

The Role of the Iraqi Airways Offices in Global Travel and Tourism Competitive Indicators

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Abstract

This study aims to show the role of the internal and external offices of the Iraqi Airways and their ability to support the competitiveness of the tourism sector. and we followed in this study on a descriptive approach to present the concepts of tourist offices and the analytical approach to extracting the strengths and weaknesses of the company, in addition to interviews, field visits, and observation to obtain real data and information serving the study. The importance of the study comes from, first, the role of internal and external offices in activating tourism activity in Iraq, which aims at the role of offices and identifying the problems and obstacles facing their work. The lack of trained and technical tourist cadres in the air transport sector. Second, we dealt with the indicators of the Travel and Tourism Competitiveness Report (Davos) and the reality of the participation of Iraqi Airways and its offices, Among the most important findings of the study is the weak and ineffective role of the offices of Iraqi Airways (internal and external) in enhancing its competitiveness, which is not commensurate with Iraq's tourist status in general, and the history and prestige of Iraqi Airways in particular. And the failure to establish a database that reflects the most important indicators of travel and tourism competitiveness to enhance and support the company's global competitiveness despite the political and economic instability in Iraq, the renewed political and economic crises, and the Corona virus (Covid 19) crisis, which led to a near complete halt and the suspension of the work of airlines due to the epidemic, there are positive indicators of air transport activity in Iraq, especially in transporting visitors and tourists. For internal and external trips, the study first recommended the necessity of activating interest in the marketing and promotional aspect and revitalizing tourism services, and that office managers have scientific qualifications and specialists in the tourism aspect, and seek and coordinate with companies, tourism agencies, hotels, embassies, and diplomatic attaches to promote the company's benefit and maximize its resources, Secondly, the state's interest in seeking to enter the Republic of Iraq in the World Economic Forum (Davos) and competing with other countries, because Iraq possesses many components and natural, historical, archaeological, heritage and cultural treasures, and finally government support for the transport sector The air, which is one of the reasons for the development and progress of tourism.

Keywords: Internal and External Offices, Iraqi Airways, Travel and Tourism Competitiveness.

Introduction

The air transport sector plays an important role in the rapprochement of nations and peoples and the reduction of time. It came as a result of the technologies and innovations that resulted from technological and scientific developments after the Second World War. The role of air transport in its political, economic and social framework has also increased to achieve saturation in this

field in line with economic growth, population increase and continuous growth. In the demand for the services provided by this sector, so travel and tourism offices arose to play a major role in moving the tourism activity on the grounds that they carry out work and services related to travel and tourism and provide reasons for safety and reassurance for tourists through visits, accommodation, transportation, marketing, organizing trips, and programs tourism,

openness to the world, and increase competitiveness.

At a time when the tourism sector occupies an important position, we find in Iraq, despite the huge tourism potential, that it has not yet reached the desired goals. The active contribution to this sector if compared to its counterparts in neighboring countries, where Iraq's position in the international tourism market remained very weak despite the many and great potential it possesses, and the current oil revenues were not invested in upgrading this sector by providing appropriate opportunities to finance foreign and national investments, hence the importance of our study. As the air transport sector represented by Iraqi Airways is the official carrier of the Republic of Iraq, which was founded in 1945 and one of the pioneer companies in the world of aviation in the Arab world after Egyptian Airlines, and the role of Iraqi Airways offices is important and essential in being a media interface to convey a clear picture of the development of the country, and work to provide the finest and best services to travelers through its internal and external offices, Competition is the main guide to the success or failure of organizations, so the strategic management is always looking for the appropriate position for the organization, by finding a suitable and permanent position among the forces that determine the competitive framework of the sector

Study methodology and previous studies:

Firstly: Importance of the study: The importance of the study lies in:

1 – Highlighting the role of the internal and external offices of Iraqi Airways, which represent a media front and a marketing outlet for Iraq's tourism potential.

2 – Benefiting from the global competitiveness indicators for travel and tourism and the extent of their application to the reality of the Iraqi Airways company and its offices, keeping pace with global development in quality standards and competitiveness.

Secondly: the study Problem:

The problem is determined by the administrative and organizational instability of the Iraqi Airways company over many years. Its

association with the Ministry of Transport once and the Office of the Presidency of the Republic again, and after 1991 it returned to become one of the formations of the Ministry of Transport, which led to the dispersal of its efforts in providing its services to cover the increasing demand and keep pace with developments in the movement Global Air, despite its great reputation, but its failure to provide its services and not adopting a clear policy by adopting global competitiveness indicators to upgrade its offices and competitive advantages and applying safety and security standards through its internal and external offices**The question is here**

To what extent can the offices of the Iraqi Airways Company (internal and external) have an effective contribution to the competitiveness indicators for Arab and international travel and tourism?

Thirdly: Objectives of the study: The study aims to:

a – Study the reality of the Iraqi Airways company and its offices (internal and external) and what are their competitive advantages.

B – Studying the competitiveness indicators for Arab travel and tourism and the extent of Iraq's contribution as an air transport system in general, and the Iraqi Airways Company in particular.

c – Determine the most important indicators that the company and its offices can contribute to enhancing the competitiveness of international and Arab travel and tourism.

Fourthly: The main hypothesis of the study:

The offices of the Iraqi Airways Company (internal and external) have a weak and ineffective role in enhancing its competitiveness, which is not commensurate with Iraq's tourist status in general and the status and history of Iraqi Airways in particular.

Fifthly: The scientific method and research methods used in the study: It was completed Using two basic approaches to achieve the goals studying:

a - Descriptive method: which we adopted in describing the study variables.

b - Analytical method : By studying the role of the Iraqi Airways Company represented by its internal and external offices in raising and enhancing Iraq's tourism competitiveness at the Arab and global levels, depending on the analysis of real numbers and global and local statistics according to the reports of the World Tourism Organization, the Arab Tourism Organization, the Arab Monetary Fund, and the statistics of the Ministry of Planning represented by the Central Bureau of Statistics, And the annual reports of Iraqi Airways, in addition to personal interviews with the relevant officials in the Ministry of Transport and the Iraqi Airways, field visits, observations, and information analysis to serve the study..

Sixth: Previous studies:

1- study (unique Hussain 2018) (Tourism management and its impact on the effectiveness of tourism organizations – A field study of a number of tourist offices in Baghdad Al-Mamoun College Journal, Issue 32, Baghdad.

This study focused on the elements of tourism management and its impact, represented in the institutional, environmental, economic and social aspects of the effectiveness of the tourism organization for a number of tourism offices in Baghdad.) individuals of different academic qualifications, ages, males and females, and among them (90) valid questionnaires for data processing and analysis, statistical methods were used, most notably (arithmetic mean, regression coefficient, standard deviation, and correlation coefficient) through the statistical program. SPSS The researcher reached the most prominent results, which is the existence of a correlation relationship and a positive impact of tourism management on the effectiveness of tourism organizations.

2- study (Ola, Naseem and Mamoon, 2020) (Creativity and innovation in the Jordanian travel and tourism offices and its impact on the flow of tourists to the Kingdom The Journal of the Islamic University for Human Studies, Volume 28, Issue 1, Gaza, Palestine.

This study aimed to analyze creativity and innovation and their impact through organizing the destination in tourism programs, activities and integration between tourism offices in Jordan on the preparation of incoming tourists to

Jordan in 2017. Using the arithmetic mean, simple and reliable linear regression, standard deviation, and the test (the researchers reached the most important results through the presence of a statistically significant effect at the level of moral significance (0.05) for creativity and innovation in organizing the tourist destination in tourist offices on the number of arrivals to the Kingdom of Jordan, and also the presence of a statistically significant effect at the level of moral significance (0.05) for creativity And innovation in tourism activities and sensory experiences in tourism offices on the numbers of arrivals to the Kingdom of Jordan, and the presence of a statistically significant effect at the moral significance (0.05) of creativity and innovation in tourism offices operating in the tourism sector for arrivals to the Kingdom of Jordan on the preparation of tourists.

3- a study (Young - Hyan Yoo, Jangyul Robert Kim 2013) (How US government tourism offices use newsrooms and online social media for media relations USA, Elsevier Inc

This study dealt with the use of online newsrooms on US government tourism websites, and an analysis was conducted of the content of (50) US government tourism websites in order to verify the availability of online newsrooms in addition to their usability and contents in general, and the results showed that most US tourism offices The government provides online newsrooms for the media, and that many of them do not meet the needs of journalists in terms of content availability, information and data distribution, and ease of use. .

4- study (Al-Wazzani Adel 2015) (Analysis of the relationship between competition and tourism demand in selected countries for the period (2007 - 2013)) PhD thesis, University of Karbala, College of Administration and Economics, Department of Economics, Iraq.

The aim of the study is to identify the tourism competitiveness and the ranking of countries in the travel and tourism competitiveness report, and to measure the ranking of countries, and indicators of the competitiveness of travel and tourism in tourism demand for all sample countries (Spain, Egypt, Jordan) in addition to referring to the location of Iraq and the work of

the tourism cluster system, as the developed countries. It is currently suffering from competition, especially after technical and scientific progress, the dominance of capitalism, and support for economic development through the use of international trade, quality and environmental standards, and all of this leads to the entry of new competitors in addition to the comparative advantage of countries, which relates to the capabilities and resources available, so international trade was flying. Connecting these countries to open new markets, create a competitive advantage, expand the needs of consumers, increase the welfare of society, and optimize the investment of resources. The study recommended finding ways to raise and improve the operational efficiency of the infrastructure in Iraq, obtain appropriate financing, reduce costs, focus on the travel and tourism sector, and the possibility of finding relationships of intertwining and interdependence between the strengths that Iraq possesses in determining the competitive advantages enjoyed by the tourism sector. In addition to the development and improvement of infrastructure, the modernization of the Internet and communications networks, and the means of land, sea and air transport and their networks to achieve sustainable tourism development, and the formation of a national authority that works to improve the competitive advantages of the tourism sector.

5- Study (Hanan Harrath, Mohamed Ramdani, Radwan Fathi 2021) (Competitiveness of the travel and tourism sector in the Arab Maghreb countries according to the report of the World Economic Forum - Davos - a comparative study between Algeria, Morocco, Tunisia) Journal of Economic Additions Volume 5 Issue 2, Algeria.

This study aims to analyze tourism competitiveness by relying on it in the report of the World Economic Forum (Davos) for each of the countries of Algeria, Morocco and Tunisia to know the strengths and weaknesses of each country in the field of tourism competitiveness. On tourism and competitiveness, and the presentation of the variables of tourism competitiveness within the Davos Economic Report, the study found that there is a relative difference between the study sample countries in the variables of competitiveness, and the

researchers concluded that there is a difference in the competitiveness of global tourism and in general, it needs further development in some Variables that are commensurate with the potential of natural, human and historical tourism, as Algeria has an opportunity for excellence at the present time, especially in desert tourism, tourism in mineral baths, and the possibility of developing cultural tourism. Tunisia remains a priority in coastal tourism and cultural tourism to Morocco.

6- study (cooperation and competitiveness between airlines in Kenya) (Rosemary Kyalo, 2016), Master's Degree of Business Administration in Operation Management, School of Business University of Nairobi, Kenya.

The researcher, Rosemary, dealt with cooperation to enhance competitiveness, which is derived through differentiated strategies and low cost. The primary and secondary data were studied and collected, using a semi-structured questionnaire, and obtaining secondary data from the annual financial reports of airlines, and that the participants in this study are managers of operations and strategies for airlines, and the study population is from airlines in Kenya, and their number is (66) individuals. A 5-point Likert scale was used. The study recommends that the role of companies operating in the aviation sector is not limited to cooperation between companies in an attempt to maximize their basic efficiency, and focus on the critical factors for success in adopting the best cooperative practices.

The first axis

Tourist offices and offices

With the development of societies, the increase in travel and the establishment of hotels, there has become an urgent need for an organizer for the process of transportation, accommodation and subsistence for travelers, Which He performs his role in carrying out these tasks, So, offices have been established travel and tourism Which plays a major role in moving tourism activity as a get up by business and travel-related services, and providing reassurances to tourists during travel and visits and accommodation, And In light of the rapid progress that showed the growing competition, organizations are constantly looking for the appropriate way to achieve the capacity the

competitive, and Which u Dr Competition is the main driver of the success or failure of organizations, so strategic management is always looking for the appropriate position for the organization.

First: Defining the office:

that offices have found to play a role and a resource. Whatever From sources get data And information, evolved Species And Office forms until he arrived the shape to me MAh And It is now, the wizard at handmade With the work swells it's inept, whereas office work that practice it Offices are services whose purpose is to provide administrations enterprise or the organization information and data What he needs at the right time And in the right amount in an appropriate manner, which does not result in direct profit from the performance of its functions, but rather arrow big and Indirectly increasing profits enterprise or The Organization (Al-Surn, 103:2002),And may be It was completed Defining the office as Where is it Achievement Office work, a center Of rise by business desktop, which is center data And The information that is in it record and Keeping documents for the organization, the center Communication inside and outside the organization, and an important center for providing services data and Information to all departments and sections and the people institution or organization for the purpose of good and proper planning and Speed of Decisions (ElBaradei, 2011:44), see (Narayana, 6:2013) The office is an information center, a coordination center, a service center, a memory center for the organization, and a control center in the organization, and (Khattab, 2016:4) believes that the office is the main nerve of the organization, and it is the place where a number of individuals are present to carry out administrative activities, and mental activities related to planning, organizing, directing, supervising, communicating, and controlling the activities of the organization, The Tourist Office (Qurna, 189: 2019) has defined it as the body that helps the tourists to organize trips and holidays by making measures for their readiness to travel, which reserve seats for them in transportation, and rooms in the hotel, and organizes tourist trips for them, and appoints qualified guides who help them in Obtaining the passports and visas needed by tourists to other countries, and the tourism office was also known

as a place that provides facilities and services, technical and advisory information, and makes the necessary arrangements to link travel by land, sea or air to any other place in the world. Tourist offices are often small in size and the number of employees is limited, ranging between 4-12 on average. Tourist offices are defined as a tourist facility that sells and promotes tourism services and programs to customers, and what is related to providing the necessary services (restaurants, hotels, tourist destinations, multiple means of transportation, ... etc.) (jalda, 27: 2019).

Second: Types of Tourist Offices:

1- offices Interior:

He knew (Al-Saeedi, 2009:32) The offices Inland tourism is which State values within the country to present facilities and Tourist services for tourists, near the tourist areas known and The famous high-density tourist turnout in the country, as is the case with shrines and religious shrines the archaeological or summer areas, It is preferred that The office is opened in the city centers near the presence of business centers, hotels, tourism companies, and the role of amusement such as theaters and cinemas, There are temporary tourist offices open when set up Exhibitions regional and international Like the tourist office in exhibitions when the office work is finished by the end Works and exhibition activities.

2- Foreign offices External office

The state establishes the tourist office outside the country and it is in the major cities or capitals that are potential or traditional markets for the export of tourists to the country, where the work of the external office is in two cases: (shamto, (147:2019

- **First case:** The Office is part of the country's embassies or consulates. It is an attaché or delegate headed by a tourist attaché similar to the cultural attaché The attaché operates in the framework of the embassy, The attaché shall be subordinate to the Ambassador or Consul who is a member of the diplomatic mission and sometimes representation of the tourist office outside the attaché within the embassy, when its business expands, it is separated from the Embassy as a stand-alone tourist office.

- **Second case:** the tourist office is independent of the country's embassies, occupies a private building, either rented or owned by the State outside the embassy building and is headed by a director appointed by the ministry or the responsible body.

Third: Objectives and importance of tourism offices

that It is the senior leadership in tourism management that sets The objectives of the tourist office and Which it is hoped will achieve its goals through the decision to open the tourist office, And will be submissive These objectives are directed to the institution supervising the tourism sector So, if the supreme leadership thinks, development and Development Activity tourism in the country, for the purposes of political, social, humanity, And informational, so you will seek striving to make the plan development tourism honorable media interface stand out reality development And Development in front of foreign tourists, which leads to the construction of more Facilities tourist, And increased interest with investments tourist as well as Submit Other tourist offers are also offered Country Full support for the tourism sector regardless of profit goals Among the objectives of the office is that the office be an advertising window on the country's tourism, provide the higher levels of administration with research and studies on the tourism market, provide tourism services that support tourism demand and achieve tourism revenues, and participate in the organization of festivals,

parties and exhibitions to highlight the country's tourism, And stand out Also The importance of tourism offices through: (Kafi, 443: 2016) Revitalizing the economy, its impact on the balance of payments, Improving the level of national income in the country, providing chances a job For a good number of citizens.

second axis

Iraqi Airways

The air transport sector plays an active role in the rapprochement of nations and peoples after the technological and scientific development after the Second World War, and led to the growing role of air transport in its political, economic and social framework to achieve the needs and desires of travelers, as there is one obstacle in the air transport sector is its high costs compared to means of transport Since its independence, Iraq has sought to establish an air transport system that keeps pace with social and economic developments, and 75 years have passed since the activity began in Iraq in the year 1946 AD, which established Iraqi Airways to cover the demand for air transport services, link Iraq with the outside world, and expand the national network to achieve convergence between different parts of the country. The company's staff, approved by the Ministry of Finance for the year 2021, consists of (3491) job and varied degrees according to the company's needs. Table (1) below includes the company's owners and their educational qualifications for the year 2021.

Table (1) Company owners for a year 2021

Contracts	hold on angel	actual presence	busy angel	Certified Angel	the month
----	1556	2758	2758	3491	December 2021

Source/ Iraqi Airways - Planning and Follow-up Section Statistics Division, 2021.

The commercial section is one of the important sections that is linked to the office of the Director-General. This section manages and organizes commercial matters, the most important of which is the air transport of goods and mail passengers inside and outside Iraq, the

preparation of the aircraft movement schedule in coordination with other sections, and the implementation of the air transport plan in support of the company's policy to achieve profits. The direct supervision of the company's offices inside and outside Iraq, and the representation of the company in the relevant Arab and international federations and organizations. Among the important divisions

that play an important and vital role in maximizing the company's resources are:

1-Internal Office Division:

The nature of the Division's work is to supervise, follow up on offices spread in Baghdad and the governorates, circulate orders and instructions issued by the main company, receive answers from offices, and send them to the company. As for the nature of the work of the employees in these offices, it is through the

reservation and issuance of travel tickets, and the receipt of ticket amounts by the account staff, and the administration and self-employees, and each of these employees has a job entrusted to them, whether it is reservation, accounts or management, and according to the controls in force from the commercial department, and that The work of the employees in the offices is each according to his specialization, and the offices of Iraqi Airways consist of (10) internal offices, as in Table (2)

Table (2) Offices of the Iraqi Airways Company

the desk	T
Al-Saadoun Head Office	1
Meridian Office	2
Rashid office	3
Adhamiya office	4
Kadhimiya office	5
Salhia office	6
Mosul office	7
Kirkuk office	8
Karbala office	9
Basra office	10

Source: Internal Office Division, Iraqi Airways, 2021

2- Section Foreign offices:

The nature of the work of the Division is the supervision and follow-up of external offices, and the follow-up of company agents abroad, and unconscious orders and instructions issued by the main company, informing them of the reduction orders, follow-up on lease contracts of agents and appointments of local staff of the Office, to receive answers to orders and instructions issued, and to follow up and address problems that may occur at the office or terminal at the airport, be it problems that occur to aircraft or passengers, lack of ground services, supply of

aircraft, dictation rates or aviation fuel. The overseas offices of the Company shall consist of an office plus a terminal at the airport and each office shall be managed by an office manager as well as a station manager and shall be a cadre of the Company and the Director of the Office and the Station shall have powers and duties to carry out them. The number of offices available abroad consists of three offices and seven stations and is staffed by 10 employees. Table 3 shows the number of offices abroad.

Table (3) the number of foreign offices of the Iraqi Airways company

the desk	Country	T
Cairo	Egypt	1

Oman	Jordan	2
Dubai	UAE	3
Damascus	Syria	4
Beirut	Lebanon	5
Tehran	Iran	6
Scene		
Ankara	Turkey	7
Istanbul		

Source: External Office Division, Iraqi Airways, 2020

3- The relationship of transport and tourism:

There is a close correlation between the growth of the tourism industry and the growth of the world's transport industry in successive historical stages. And the greater the traffic, the greater the tourist traffic, in a parallel way, and vice versa, the greater the traffic. Transport affects tourism demand first. The more diverse means of transport grow and develop, the greater the tourism demand, which is a process of expulsion and vice versa. Dealing in transport is with a person, not with cans, bags, or boxes. and here the process is complicated and difficult because of the biological nature of man, and his temperament, his feeling, his sense, all the safety and comfort that must be provided to transport tourists and travelers and to treat them in a polite manner, and accuracy, different from handling cargo or cargo, also affects transport by tourist supply. tourism development depends entirely on the transport process and the production elements that are provided for tourism investment, The more the different modes of transport grow, the more the tourism supply grows, the more it is, and vice versa, while the other factors remain constant. the program, the delivery of tourism development to remote regions that can be invested in tourism is through the development of various modes of transport. (Al-Houri and Al-Dabbagh, 235: 2013).

4- Transport Air:

Chicago Convention Defining the Air Carrier on January 7, 1944, para. (22) of Article I Air carrier (as any legal or natural person operating

or offering to operate airlines transporting mail, passengers, or cargo) the Iraqi draft was quoted in the amended Civil Aviation Law in the paragraph. Article I (24) of 1974, as well as the Egyptian draft in the paragraph (18) of article I of the Civil Aviation Act 1981 by the same definition, while some briefly define an air carrier as anyone who undertakes to carry goods or persons by aircraft (Abdullah, 562:2017).

Air transport has become at the present time not only a means of transport between continents and countries, but also between cities in one country, and the importance of air transport does not stop when transporting passengers only, but also transporting goods (Awanis, 10: 2011), as the speed of air transport (Airplanes) made the world look like a small village, and tourism is concerned with the factors of cost and time that are required to reach the tourist destination or place, and that the speed of transportation between the departure and arrival stations is an apparent advantage for air transport, and it is of great importance when the time factor is valuable (Ahmed, 214: 2018), and the plane is the fastest means of transportation and has high costs compared to other means, and saves time for the tourist or traveler as well as safety and comfort, but it is cheap for places and long distances (Shamto, 269: 2019), and international, regional and local airlines play The link and the link that cannot be dispensed with in the tourism sector, regardless of its level (Obaidat, 108: 2008). Air transport consists of two parts

- **Domestic air transport:** The transport shall be within the

political and territorial borders of the same country.

- **Foreign air transport:** It is the transport that crosses the political and territorial borders of one country, so the flight takes place between two or more countries.

6- The role of air transport in activating tourism activity:

Tourism transport includes multiple means, including (land transport, sea transport, air transport), and in order for this sector to be integrated, there must be good planning in cooperation with other sectors, including the travel and tourism sector. Air transport, which represents one of the reasons for the development and growth of the tourism movement in The world, for the distinguished role it plays in bringing the various countries of the world together, which helps in finding many new tourist places, and the expansion of all tourist markets, especially after the Second World War. Air transport consists of three main elements (airlines, airports, and planes), and international and local airports are a spatial space, providing many activities and functions for the movement of transport, it may be chosen under the influence of political, geographic, economic, and security factors. Among its most important works is the movement of tourists and travelers and what they need upon departure and arrival, and these jobs vary according to the size of the airport, its quality, the number of arriving and departing tourists, and the type of companies operating at the airport (Younis and others, 217: 2018), and there are close and mutual relations that characterize the air transport sector. With economic activities in general and tourism in particular (Kafi, 19:2011) through:

a- - Discipline in the provision of air transport services (aviation, transport companies, airport), and improving the level and quality of service provision, which helped increase tourist attractions in countries, especially those with tourist activities.

b- Tourism development is closely related to means of transportation, especially air transport through the services and facilities obtained by airlines, which affect the cost of the trip. Countries that host tourists grant multiple

services and facilities to airlines to extend their airlines to their airports (Ahmed, 204: 2010).

C - The increase in foreign and local demand in any country for tourism services, which results in an increase in the operating rates of the aviation sector and also requires sufficient coordination between the tourism and aviation sectors (Omar, 14: 2012).

The third topic

Tourist competitiveness indicators for Iraqi Airways offices

First: Defining tourism competitiveness:

The concept of tourism competitiveness did not differ from the concept of competitive advantage at the level of the state, sector and institution, except in terms of its meaning. In reality, service and industrial institutions use the same method in the continuation of achieving competitive advantage (Al-Rajhi et al., 123: 2016) and that tourism competitiveness is the ability of institutions The tourism sector belonging to a country aims to achieve continuity of success in the international and local markets by relying on the country's capabilities, resources and capabilities and without relying on government support and protection (Ben Shouk and Yahyaoui, 104: 2018), and it was also defined as the state's ability to generate potential and resources capabilities and superiority over competitors in the local and international markets by integrating natural resources with the manufacturing process (infrastructure), and then transforming them into economic results (Bin Marzouk, Saray, 221: 2018).

Second: Travel and Tourism Competitiveness Index according to the World Economic Forum:

(Younis et al., 2020:39) pointed out that the first report on the global competitiveness of travel and tourism was issued by the World Economic Forum in Davos / Switzerland in 2007, and the second report was issued after that in 2009 and then followed in 2011 and 2013, and the report of the World Economic Forum was issued (Davos) in May 2015, which was called (growth through shocks) and the name comes from what tourism and its sector have been exposed to many air disasters and health shocks in addition to crises in the world, lack of security

and the penetration of terrorism in some countries. As for the Travel and Tourism Competitiveness Report in 2017, which was Under the title (Paving the way for a more sustainable and inclusive future), it was followed by the 2019 report, which was under the title (Travel and Tourism at a Turning Point), and the Travel and Tourism Competitiveness Report is measured through four main indicators and fourteen sub-indicators, namely:

A- The enabling environment: It is divided into five indicators: (Younes et al., 43-44: 2020).

1- Business environment: such as the efficiency of the legal framework, the protection of property rights, the effectiveness of the tax system and competition policy at the international and local levels.

2- 2- Safety and security: It is the decisive factor in the country, and it is possible not to travel to dangerous countries or areas, which leads to making them less attractive for the development and development of the travel and tourism sector, and the extent of reliance on security services to provide protection from the spread of terrorism, crime and violence.

3- Health and hygiene: Improving sanitation and drinking water networks, which are important for the health and comfort of tourists or travelers, and the availability of doctors, especially when diseases and epidemics rise.

4- 4- Human resources and the labor market: the availability of human resources and technical labor, the availability of laws and legislations to employ and dismiss workers, the strengthening of the labor market, and the acquisition of skills through training and education and its efficiency.

5- ICT readiness: It measures the level of means of communication through infrastructure, Internet networks, the quality of electricity supply, mobile phone network coverage, and the ability of individuals and companies to provide services using them over the Internet.

b- Tourism Policy and Empowerment Conditions:

1- Determining travel and tourism priorities: the extent of the government's interest and sending several signals of its intentions, providing financial capabilities,

coordinating between actors, directing funds for basic development projects, and appropriate resources for the development and development of this sector.

2- Opening up to the world: (Al-Wazani, 105-106: 2015), the availability of basic services, the degree of acceptance of the country's citizens for tourists, the facilitation of the travel process and the government's entry into a number of international and regional trade agreements, and bilateral agreements for air services.

3- Price competitiveness: Encouraging investment in this vital sector, and taking into consideration taxes, airport entry fees, fuel price costs, living costs, hotel accommodations and costs that affect the ability of the tourist or traveler.

4- Environmental sustainability: it is forest resources, sea flooding, water assessment, fishing pressure, and the government's strategy and priority in sustainable development (Younes et al., 2020:45).

C- Infrastructure:

1- 1- Air, land and sea transport infrastructure: airports, numbers of arriving and departing passengers, number of aircraft, quality of services provided, road networks, quality of railways, and port infrastructure.

2- The infrastructure of tourism services: it is the number of ready and decent hotels, the number of rooms in each hotel, and the extent of access to services such as car rental, credit card dealing, and ATMs (Saadawi, Search, 243: 2021).

D- Natural and cultural resources: They are the protected areas at the state level, the types of animals in the country and their numbers, the availability of the number of types of nature reserves and public parks, the world cultural heritage sites that are an important pillar of tourism competitiveness, the number of searches on the Internet, and the preparation of large playgrounds that have The possibility of hosting festivals, important events, mass games, and Olympiads (Al-Wazani, 107: 2015) as shown in Figure (1)

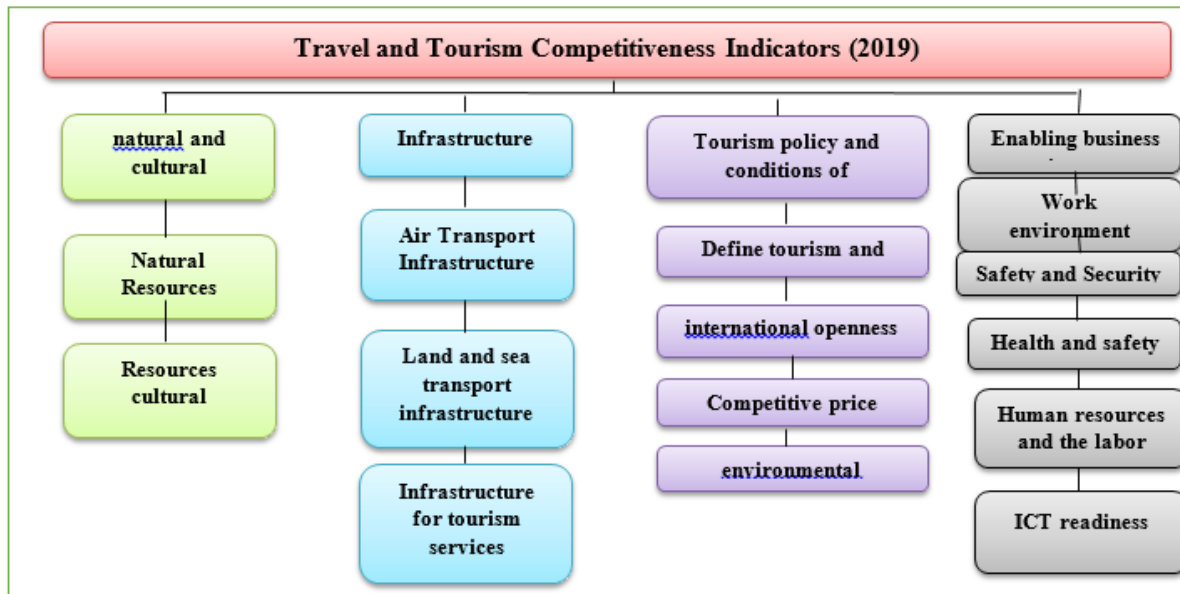


Figure (1) The main indicators of the competitiveness of the travel and tourism sector 2015 - 2017 - 2019 Source: Abu Amer, Ahmed Abdullah, Analysis of the Travel and Tourism Competitiveness Report for Arab Countries 2018, Jeddah, 2018: p. 5 (<http://pubhmtmi5.com>).

Third: The impact of the Corona pandemic on the travel and tourism sector in Iraq

The impact of the Corona pandemic on Iraq has caused severe damage to tourism companies, the restaurant and hotel sectors, and even stores, and referred tens of thousands of workers to an army of unemployed people. And the decline of Iraq's financial capacity, as the most burden of the double crisis (the spread of the Corona virus, and the collapse of oil prices) falls on all sectors of the state, including the travel and tourism sector, as the government of the Republic of Iraq began to adopt many measures and continue to expand and amend its directives to follow the pattern of spread of the virus and give the highest priority To preserve the lives and safety of citizens, including the curfew, limiting movement, and the related restrictions on businesses and the closure of universities and schools, the Tourism Authority revealed that the tourism sector incurred about (90%) of its revenues during the year 2020 due to the Corona virus pandemic (Iraq). Corona affects the tourism sector 2020 (<http://mawazin.net>), and the Corona pandemic has affected internal tourism in Iraq, especially religious tourism in Iraq. In Karbala and Najaf, it caused the closure of (537) hotels after preventing the entry of foreign visitors, and the dismissal of (8,468) thousands of workers in the two cities, according to the estimates of the

Tourism and Transport Services Syndicate. More than (107) travel and tourism companies and (84) passenger transport companies and more were disrupted in the two cities. Of (600) restaurants, as 75% of the work of tourism companies depends on Iranian companies and the rest is distributed between Syria, Turkey, Azerbaijan, Malaysia and some other countries (in numbers, an investigation discusses the repercussions of the collapse of the tourism sector between Iraq and Iran 2020 <https://www.nasnews.com>) As for the Kurdistan region of Iraq, it was greatly affected, and by comparing the first six months of 2020 with its counterpart in 2019, the number of tourists who visited the Kurdistan region during the first 6 months of 2019 amounted to 1,850 million tourists, and the financial imports in the region were estimated Which the commercial markets, hotels, restaurants and tourist places obtained more than 500 million dollars if each of these tourists were spent for 3 nights 300 dollars and according to the estimates, as the Kurdistan region hosts 3000 tourist centers including hotels, motels, restaurants and facilities Diverse neighborhood in addition to the presence of 200 archaeological and recreational sites registered in the tourist guide, and this is what happened to the rest of the governorates of Iraq due to the spread of the Corona virus (Amin, article,

Kurdistan Tourism, we lost about half a billion dollars because of Corona, 2020 (<https://www.irfaasawtak.com>). As for the repercussions of the impact of the Corona pandemic on the air transport sector in Iraq in general, and the Iraqi Airways Company in particular, the company was greatly affected by stopping the movement of aircraft, decreasing its productivity, declining revenues generated through passenger traffic, decreasing transport operations in incoming and outgoing air freight, and decreasing its revenues. As a result of the countries' closure of their airspace, and the company's aircraft movement being limited to exceptional and casual flights to bring travelers, students and patients stranded in some countries, and the decrease in the productivity of workers due to the curfew and its limitation to some employees who are related to aircraft movement operations, as well as the decrease in the carrying capacity of aircraft due to distance, and delays Paying salaries to the company's employees due to the lack of financial liquidity, which led to the company incurring significant losses in 2020 compared to 2019.

Fourth: Travel and Tourism Competitive Indicators for Iraqi Airways

1- Business environment index: As for Iraq, it ranks 172 globally (out of 190 countries) with only 44.7 points (out of 100 points). Only countries such as Afghanistan, Libya, South Sudan, Eritrea and Chad come after Iraq in the ranking. Timor, Angola, and Somalia, and Iraq's presence at this low rank in the ranking table is sufficient to provide an objective evaluation of the so-called reforms of successive governments in the field of facilitating the business environment, which led to the reluctance of local and foreign investors to work in Iraq and to the continuous deterioration in macroeconomic indicators, and to An increase in deprivation indicators, an increase in unemployment and poverty rates, a consolidation of the rentier economy, and a paternalistic political management of economic resources. **As for the Iraqi Airways company and its offices,** which facilitate the issuance of regulations for reservations for travelers and businessmen and provide the best services and facilities in facilitating travel procedures, for example, by receiving bags a day before the flight to reduce departure time and free bus transportation from Abbas Bin Firnas Square who have reservations

on planes The company, and providing logistical services to business owners in improving the efficiency of customs clearance in the air cargo village, and developing its work, which reflects the reputation of the business environment and economic activity in general. Services and keeping pace with the rapid developments taking place in the world of air freight, providing competitive prices in the air transport process, avoiding red tape and bureaucracy in transactions and reducing the time for receiving and delivering goods and incoming and outgoing mail, which is in the interest of maximizing the company's resources in particular and the state in general.

a- safety and security index: The report of the Global Peace Index, which was issued in the sixth month of the year 2021, talked about the classification of Iraq in the 159th place out of 163 countries, the final total of points is 3.257, and the global average is 3.3/5, ranked 19th out of 21 Arab countries, and countries came after Iraq in this Index such as Syria, Libya, Somalia, Yemen, and Iraq have recorded improvements in peacefulness for three of the past four years, although it remains one of the least peaceful countries in the world. United Nations peace and incoming weapons, the low level of militarization over the past five years, and **that the security and safety index in the Iraqi Airways company** is one of the important things in the company's work, and it works to add a feeling of lack of concern when boarding the plane, as the company's planes are among the acclaimed planes Through its long work history, and the accumulation of experience with pilots, it is one of the reputable companies against which no accidents, crashes and serious incidents have been recorded throughout its work period since its establishment, and it owns a fleet of Modern aircraft, with multiple sizes and types, making it one of the respected companies in its field of work, and it has a cadre of qualified and experienced pilots, especially as they are graduates of the best academies in the world (Oxford / England), and they are distinguished by their flexibility in taking off and landing the plane professionally on airport runways, which everyone testifies to, And how the cabin crew deals in the event of a fire during the flight and provide services to patients, whether through wheelchairs or patient stretchers, and put them in comfortable places. The trainers and enable them to receive the Iraqi

airspace administration, as their work requires how to enter the planes into Iraqi airspace and follow them until they leave the airspace and communicate with the flight crew to determine the path that they are going. Planes.

b- Index of human resources and labor market: Iraq is located in the Human Development Index in the world ranking 120 out of a total of 189 countries for the year 2019 (the official website of the Central Statistical Organization <http://cosit.gov.iq/ar>). The Iraqi Airways Company is working on establishing strategic programs and initiatives to develop and train human resources in the company to ensure the security and safety of the national and international air traffic. Specialized and qualified personnel in the field of aviation to manage, operate and maintain the air transport system through intensive courses, seminars and workshops, as the company expects to increase the current and future growth in the number of passengers, air traffic and air freight.

c- ICT Readiness Index: It includes mobile phone networks, their coverage, and the percentages of internet flow, in addition to the ability of companies to provide services via the Internet, which is used to book travel tickets and types of accommodation (Saadawi, Search, 242:2021). Iraqi Airways and its internal and external offices spread throughout Iraq and abroad are working to support the use of modern information and communication technology in the process of booking travel tickets, managing and linking data and information for travelers, tracking bags and luggage and air traffic operations to raise operating efficiency, control expenses and increase production through the system in force in The company (SETA) is a multi-channel system that includes communication via e-mail, voice communications, and live chat through the reliable and secure communication it provides in the company and its offices, and the issuance of electronic tickets. Thanks to this system, manual tickets were dispensed with, and information and data were entered on the The passenger, the flight, the price, the number of seats available, the time of arrival and departure of the aircraft, and work is underway to use a new system after the expiry of the SITA system contract, and to provide international companies specialized in this field and choose the best ones to increase sales and marketing, facilitate travel procedures,

provide services to travelers, and improve Iraqi air transport sector.

2- Tourism policy and enabling conditions:

a- Travel and Tourism Prioritization Index: Iraq complains of poor (tourist awareness), which is reflected in a lack of knowledge in the priorities of tourism and its services, which has led to the reluctance of the national capital to invest in this field or work in it. At the time, Iraq possesses qualifications that make it in the first row, and for decades the government's priorities have been in the sectors of oil, electricity, defense, and the interior, and it has not given priority to tourism, neither in its planning nor in its general policy, and the state's dependence on oil revenues to cover its expenses without going to economic diversification (Al-Nuaimi Tourism in Iraq: A Wealthy Neglected Treasure, Article 2021, <https://almadapeper.net>).

b- Competitive Price Index: It is setting the prices of services or goods provided based on what is imposed in the market and that companies use to encourage their customers to purchase them. And that the low price of air tickets increases the country's attractiveness to travel to it, as well as the low prices of fees and taxes at airports and land and sea border ports, and the decrease in fuel prices, and the cost of living will affect the travel costs for travelers and tourists. Especially a good indicator in the low prices of tickets, fees and taxes at airports and border crossings compared to the countries of the region, which is an encouraging environment for travel, especially after the elimination of (ISIS terrorist gangs) and seeking to work to encourage travelers and tourists to travel to Iraq. As for the Iraqi Airways Company, it is still staggering due to its inability to compete with the airlines of the countries of the region with the rising growth, which provide services and promotions that have led to its distinction in front of international airlines, and the lack of a clear policy by the senior management due to the frequent change of general managers of the company, And not to work on the (open skies) policy, which are agreements between airlines to ease restrictions on landing rights, and to liberalize flying in the skies, as well as not to open new destinations during the past and current period, in addition to the ban imposed by the European Aviation Agency (EASA) and the company not returning to membership International Air Transport

Association (IATA). All of these indicators affect the performance of Iraqi Airways in competition with the rest of the airlines.

3- Infrastructure Index: It includes the reality of infrastructure, which consists of three indicators: air transport infrastructure, land and sea transport infrastructure, and tourism services infrastructure in the travel and tourism sector..

a- - Air transport: The number of Iraqi Airways' aircraft by the end of 2020 reached 31 aircraft of various types, as the company owns (19) Boeing aircraft, (6) Airbus aircraft, and (6) Bombardier aircraft. Canadian, and Iraq owns (7) airports in (Erbil, Sulaymaniyah, Mosul, Baghdad, Najaf, Nasiriyah, Basra) and (3) airports under construction in (Kirkuk, Anbar, Karbala).

b- Passenger transport vehicles: These include private and public sector cars and buses represented by the Ministry of Transport - the General Company for Passengers and Delegations Transport, which was established in 1938 in the name of the Passenger Transport Authority. The number of private sector passenger transport vehicles for 2018 reached (6,709,724), while the number of buses affiliated with the General Company for Passengers and Delegations Transport amounted to (1934) buses of various types (floor, double-decker) in 2018.

c- Land transportation: The General Company for Land Transport was established in 1970, which is concerned with the process of transporting goods and operates on a self-financing system. Trucks In addition to the trucks of the companies allied with them, which are (25) private companies, which have many types of specialized and regular trucks. The company also has many offices at the border crossings

d- Railways: The General Company for Iraqi Railways is the only national carrier in Iraq. The first railway administration was established in 1916 and under the control of the British military forces. The railway administration moved from the control of the army to the British Civil Administration in 1920, and in 16/4/1936 The railways moved to the ownership of the Iraqi government, which is considered an annual festival of railways, where the cornerstone of the international station building was laid in 1948 and the building was

completed in 1952, and the General Company for Iraqi Railways operates with (5) main lines throughout Iraq and (108) Stations linked to each other through special tracks starting from the north of Iraq to the south and west, and the international station in Baghdad is the center for the departure of trains.

e- Maritime Transport: The General Company for Maritime Transport was established in 1962, and maritime transport is the main activity at the company level, but rather at the level of Iraq because it represents the main artery for transporting Iraq's trade. This sector should be similar to other countries by building and purchasing new and advanced ships to supplement the maritime transport fleet and restore its reputation, in addition to that this sector achieves high revenues in foreign currency and secures great job opportunities for individuals in addition to the economic recovery of the region. Iraq does not own any ship to transport passengers at present, Where he owns a government fleet of ships of exported and imported goods, and the revenues of the General Maritime Transport Company depend on the activity of marine agencies by providing the necessary services for ships and tankers coming to Iraqi ports by providing them with water, livelihood, and fuel. Until the year 2018, Iraq owns (8) ships And the number of employees in the company is (1610) employees, as the total revenues for the year 2018 reached (87,1) billion dinars.

f- The infrastructure for tourism services

f-a-Travel and tourism companies: The number of tourism companies in Iraq in 2016, as recorded in the Ministry of Planning - Central Statistics Organization, amounted to (721) companies distributed over all governorates except for the Kurdistan region, and that Baghdad governorate represented the largest number in the number of companies, which amounted to (213) companies. Male and female travelers inside Iraq amounted to (87,000) thousand passengers, where the relative importance reached (47%), and the number of travelers outside Iraq reached (217,158) thousand passengers.

f-b- Hotel accommodation and tourist accommodation services: Hotel accommodation services and tourist accommodation: It is considered one of the most important requirements for the tourism offer

through the volume of hotel services and tourist accommodation in Iraq, where the number of hotels and tourist accommodation complexes for the year 2018 (except for the Kurdistan region) reached (1666), where five-star hotels constituted 1%, Its concentration is in Baghdad governorate with (7) hotels, Basra governorate (3) hotels, while Karbala governorate has one hotel. As for the first-class four-star hotels, they accounted for 2%, second-class three-star hotels 20%, third-class two-star hotels 21%, and fourth-class one-star hotels 21%, while the proportion of popular hotels is 35% of the total number of hotels. It requires increased investment in premium-class hotels to keep pace with the high tourist demand.

4- Natural and cultural resources:

a- Natural Ingredients: They include a range of tourist attractions for Iraq, such as terrain, geo-astronomical location, mountain ranges, natural caves located throughout the Kurdistan region of Iraq of various types, valleys, large marshes and plains covering the most areas of central and southern Iraq. The Tigris and Euphrates penetrate it from north to south, pouring into the Shatt al-Arab and then into the Persian Gulf and many lakes. (such as the Tharthar Reduction and Lake Saoh) and the hospitalized mineral water as in Hammam al-Alil in Mosul and Ain al-Tamr in Karbala as well as climate and diversity in several regions, heat and wind components s work.

b- Cultural ingredients: The second part of the unnatural components, where human components play an important role in the establishment of tourist environments and have multiple forms, Iraq is one of the oldest civilizations in the history of the world and the beginning of ancient civilizations, so it was called Mesopotamia and it left a clear impact on that. It is the home of the invention of writing and the legislation of laws. There are many ancient cities that still bear witness to the civilization of Iraq, as in (Ur, Nippur, Babylon, Nimrud, Uruk, Nineveh, and Assyria), which were famous for their temples, palaces, buildings, ziggurats and architecture (the ziggurat of Ur in Nasiriyah and the ziggurat of Aqarquf near Baghdad), where he lived Iraq and its cities, especially Baghdad at the time of the Abbasid Caliphate in its golden age, where it was famous for the arts of architecture, construction and inscriptions, and there were

many scientists, doctors and poets. Sculpture and engraving on wood, stone and metal, so Iraq is characterized by the diversity of its spectra and many types. The Iraqi people are described as generous and hospitable, and are also characterized by many museums such as the Natural Museum and the Iraqi Museum, which shows the previous civilizations that passed through Iraq and the Al-Baghdadi Museum in addition to Al-Mutanabi Street. The world and it should be marketed to inform the world about Iraq's historical, archaeological and cultural capabilities. However, there is a weakness in the media outlets in conveying the image of Iraq to international forums. **As for the Iraqi Airways Company and its internal and external offices**, it possesses senior, middle and lower administrative staff and specialized and qualified technical skills in the field of aviation through the presence of qualified and experienced trainers, which qualifies them to manage air transport facilities, as well as if the available elements are invested (natural, cultural, historical, religious and human). In return for a well-thought-out marketing according to a plan drawn up by its internal and external offices, attracting tourists and providing investment opportunities in it to create tourism diversity and achieve economic and social benefits for the company, the economy and the Iraqi society.

And on the foregoing clarification of the role of the offices of the Iraqi Airways company and their contribution to the competitiveness indicators of the global travel and tourism sector, where we have proven the validity of the main hypothesis of the study that there is a weak and ineffective role for the offices of the Iraqi Airways company (internal and external) in enhancing its competitiveness, which is not commensurate with Iraq's tourist status in general, and the history and prestige of Iraqi Airways in particular.

Conclusions:

1- There is a close link between tourism and transport, especially air transport, which is one of the main reasons for the development of tourism in the world, especially global ones, for its distinguished role in bringing the regions of the world closer, which helped create many tourist places and markets.

2- Iraq, represented by the Iraqi Airways Company, is one of the founding countries of the International Air Transport Association (IATA). IATA, and orderly global civil aviation (ICAO), the Arab Air Transport Association (AACO), and that the political and security conditions had a great impact on the company's performance in not applying security and safety standards and depriving the green bird from flying in European airspace, as the European market is a promising market and the reason for deprivation caused great losses to Iraq in general and to the company in particular.

3- Iraq has natural, historical, archaeological, heritage and cultural elements and treasures, as Iraq is one of the economically diverse countries, and Iraq's failure to participate in the World Economic Forum and the Travel and Tourism Competitiveness Report will lead to the world's lack of knowledge of the capabilities, ingredients and indicators that Iraq possesses, as well as lead to reluctance Investors and businessmen refrain from providing their services and miss valuable investment opportunities in Iraq.

4- There is a contradiction between the government's policy in providing support for the air transport sector and the requirements of the aviation market, and that fair competition is through the full government support of the national carrier.

5- Increasing attention to internal and external offices increases the company's ability to achieve a sustainable competitive advantage by working on developing innovative ideas, providing high quality services, and acquiring knowledge by keeping pace with rapid developments.

6- The ineffectiveness of the Marketing Division in the Commercial Department in presenting various offers, and not seeking to move on state departments, embassies, hotels, and travel and tourism offices, where tourism marketing is the main determinant of activating and developing the tourism sector, which works to study and determine the needs and desires of tourists and their motives and find additional value to direct other activities in the offices The internal and external company by choosing the right services at the right time for the right market, and therefore the traveler or tourist will

remain the master of the situation in light of the intensity of competition between companies.

7- The design of the internal and external offices of Iraqi Airways needs to pay attention to the elements of attraction and visual discourse, especially the external offices, which are the ambassador of the state in the countries of the travel destination, as well as the company's internal and external offices lack due to the absence of any gifts, advertisements, posters, publications, or Iraq's tourist guide to be presented to travelers and tourists.

8- Tourism competitiveness does not depend only on inherited resources, but on gains from marketing and promotion methods, innovation, creativity, infrastructure development, knowledge of the current and future needs and desires of tourists and providing them to attract numbers of tourists and thus maximize tourism revenues from hard currency, and that the role of the company and its offices is weak in this field.

9- The positive effects of tourism competitiveness contribute to social, economic and environmental development to reach sustainable development, which contributes to reducing unemployment, supporting the balance of payments, increasing the gross domestic product, and increasing the standard of living of the individual, and that contact with foreign tourists has a civilized and cultural return.

Recommendations:

1- It is necessary to study the aviation market and work on presenting a marketing and promotional plan in a scientific and thoughtful manner, and increasing funds to face intense competition by paying attention to artistic and folklore activities and holding festivals, exhibitions, seminars and meetings for air transport, and choosing the right time to launch advertising campaigns and good investment for media, communication and technology to highlight Iraq's history and civilization, and attention to the needs and desires of travelers and tourists.

2- Expediting the implementation of the security, safety and quality standards required by international organizations, closing the file of the European Aviation Safety Agency (EASA), obtaining the official work permit, and returning

the green bird to fly in all European airspace after the work reached advanced stages to reach the farthest point in the world.

3- The government's relentless pursuit, in cooperation with all state departments, to participate in the World Economic Forum and Iraq's entry into the travel and tourism competitiveness report through the presence of a neutral and reliable local partner who has the ability to deal with international organizations because Iraq possesses resources, ingredients and capabilities that make it at the forefront of the countries that participate in the annual global report.

4- There must be a clear vision by the government to support the air transport sector, increase financial allocations for the purchase of modern and diversified aircraft, and establish new and modern airports in areas of high demand, especially religious tourism, and tourist destination areas. Because she It is one of the reasons for the development and progress of tourism and the training of current and new cadres to develop their capabilities in accordance with international standards and to raise the level of services provided, and providing the company with new and young crews of pilots and technicians.

5- The researcher recommends managing internal and external offices to work on providing facilities and services and applying quality standards for air transport services in accordance with the directives of the Civil Aviation Organization and the International Air Transport Association, and to benefit from modern technologies. Gaining mutual trust between offices, travelers and tourists, which contributes to giving them a competitive advantage over competitors, extending official working hours in the high season in internal and external offices, and giving the authority to manage the commercial department in pursuing upgrading the aviation market and has the flexibility to control ticket prices without going through routine approvals From the top management, giving priority to the competent employee and holders of higher degrees, especially the owners of the tourism specialization, to manage the internal and external offices.

6- Working on benefiting from the pioneering experiences in tourism countries and encouraging domestic tourism to reduce the flow of travelers and local tourists outside the country, deepening tourism awareness, and building a culture aimed at encouraging hospitality and promotion, communicating with the traveler while providing services, and working to confront intense competition between companies Aviation, and the need for the company's marketing division to activate interest in the marketing and promotional aspect, activate tourism services, preserve the brand, and move State services, diplomatic agencies, hotels, travel and tourism offices to offer them competitive offers.

7- The necessity of paying attention to the aesthetic form of the internal and external offices, as the offices lack the aesthetic elements in the interior design and do not have the language of discourse and communication between the space and the recipient, especially the external one. Offices that must be designed to highlight Iraq's history, civilization, heritage and culture, present brochures, gifts, posters, advertisements, publications, gifts for children, and Iraq's tourist guide for travelers and tourists, and highlight the good mental image of Iraq and the company's offices.

8- The necessity of activating the role of air transport by attracting tourists to Iraq, paying attention to diversifying facilities and transport services, and attracting international companies in the tourism and aviation sectors by avoiding red tape and bureaucracy, providing facilities, and issuing laws and instructions that stimulate investment.

9- Working on the development of land, sea and air transport networks through government support and attention to their infrastructure, including roads and bridges, modernizing railways, working on developing the maritime transport fleet by supplying it with a number of ships specialized in tourist transport, and modernizing airports and their systems according to international standards and alignment with international companies. To increase its efficiency, improve its performance, train its employees, transfer the experiences of successful countries to keep pace with the rapid developments and compete with other countries, and the need to find a clear national tourism

strategy and long-term visions to bring the tourism sector to sustainable tourism development, which contributes to maximizing state revenues and strengthening the economic base.

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