the new tourist products in various media. In this context, Avraham

(2000, 2004) perception of re-image concept is based on the enhancement of the destination image. Nevertheless, re-image can also be realized through demonstrating the real identity of tourist products or by placing a completely new tourist products in the marketing efforts.

Demarketing has not been used as a management tool to control the supply and demand of tourism resources until 1971, when Kotler (1971, p. 77) considered the desire of Bali to limit visitation to upper-income visitors and forgo mass tourism during the 1970s. Beeton and Pinge (2003, p. 311) have used demarketing as an important part of marketing management. Moreover, Wall (2005) asserted that demarketing was applied successfully in health sector to reduce smoking. In addition, Beeton and Pinge (2003, p. 312) emphasized that tourism was one of the main areas where the principles of demarketing have been practiced. Beeton and Benfield (2002, p.504) similarly referred to the ability of applying demarketing strategy in tourism sector as an effective management and planning tool. Demarketing still a comparatively new instrument of managing mass tourism, environment, and culture in the tourism industry. In addition, it indirectly contributes to promoting alternative tourist products and demands.

This study highlights the importance of demarketing as an effective non-traditional marketing tool in management and marketing strategies. It also shows the fields in which demarketing may be used in the Egyptian tourism sector.. The study aims to develop an applicable strategy to demarket some tourist products in Egypt for the benefit of reducing mass tourism and encouraging other alternative tourist markets.

The Concept of Demarketing

Recently, demarketing has been regarded as the business function concerned with controlling the level and composition of any demand. According to Kotler and Levy (1971), the main reason for the emergence of this concept is the fact that while marketing is primarily concerned with an expanding market for which there was unlimited supply of products, there are also periods of shortage to which marketers must take action. Kotler and Levy (1971, p. 75) defined demarketing as *"an aspect of marketing that deals with discouraging customers in general or a certain class of customers in particular on a temporary or permanent basis".* Kotler and Levy (1971) explained identified three types of demarketing: (1) general demarketing when the total demand is needed to be reduced; (2) selective demarketing where demand from certain market

segments is discouraged, and finally (3) ostensible demarketing when the company management gives the outward show of reducing demand, because of scarcity, thereby stimulating better demand. Koschnick (1995) has described demarketing as the reverse of marketing. Kotler (2011) has argued that demarketing uses the same four Ps (product, price, place, and promotion) of marketing, but in a reverse way. Beeton and Benfield (2002) described it as an intrinsic aspect within marketing management. While Beeton and Pinge (2003) argued that demarketing is not necessarily the opposite of marketing, they both agree that it is an inherent aspect within marketing management. According to Bradley and Blythe (2013), demarketing is a deliberate attempt by marketers to reduce demand for a product by using the same tools and techniques to increase demand.

Salem (2013) similarly described demarketing as the attempt to discourage demand for a product or service. Other authors demonstrated that the demarketing promotion campaigns involve traditional marketing efforts, such as advertising, public relations, and sponsorships (Deutsch and Liebermann 1985; Pechmann et al. 2003; Wall 2005).As a complementary part of ordinary marketing, demarketing includes the use of marketing techniques to influence customers to change their attitude and behaviour towards specific products and services by using the well-known elements of marketing (the product, prices, distribution, and advertising) as effective tools to establish a 'Demarketing Strategy'. (Alsamydai, 2015)

Destination attempts to modify demand can include disparity pricing or the reduction of promotion, product quality, service expediency, etc. (Baker, 1998; Koschnick, 1995). For example, Cyprus wanted to discourage what they saw as wrong use segments and encourage a higher yielding visitor. Its tourism policy has therefore focused on the manipulation of the marketing offer, particularly in relation to product (discouraging nightclubs), price (discouraging discounting amongst wholesalers), promotion (stopping promotion in certain markets), and image (clearly indicating what constitutes a 'desirable tourist') to achieve their goal (Clements, 1989).

Demarketing in Tourism

Demarketing approach appeared in tourism in 1989, when Clements (1989) affirmed in his study the desire to discourage young rowdy tourists from visiting Cyprus. Clements referred to the selective demarketing as a

marketing tool used to solve the matter. Beeton and Benfield (2002) stressed the potential of demarketing as a conscious policy tool in both the built and natural environmental management spheres, specifically in relation to visitor management and tourism. Yet Clements (1989) was concerned not with the overuse of built and natural resources, but with discouraging what was seen as undesirable visitor segments. Likewise, Wearing and Neil (1999) recognized demarketing as a potential ecotourism tool in the management of a scarce resource. Wearing and Neil (1999) recommended pricing, restricting access, and various negative promotional strategies as possible strategies of demarketing. Moreover, Shiu et al. (2009) fully agree with Wearing and Neil (1999) on the introduction of demarketing into their outline of the tourism marketing mix. Kern (2006) has investigated the use of demarketing in managing visitor demand in Australian national parks, facing excess demand. In a similar way, Burgin and Burgin (2014) have employed the concept of demarketing in their consideration of visitor demand management within the Greater Blue Mountains World Heritage Area (GBMWHA), Australia.

Different Aspects of the "Demarketing" Concept

Although demarketing activities emphasize the negative aspects of destinations in order to reduce demand, the emphasis on the negative attributes of destinations may increase the demand. This paradox has been termed "perverse marketing", where a destination is actively marketed by drawing on its negative aspects as a form of attraction. Another relevant concept is what scholars have called the "dark marketing", by which destinations draw on their painful histories and tragic events as effective means of promotion. Dark tourism or thanatourism, holocaust tourism, battlefields tourism, cemetery tourism, and slavery tourism are important examples of the "perverse" and "dark place" marketing (Medway and Warnaby, 2008).

Demarketing is one aspect of social marketing; its philosophy is the creation of a better healthier environment for the community. It is an important tool to determine the consumption of a certain product permanently or temporarily (Alsamydai, 2015). Kotler and Zaltman (1971) coined "social marketing" as a new concept of marketing, which is defined as the theory and practice of marketing an idea, cause, or behavior. Kotler and Lee (2008) argued that the "social marketing" achieved success in influencing more positive awareness and behavior

through campaigns, such as "stop smoking" "say no to drugs", "exercise more", and "eat healthier foods".

Gundlach et al (2010) introduced "counter-marketing" as a synonym of demarketing concept. They defined "counter-marketing" as a strategy that involves total repudiation of the relevant demand, as in getting rid of undesirable customers or preventing certain types of transactions. Gerstner et al. (1993) suggested that demarketing could be applied as a differentiation strategy, where a company actively demarkets itself in order to differentiate itself from other competitors. For Beeton (2001), there is a need for the use of demarketing as a management tool and a marketing strategy. Other scholars have also referred to demarketing as a possible tourism strategy, yet they had not examined the concept in depth (Groff, 1998; Wearing & Neil, 2000, Yang, et al., 2013).

Samli and Yavas (1985) outlined many demarketing strategies that have been used in developing countries, such as Turkey, in case of scarce resource management. They proposed also the problem areas to which these strategies could be applied. The strategies of Samli and Yavas included tying agreements, restricting distribution, sales force reductions, price increases, allocation of supply, and monitoring new products. The problem areas of these strategies are product shortages, energy conservation, and excessive (overfull) demand. Beeton (2001) added other demarketing tools, such as (1) encouraging specific markets and discouraging certain markets, (2) notifying visitors of banned activities, (3) permitting certain activities, and (4) re-imaging the destination to attract a certain segment of visitors and deflect others. Beeton and Benfield (2002) equally highlighted four major tourism demarketing instruments: regulation; pricing; permits; and promotion.

Kotler and Levy (1971) proposed a number of demarketing policy instruments to reduce the demand. These are: (1) curtailing advertising expenditure; (2) reducing sales promotion expenditure; (3) reducing sales representatives' actual selling time; (4) increasing prices; (5) adding to the time and expense of the purchaser; (6) charging of high deposits or full payment; (7) reducing the number of distribution outlets; (8) eliminating trade discounts; (9) slow delivery; (10) and reducing product quality or content. Miklos-Thal, and Zhang, (2013) created a model based on two objectives: first, the seller suppresses marketing today to grow demand tomorrow; second, demarketing does not aim to abandoning any unprofitable market segment, but rather building a high-quality image in the late consumer segment. Gupta, (2014) proposed numerous tools of

demarketing, such as higher prices, counter-advertising, limiting advertising, and limited and warning labels. It has been suggested that consumer behaviors and expectations can be modified prior to experiencing the product through the application of such demarketing strategies. This may decrease levels of disappointment and achieve higher levels of satisfaction (Beeton and Pinge, 2003).

Methodology

The study uses both quantitative and qualitative methodological approach. The quantitative data are collected from different international and national tourism organizations, including Central Agency for Public Mobilization and Statistics (CAPMAS), World Travel and Tourism Council (WTTC), and Ministry of Tourism of Egypt. Two decades of tourism statistics (1994 – 2015) are used for analysis. Qualitative data are collected through semi-structured interviews with seven tourism expert and academics with expertise in tourism marketing, planning, and strategy formulation in Egypt. As one of the research objectives is exploratory, this method was chosen as an evaluation of the proposed strategy of demarketing tourist products in Egypt for certain market segments. The interviews were held in June and July 2015. The majority of the interviews took place in Cairo, where the interviewers' organizations are located, such as the Ministry of Tourism, Egyptian Tourist Authority, International Organization for the Electronic Tourism Industry, the Egyptian Tourism Federation, and Faculty of tourism and hotels in Helwan University. Two other interviews were held in Faculties of Tourism and Hotels in Minia and Fayoum universities respectively.

The interviewers represent two categories, three academics and four experts. The data collected information will be complemented as much as possible. Most interviewees are male, above 50 years old, who possess 15-35 years of experience in tourism marketing and planning. The detailed profile is presented in Table 1 to demonstrate each individual's age, gender, organization, years of experience in tourism, and areas of expertise.

Table 1: Interviewee profile

#	Age range	Gender	Discipline	Years of experience	Areas of expertise
1	70-80	Male	Government expert (consultant ex head chair of Egyptian Tourism Promotion Authority)	35-45	Tourism Marketing and planning
2	60-70	Male	Government expert (consultant and ex vice minister of planning sector Ministry of Tourism)	25-35	Planning
3	60-70	Male	Industry expert (head chair of the Egyptian Tourism Federation, and manager of one of the top ten travel agencies in Egypt)	35-45	Marketing and planning
4	50-60	Male	Industry expert (head chair of the International Organization for the Electronic Tourism Industry)	15-25	Marketing
5	60-70	Male	Academic (Professor, ex Dean of hospitality and tourism institution)	25-35	Planning
6	50-60	Male	Academic (professor, ex Dean of hospitality and tourism institution)	15-25	Planning
7	40-50	Female	Academic (professor, head of tourism department)	15-25	Marketing

Every interview took around (1) hour. Each interviewer was asked to evaluate and edit an initial strategy model of demakting already prepared by the authors. Ten open-ended questions concerning the strategy model and current demarketing approach in Egypt are included in the interview. The questions address the following major points:

1. Mass tourism opportunities, challenges, and effects on tourist products.

2. The marketing efforts and the current use of demarketing in Egypt.

3. The international image of Egypt as a tourist destination.

4. The alternative tourist products that may create an alternative demand.

5. The importance of setting up a demarketing strategy in Egypt.

The constant comparison between the resultant themes and topics has been exploited (Jennings, 2005), in order to explore the findings of such interviews. All interviews were taken in Arabic language originally. The quotes were translated to the English language..

Research Findings and Discussions

Demarketing has the potential to provide both planners and managers with a range of beneficial tools and techniques that, if proactively applied, can lead to constructive and successful results.

Demarketing Approach in Egypt

While the term 'demarketing' may not be consciously used in tourism field in Egypt, there are numerous examples in which certain elements are being applied. The rationale for applying demarketing in Egypt are the attempts to reduce the demand for overly attractive places, which already have a glut of competitive advantage factors, such as some ancient monumental places (Valley of the Kings in Luxor) and some protected areas (Ras Mohammed National Park in Sinai). This agrees with interviewee #5 who asserted that "*the demarketing strategy is one of the most important tools to preserve tourism products in Egypt, especially the historical and protected areas*". Demarketing activity has much resonance with the arguments made by those in support of sustainable tourism, in terms of preserving a place for future generations of residents and visitors **(interviewee)**.

Demarketing strategies have been also used in the tomb of Nefertari where reduction of visitor levels to certain areas has become a priority **(interviewees)**. Nefertari tomb is one of the most important sites in the Valley of the Kings, attracting the highest number of visitors. J. Paul Getty Conservation Institute showed that 125 visitors staying in the tomb for an hour would produce the equivalent of 3 gallons of water. This led to the use of different instruments, such as (1) imposing an entrance fees; (2) increasing the entrance fees; (3) determining a capacity limit of 150 visitors per day (Rivers, 2000); and finally (4) the closure of the tomb **(interviewees).**

According to Medway and Warnaby (2008), a destination is actively demarketed by its own official agencies in certain times to manage and

reduce the impact of a crisis. In 1998, Egypt used demarketing in crises management that can be seen as a damage limitation exercise and as a means of defending the place brand against negative perceptions **(interviewees)**. After Luxor terrorism attack in 1997, the ministry of tourism has demarketed some tourist products in Egypt like monumental and city tourism in Cairo and Upper Egypt by remarketing the Red Sea and Sinai as individual tourist destinations **(interviewees).** In other words, the Red Sea and Sinai Peninsula were marketed as non-Egyptian tourist destinations. Since most of the potential tourists have not enough geographical background about tourist destinations in the Middle East, the strategy could achieve some success **(interviewees)**.

Demarketing Sponsors in Egypt

Active demarketing is carried out by external agencies, internal agencies, or by both of them. For example, the British Foreign and Commonwealth Office provides advice to UK citizens about which countries they should and should not travel to (www.fco.gov.uk). Similar travel advice is provided to citizens of other countries by government agencies. Whether official or non-official, these activities may be termed "informational place demarketing" (Medway and Warnaby, 2008).

Egypt relies heavily on external tour operators and wholesalers to market its tourist products. Egyptian Internal organizations such as the Ministry of Tourism, the Egyptian Tourism Promotion Authority, and the Egyptian Federation play a secondary role. It follows that if Egypt intends to apply demarketing strategies in the tourism sector, foreign tour operators will be responsible for managing and implementing this strategy **(interviewees).** Moreover, it should identify the targets of place demarketing. More specifically, the marketers or the managers should target the demarketing to specific groups or targeted it to whole market.

Controlling Demand in Egypt through Demarketing

Since January 25th revolution, the tourism sector in Egypt has greatly suffered. Tourist demands in Egypt before January 25th revolution 2011 can be fairly described as stable (Ministry of Tourism, 2010; CAPMAS, 2011; WTTC, 2010). (See the following table and chart):

- The number of tourists was 14.7 Million

- The number of tourist nights was 147,4 Million

- The average of length of stay was 10 nights

-         The tourism revenues was 12.5 $ Billion

-         The average of the daily spending of tourist was about 85 $.

-         Russia (29.8%), Britain (15.2%), Germany (13.9%), and Italy (11.9%) were the major tourist markets in 2010. They represented nearly half (46%) of the total number of tourists in Egypt.

Table 2.Tourist Arrivals, Revenues, and Daily Expending (1994 – 2015)

Year	Tourist No. (Million)	Tourist Revenue (billion US $)	Daily Expending (US $)
1994	2.58	1.8	130
1995	3.13	2.3	130
1996	3.89	3	132
1997	3.96	3.6	140.3
1998	3.45	2.9	137
1999	4.80	3.2	125.9
2000	5.51	4.3	126.7
2001	4.65	4.3	132
2002	5.19	3.4	119.9
2003	6.04	3.8	115
2004	8.10	5.5	75
2005	8.61	6.4	75
2006	9.08	7.2	85
2007	11.09	8.2	85
2008	12.83	10.8	85
2009	12.53	10.7	85
2010	14.70	12.5	85
2011	9.8	8.8	72.2
2012	11.40	10	72
2013	9.5	6.9	67
2014	9.9	7.2	74.4
2015	9.3	6.1	72.1

Source: IDSC, (2008); Ministry of Tourism (2001, 2009a, 2009b-2010, 2016); CAPMAS (2010-2015); WTTC (2010).
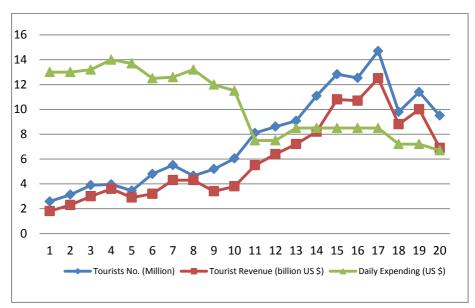
Figure 1. The General direction of tourist arrivals, revenue, and daily expenditures (1994-2013)

Tourists number, tourism revenue, and daily expenditures of tourists in the period from 1994 to 2013 (table. 1) are used as variables to analyze their general direction. The statistics show that the number of tourists and the tourism revenue generally increased. By contrast, the daily expenditures of tourists decreased.

All the interviewees recommended the attraction of new tourist segments from the international tourist market to preserve Egyptian tourist products and enhance the current image of Egypt as a cheap tourist destination. In this respect, interviewee 3 assumed that "***Low price equals more tourists by low income (mass tourism), equal low revenue with negative image***". This suggestion can be put into effect by discouraging traditional forms of tourist products, such as the historical and coastal tourism and, in favour of non-traditional types, such as the ecotourism and special interest tourism. This can be achieved by applying demarketing, which is an appropriate and promising marketing strategy.

Demarketing is an effective tool to discourage Irregular demand, Full demand, Overfull demand, and Unwholesome demand. In case of Overfull demand, demarketing limits unwanted visits to natural and monumental sites in Egypt, thus guaranteeing the sustainability of tourist products. Unwholesome demand is a clear example of mass tourism, which most destinations attempt to reduce.

Mass tourism opportunities and challenges

The data shown in the previous table and figure indicates that tourism activities in Egypt were on the high. However, the average of tourist daily expenditure decreased from 140 $ to 67$. Discounting rates have been used as a marketing tool in the competition among tourist destinations in the international tourist market. Tourist destinations employed discounting rates as a recovery procedure after crises in an attempt to attract more tourists. Although discounting offers achieved tangible progress in tourism activities, they were responsible for the decease of the daily expenditures of tourists.

Together, table 1 and chart 1 emphasize that Egypt mainly attracts low-income tourists or what is known as mass tourism. Interviewee 7 expresses the same issue: ***"Mass tourism has turned Egypt into a cheap destination"***. Therefore, managers and marketers need to use more effective strategies and instruments to reduce the mass tourism and encourage alternative types of tourism, which can attract tourists with high income **(interviewees)**.

Demarketing ought totarget all visitors (whole market) to reduce demands and preserve tourist sites. It can also target specific market segments, particularly those with low income, to reduce mass tourism. On the other hand, marketing managers should do more efforts to attract tourist segments with high income. This can be done by remarketing specific tourist products to specific market segments. Demarketing specific tourist products can be implemented on a time-limited/specific basis in response to given situational factors.
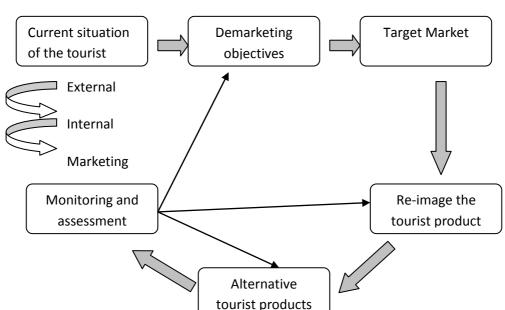
The Tourist Image of Egypt

Although Egypt possesses diverse tourist attractions like beaches, diving areas, and, above all, monumental sites, marketers have only focused on the latter to attract tourists. Thereby, ***"the tourist image of Egypt is characterized mainly by the ancient monumental aspect and secondary by the beach and marine aspect"*** **(interviewee 1)**. This means that many tourist products in Egypt, such as lifestyle (Back stage tourism), protected areas, Egyptian cuisine (food tourism) etc., are not used effectively to attract specific visitors from the international tourist market. Egypt mainly attracts mass tourism, which threats its tourist product, especially historical sites and natural resources like coral reefs. In this context, Benfield (2000, 2001) has demonstrated the efficiency of demarketing strategies to reduce the number of visitors or mass tourism.

A New Demarketing Strategy

The tourism industry in Egypt can achieve success only if it relies on effective strategies. Interviewee 2 stresses that "*We have to plan our tourism industry to achieve our goals. New models, strategies, and plans such as demarketing are essential to competitive in the tourism market*". Interviewee 1 has the courage to pronounce that "*Egypt has no strategy in tourism marketing, there are just marketing tasks used as a reaction to the international tourism market status*". Egypt can use any of the previously mentioned strategies, especially those relating to price, to reduce mass tourism flows. It is possible to set up a demarketing strategy in the general tourist policy of Egypt to discourage the mass tourism. Price and promotion can play an essential role in demarketing policies to reduce mass tourism and encourage the higher yielding tourists in Egypt (interviewees).

The suggested demarketing strategy involves all the marketing mix, particularly product (discouraging some natural and monumental sites), price (discouraging discounting rates amongst wholesalers and tour operators), promotion (stopping promotion in certain markets), and place (desirable versus non-desirable tourists). After the initial assessment of the suggested demarketing strategy by interviewers, both academics and experts, the suggested strategy consists of six stages (figure 2).

Figure 2: The suggested demarketing strategy

1-   Evaluate the current situation of the tourist product:

The tourist product assessment includes the external analysis (competitors, supply markets, and distribution channels); internal analysis (natural, manmade resources, services and facilities, and human resources); and marketing audits. This evaluation enabled the destination to identify its strengths and weaknesses, opportunities and threats. The Ministry of Tourism as a governmental organization and the Egyptian Tourism Federation as a private organization are responsible to launch some surveys and researches in order to accomplish the product assessment.

2- Create demarketing objectives of the strategy.

Demarketing objectives should concern some properties, such as measurable outcomes, focus on target markets, benefit from the destination strengths and opportunities, identify destination weaknesses and threats, and recognize realistic periods for objective achievement. However, the main objectives of demarketing strategy in Egypt are discouraging mass tourism, encouraging the high-income tourists, and preserving unique and scarce historical and natural resources.

3- Identify the target market.

This stage focuses on the market segmentation process, which depends on criteria such as age, average of income, gender, etc. The selected segmentation bases should be measurable. An assessment should be done after choosing the target market. The assessment involves an examination of the relationships between the chosen market and strategy objectives and the destination tourist product in which the targeted market is interested. Egypt should target the higher yielding tourists as the most desirable market segment.

4- Re-image the tourist product.

Destination managers and marketers should first identify the perception of their prioritized target markets. The identification of the perceptual image of tourist destination is highly important as the first step in re-imaging tourist products. Next comes the identification of the different variables that influence the tourist image. This step should be followed by the identification of the marketing instruments that have the potential to change the current image (re-image the product). These interdependent steps can place the tourist product in the targeted market.

5- Remarketing alternative tourist products creates alternative demand.

The production of a new tourist image focuses on remarketing alternative tourist products to encourage alternative demands. Enhancing the economic benefits and reserving the demarket products are the main objectives of this stage. Marketers can create an alternative demand by remarketing traditional tourist products in specific targeted markets and, in the mean time, demarketing the same products in non-desirable markets. Egypt can market non-traditional products, such as protected areas, incentive tourism, conferences tourism, ethnic tourism, backstage tourism, etc., in addition to traditional historical and natural products to the targeted market.

6- Monitor and assess the strategy progress.

The evaluation needs social, biological, and economic researches and surveys to examine the success of the demarketing strategy, such as visitor impact, visitor activities, spending patterns and average of spending, trip lengths, tourist character, and tourist preferences.

Conclusion

Tourism industry has always been concerned with the maximization of tourist numbers and revenues through the application of a variety of marketing and promotion strategies. Little attention, however, has been given to the management and reduction of levels of demand. Egypt depended largely on mass tourism, consequently threatening its monumental tourist product as well as natural resources, particularly the marine protected areas.Demarketing has been unconsciously used in Egyptian tourism sector, with almost no or little recognition of its potentials as an effective marketing and/or management tool. Demarketing has been used in Egypt in a very limited way to decrease the demand for overly unique tourist sites, such as the Valley of the Kings in Luxor and Ras Mohammed National Park in Sinai. Egypt has only used demarketing in times of crises to reduce the limits of damage and avoid negative perceptions of certain destinations after terrorist attacks.

In 1994-2013, tourism activities in Egypt generally increased, as the statistics indicate. Yet the average of tourist daily expenditure decreased. The discounting rates used as a marketing strategy generally created a boom in tourism activities, but they also attracted low-income tourists or "mass tourism", which threatening historical and natural resources on the long run. This necessitates that managers and marketers should seek

efficient strategies to discourage mass tourism and encourage other alternative and less harmful types of tourists. Demarketing and marketing should be integrated into the entire management process, rather than being segregated. Further studies should be conducted prior to the application of demarketing strategies in the general strategic plans of tourist destination in Egypt. Conscious merging of demarketing into the marketing strategy of tourism products is quite important, especially those dealing with mass tourism. While most of demarketing strategies tend to demarket tourist products in general, other demarketing strategies focus on targeting specific market segments, through remarketing (re-image) tourist products.

The current study suggests a demarketing strategy consisting of each marketing mix. After the assessment process by the interviewed academics and experts, this study suggests that the framework of the suggested demarketing strategy consists of six stages: (1) Evaluating the current situation of the tourist product; (2) creating demarketing objectives of the strategy; (3) identifying the target market; (4) re-imaging the tourist product; (5) remarketing alternative tourist products to create alternative demand; and finally (6) monitoring and assessing the strategy progress. In Egypt, demarketing strategy can be used to reduce the impacts of mass tourism. To date, demarketing has not been considered or recognized as an integrated tool for discouraging mass tourism and, simultaneously, encouraging alternative tourism. Since Egypt heavily depends on external tour operators to promote its tourist destinations, whereas the internal organizations concerned with the tourism industry only play a partial role. This will place the burden of applying demarketing strategies in Egypt on foreign tour operators, whose main concern is the attraction of "mass tourism" without taking into consideration their long-term impacts on the deterioration of Egyptian historical and natural resources. It is now the time for the Egyptian Ministry of Tourism and other national organizations, such as the Egyptian Tourist Authority and the Egyptian Federations, to take the lead.

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