

## The impact of coronavirus on the tourism sector in Algeria: Case of Ghardaia

أثر فيروس كورونا على قطاع السياحة في الجزائر: حالة غرداية

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### Abstract

The study of tourism in Algeria aims to devote the approach of contributing to economic development at the macro level, related to the strategy of public authorities and sometimes to a relevant microeconomic vision of the strategy of the tourism sector itself and of the behavior of the actors participating in this activity. The study of the experience of the wilaya of Ghardaia in the development of the tourism potential of the region, the sector remains struck by poor performance in terms of the number of visitors, turnover and its contribution to wealth national. The health crisis experienced by Algeria (coronavirus) has attracted to the sector, already with fragile balances, invaluable financial losses. The accounts given to the sector and more particularly to local players are still far from pushing the sector towards greater ambitions.

**Keywords:** Tourism, Heritage development, Performance, Turnover, Coronavirus.

### ملخص

تهدف دراسة السياحة في الجزائر الى تكريس منهج المساهمة في التنمية الاقتصادية على المستوى الكلي ذات الصلة باستراتيجية السلطات العامة وأحيانا لمقاربة الاقتصاد الجزئي ذات الصلة باستراتيجية قطاع السياحة نفسه وسلوك الجهات المشاركة في هذا النشاط. دراسة تجرية ولاية غرداية في تطوير الإمكانيات السياحية للمنطقة، لا يزال القطاع متأثرا بضعف الأداء من حيث عدد الزوار، ودورانها، ومساهمتها في الثروة الوطنية. أثرت الأزمة الصحية التي تعيشها الجزائر (فيروس كورونا) في القطاع، الذي يعاني بالفعل من تركة هشة، وخسائر مالية لا تقدر بثمن. لا تزال الحسابات الممنوحة للقطاع وخاصة للاعوان المحليين بعيدة عن دفع القطاع نحو طموحات أكبر.

**الكلمات المفتاحية:** السياحة، تنمية التراث، الأداء، الدوران، فيروس كورونا.

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## 1. INTRODUCTION

Since the introduction of the first confinement in March 2020 due to the pandemic linked to Covid-19, the tourism economy has been going through a crisis of unprecedented magnitude across the world. The Larousse dictionary defines tourism as "an act of traveling or visiting a site for its own pleasure". In other words, it is a set of activities and techniques implemented for travel and pleasure stays.

However, tourism is an activity to which are added many other complementary activities such as transport, travel insurance, accommodation, culinary and catering, entertainment and many more. This makes the tourism product "a package" with several variations.

Until the end of 2019, the tourism sector is qualified by the specialists as the first industry in the world given its high growth rate. In terms of incomes, this sector in 2016 collected cash flows of around 1.220 billion of USD. Its importance is also expressed on the managerial and organizational, territorial and more particularly on the asset side of activities and resources. However, the years 2020 and 2021 showed restrictions on the arrival of international tourists of the order of 63% (UNWTO, September 2021), while the restrictions amount to 21% (latest data November 2021) due to the health crisis.

### 1.1. Problem and reaserch Methodology

The Algerian economy was based mainly on hydrocarbons, and tourism was considered as a secondary sector. However, in recent years, the tourism sector has started to gain momentum in terms of arrivals, investments and income. The public authorities are starting to develop the existing natural tourist potential by the implementation of a master plan for tourist development (SDAT 2008).

The tourist heritage constitutes not only a set of historical vestiges but also a territorial, societal and economic organization of the activity of the human being. This confirms the contribution of Cruz 2007 where the management of human resources in contact with customers places the chain in a market orientation . (CRUZ 2007, 574-588)

However, a national strategy to promote this sector, must be implemented in order to carry it out and raise the level of quality and satisfaction of national and international customers. At the end of 2019, the

tourism sector received a shock from the coronavirus pandemic and global tourism recorded the biggest drop in international arrivals in 2020, with a billion less, a decrease of 74 %.

So, we asked ourselves the following question: what is the impact of coronavirus on the tourism sector in Algeria?

In our analysis, we based ourselves on an analytical approach method where we will test a certain number of hypotheses by analyzing data collected by issuing a questionnaire to hotel staff in the region of Ghardaia.

Thus, for the enhancement of the existing and rich tourist heritage, importance must be given to endogenous and territorialized forms of organization initiated by local actors (Perroux 1961, 67). The latter, alone, can trigger the wheel of development, by highlighting the "territorial variable" through the establishment of local tourist companies (SABOURIN 2000). While this variable has proven its effectiveness in industrialized countries, it often remains problematic in developing countries (Ferguene, Idir et Géo 2012, 101).

The economic and social context, especially when it is hostile, often marks financial and non-financial constraints and is one of the major factors holding back growth. The research hypotheses mark the double financial and non-financial impact in favor of improving the value of tourist heritage.

## **2. EVOLUTION OF THE TOURISM SECTOR ON A GLOBAL SCALE**

Globally, the development of the tourism sector shows different trends. Most significant, we cite geographic and economic trends.

### **2.1 Evolution of geographic destinations**

The figures show in recent years (until the end of 2019) that the tourism sector has become a major lever of global growth both in terms of income and number of tourists with growth of nearly 5% annually according to the UNWTO. This organization gives the following definition "an international tourist is a person traveling to a country other than his country of usual residence for a period exceeding 24 hours and less than 12 months and whose main purpose of visit is other than that of exercising a permanent paid activity in the visited country".

Indeed, UNWTO statistics indicate that the exports of international tourists increased by 5% between 2017 and 2018 with no less than one billion and 87 million admissions globally (BENET 2014). The demand for international tourism has grown steadily and steadily after the 1990s of the last century as shown by the UNWTO data.

International tourism exports has reached 1.700 billion dollars in 2018, up 4% in real terms compared to the previous year. « For the seventh year in a row, tourism exports grew faster than merchandise exports (+ 3%), illustrating the strength of international tourism demand in a generally strong economic environment.”. (WTO 2019). It must be said that the year 2018 marked a growth greater than that of the world economy with + 5% and 1.4 billion international tourist arrivals.

This makes 2018 a year of sustained growth. The general panorama of international arrivals notes strong growth in Asia Pacific (+ 7%), Africa (+ 7%), Europe and the Middle East are experiencing growth of 5% and America + 2% . (WTO 2019) In terms of figures, Europe receives half of international arrivals (51%) and obtains nearly 40% of tourism receipts. the African continent obtains only 3% of the receipts.

Globally, the greatest growth in tourist arrivals is recorded in Europe with 5% between 2012 and 2018, even exceeding global growth with 4.78% and 5% in 2018 for the same period, i.e. 29 million additional tourists. At the same time, the number of international tourists having had Europe as their destination of choice for holidays represented more than half, or 52% of the global number of international arrivals. In terms of tourism, the European market remains very attractive with a dominant score for only three countries, France, Spain and Italy, which alone monopolize nearly 30% of arrivals.

In 2021, global tourism experiences a certain improvement during the third quarter, although the recovery remains fragile and mixed. UNWTO statistics show that international tourist arrivals increased during the period (July - September 2021) by 58% compared to the same period of the year 2020, but remain lower for the same period 2019. For the year 2021 and during the period from January to September, therefore, international tourist arrivals experience some improvement, although arrivals are still 76% below pre-pandemic levels. (Pololikashvilli 2019)

During the year 2018, UNWTO statistics show that Europe still remains at the top of the geographical destinations with nearly 51% of international tourist arrivals with, however, France which retains its place as the leading destination on the scale. world after receiving 86.3 million international tourists. In Europe, it is followed by Spain (68.1 million), Italy (50.8 million), Germany (35 million) and Great Britain (33.9 million).

Despite the existence of certain dream destinations like the United States of America, the Caribbean, Central America particularly Brazil, Asia (China and Thailand), Europe is still in the lead and remains the region, which receives a little more than half of international tourists. The latter are not only interested in the classic tourism basins (Central Europe and the Mediterranean basin), but also in the countries of the North of Europe (Norway, Sweden, Denmark and Iceland) in addition to the countries of Eastern Europe (Poland, Hungary, Romania, Slovakia...). This dominant place in European international tourism is explained by the fact that this part of the world constitutes a historically and culturally very rich area. This densely populated space offers certain comparative advantages of a great freedom of movement of people through its various small countries.

From another point of view, the tourism sector in general and the hotel industry in particular has acquired a reputation in such a way that the value perceived by the customers becomes a key factor of success. This phenomenon has accelerated with the rise in requests from customers of websites (tripadvisor, booking.com, etc.). (BENET 2014) The sites used have made it possible to determine, thanks to the opinions of customers, the reputation of hotel and tourist establishments but also to manage their positioning in the tourism market. Thus, the "market" orientation as a strategic position has enabled hotel establishments to increase the value perceived by customers as a competitive advantage. (PORTER 1985, 95)

These methods used by tourist establishments, regardless of their categories, are a definite contribution to improving the quality of the products offered to customers and vice versa in the choice of customers. The "market" orientation is reflected in different ways depending on the classification of establishments open to the public and the "targeting-positioning" strategy implemented by the management of these establishments. Generally, the authors, like (CRUZ 2007), cite three forms

of "market" orientation: luxury and upscale tourism, budget hotels (economic) and entertainment hotels (clubs). (HILMAN et KALIAPPEN 2014)

### **3. TOURISM IN ALGERIA : SUCCESSES AND FAILURES?**

"A fact strikes the foreign observer: the contrast between the great tourist possibilities of the country and the weakness of their development". This is the hard observation made by foreign observers as an associate professor of Geography at the Institute of Algiers. (WIDMAN 1976, 36) Indeed, despite the existence of significant tourism potential, tourism remains the poor relation of the Algerian economy with a low contribution to the gross domestic product. This contribution is estimated at only 1.7% in 2007. With the exponential growth in receipts in external means of payment, recorded since the early 2000, export receipts from international tourism have only declined. The following question must be asked: why has the tourism sector in Algeria never been one of the country's economic priorities?

#### **3.1 Is algerian economy affected by the « Dutch disease » ?**

According to the strategic vision of the public authorities after the independence day, Algeria's development model was mainly devoted to a "so-called industrializing industry" , capable of bringing about, in the long term, a regional balance of development. Because of the growth poles implemented and the support of the booming oil sector, more particularly after the world crisis of 1973, the Algerian economy was less interested by the tourism sector than in heavy industry. The revenues generated by this sector were considered insignificant compared to those obtained by the very fashionable petroleum sector. In 1977, these receipts amounted to 300 million dinars; which constitutes a very negligible resource compared to the resources provided by other sectors. (bernis 1995)

During the post-independence years, the late President Boumediène gave a speech in which he clarified that "tourism is a priority in Algeria, but it is our last priority". This demonstrated, once again, the priority given to industrialization, guaranteed by a very sustained oil sector and more particularly after the nationalization of hydrocarbons in 1971, the

implementation of the two four-year plans (1970/1973) and (1974 / 1977) and the oil crisis of 1973.

This remains contradictory with the development of the tourism charter in 1966. This charter, drawn up under the direction of Minister Abdelaziz Maoui (1965-1977), showed a great desire to promote this sector through the establishment of the bases of its development. As a result, we called on a great architect (Fernand Pouillon) to build the large seaside and Saharan complexes. This was, moreover, a first step in establishing the foundations of tourism policy in Algeria through the tourism charter of 1966. We have to say that the objectives initially set were to ensure the contribution of external means of payment. , creation of employees and promotion of the international tourism market in Algeria with all its subsidiaries.

Thus, in the Algerian development model, two opposing views are observed. A first period marked by the three-year plan (1967-1969) and the first four-year plan (1970-1973), where the Algerian authorities attempted to set up the international tourism development charter. During this period, both seaside tourism, the summer season, and Saharan tourism are circuits very popular with an international clientele in search of the pleasure of the sun, the sea and the sand. The resorts were full year round.

During the second quadrennial plan (1973-1977), the international orientation gave way to another vision which responds to a national need. This turnaround was caused, mainly by the industrial orientation of the economy and the strengthening of investments in the field of hydrocarbons, both in the field of exploration / exploitation and in the field of refining. Refineries are being built in Arzew, Skikda and with the activities of exploration and marketing of oil on the international market, Sonatrach has become the flagship of the oil industry in Algeria. Because of the favorable prices on the international hydrocarbon market, Algeria had considerable external means of payment. How then to be interested in export receipts from tourism equivalent to 300 million dinars, a third of which went abroad in the form of the purchase of equipment for tourist complexes. (WIDMAN 1976)

### **3.2 The crisis of 2009 and recession of the Algerian economy**

From the postcolonial period until the late 1970s, the tourism sector in Algeria was relatively flourishing. The resorts had an occupancy rate of 100% six months before the start of the summer period. Tourist charters came from all over Europe (Sweden, Great Britain, France, Germany, etc.). The same case was observed concerning winter tourism in the Saharan complexes (Beni Abbes, Taghit, El Goléa, Ghardaia, Tamanrasset...). Algeria had considerable tourism potential, with a variety of climate, historical sites, cultural mix and population. It was an attractive tourist destination. The local workforce and population were adjusting to these influxes of tourists from all over. (SDAT 2008)

In terms of tourism, after the "fast" period of the sixties and seventies, Algeria has now become a non-receiving country, in particular with the senescence of the hotel stock, the weakness of skills, or even their non-existence, result of their flight. Hotel schools (Tizi-Ouzou, Boussaada, Aurassi) were unable to provide tourist establishments with skills. On the macroeconomic level, no tourism strategy has been implemented, although a land use plan was designed by the National Agency of territory development in 1980.

It is clear that the tourism objectives set are far from being achieved. Thus, in terms of reception structure (accommodation), the number of beds to be made should reach between 70,000 and 90,000 units for one million expected tourists. Two decades later, only 67,087 beds had been created jointly by the public and private sectors. Ten years later, in 2009, the hotel stock has an estimated capacity of 90,000 beds. (SDAT 2008) Note that only 1/10 (9000) are classified in the fourth and fifth star category; even with the presence of large international hotel chains (Ibis, Mercure, Sofitel, Sheraton, Accor). For 2030, the objectives to be achieved in terms of the number of beds are 135000 units.

The observation made on the country's tourist activity reveals a weakness in reception structures as well as the number of tourists to Algeria shown in the following table. In 2009, for example, just under two million people visited Algeria. This figure represents only one fifth of the number of visitors to Morocco. This country received 10 million tourists. Of these tourist flows, we noted an overall growth of 7.29% between 2008 and 2009.



**Table 1 :** Evolution of international tourists

years	Number of tourists
2015	1.710.000
2016	2.039.000
2017	2.451.000
2018	2.657.000
2019	2.371.000

**Source :** (Tourism 2020, 56)

The number of foreign tourists who have visited Algeria stands at 655.810 (a rate of 27.65%) against 1.715.190 Algerians living abroad.

**Table 2 :** Touristic flows in 2019

Année	2019
Total touristes	2.371.000
baisse par rapport à 2018	- 10,76%

**Source :** (Tourism 2020, 61)

It should be noted that only two countries (Tunisia and France) capture the lion's share of the number of visitors from Algeria (56.3%). In terms of comparison between the Maghreb countries, Morocco occupies the first place with 10 million tourists while Tunisia receives 7 million visitors, despite a significant drop of nearly 25% in recent years.

#### **4. TOURISM PARADIGM IN ALGERIA: THE EXPERIENCE OF THE WILAYA OF GHARDAIA WITH THE CORONAVIRUS**

The public authorities have drawn up a long-term tourist development master plan. This plan is part of the overall framework of the land use plan which brings together several sectors. It displays the major strategic visions of the tourism sector that fall within the framework of sustainable development. At the same time, it defines the instruments for its implementation as well as the advisability of the actions to take. In this order, it marks five essential dynamics corresponding to M. Porter's five

competitive forces. (Porter 2004) If the strategy is conceived as a hypothesis, it should be defined as an expected or expected result of the actions undertaken. A new value chain marks tourism development in Algeria. (SDAT 2008)

#### **4.1. The plan for Algeria: the experience of Ghardaia.**

##### **4.1.1. General presentation of the locality**

The wilaya of Ghardaia is located at the level of the Algerian South East tourist pole (**POT-SE**). This pole is part of the tourism development of three (3) large wilayas, namely Ghardaia, El Oued and Biskra. This paper revolves around a study devoted to the wilaya of Ghardaia. The latter has known, throughout history, important ancestral civilizations. Its geographical location, in the heart of the Algerian Sahara, makes it the pearl of the Oases. The elements mentioned above as well as important assets which it enjoys: the urban architectural particularity, the ethnic and social particularities, the different “Ksours”, the artistic and traditional crafts, the thermal baths located in the localities of Zelfana and Guerara makes this region a privileged destination for national and foreign tourists.

This wilaya, like other regions of Algeria, has significant tourism potential. At the level of the M'ZAB valley, there are seven ksours which are characterized by a fascinating architectural style. (TMG 2020) The order of their creation appears as follows:

**Table 3 :** The Ksours and their date of création

Site	Date de création
EL Atteuf (Tadjnint)	Created in 1011 , 402 Hégire
Bounoura (Ath Bounour)	Created in 1064, 456 Hégire
Ghardaia (Taghardait)	Created in 1083, 476 Hégire
Beni Isgen (Ath Isgen)	Created in 1320, 720 Hégire
Melika (Ath Melichete)	Created in 1355, 756 Hégire
Guerrara (Legrara)	Created in 1630, 1040 Hégire
Berriane (Ath Ibergane)	Created in 1690, 1101 Hégire

**Source:** (TMG 2020, 98)

Other historical monuments are also part of the tourist landscape of the wilaya, such as Ksar Metlili Chaanba, El Menia (EL Goléa), religious monuments (mosques inside the Ksour), defensive monuments (walls, bordjs, control towers,...), traditional markets where auctions take place as well as public auctions ..... The traditional habitat and traditional works of art, palm groves, cultural and religious monuments, the unique system of water sharing (Fougarates) are also part of the significant tourist potential of this pearl of the Sahara which is taghardait.

The existence of this tourist potential has not prevented the implementation of institutions to support and promote this activity. These regulatory structures are supported in their activity by local offices and tourist associations. The main role is to animate tourist programs and activities within the municipalities and to coordinate and cooperate between different national and international operators. With its 29 tourist agencies and 32 hotels, some of which are classified in the four and five star category, several types of tourism can be promoted and developed in this tourist territory. We can cite cultural, discovery and research tourism, thermal, scientific and business tourism.

#### **4.1.2.Reception Infrastructures**

The national and international tourism can't be promoted, nor developed without the establishment of adequate reception infrastructures. These infrastructures can affect accommodation, catering and culinary arts, road and airport transport, cultural and leisure reception facilities, places of relaxation and cafeteria. This makes the tourism product as a package which cannot be subdivided into several separate units.

The wilaya of Ghardaia has significant hotel infrastructure. The total number is thirty three hotels of which more than six are classified. At the end of the demand expressed by all social categories, these hotels can meet it. Thus, between 2006 and 2018, twelve hotel infrastructures were built and put into service. This can only demonstrate the investment opportunities granted to this sector by the public authorities. (Tourism 2020)

Moreover, and despite this consideration given to the sector in general, tourist flows to this locality remain low (follow table). With regard to travel agencies, for example, the number of agencies operating in 2012

was 17 units. This figure increased by twelve agencies to reach the number of 27 in 2016. The opening of an airport, the construction of roads, hotels, the creation of travel agencies should facilitate access to tourism products. (TMG 2020) This makes tourism a product to sell but not a product to buy ; quality product for which a marketing strategy must be developed to nurture ambitions on the part of public authorities and locally elected. The enhancement of heritage must go hand in hand with the tourism product itself. Today, it is about repositioning tourism as a wealth-creating activity. Indeed, the cultural and historical richness of the country and its very vast and diversified geography makes it possible to present tourism as a vector of development. It is more than essential to find the best means to perform it. However, in 2020, the coronavirus pandemic followed by restrictions and the closure of international borders caused a drastic drop in tourist arrivals as shown in the following table.

**Table 4 :** Tourist flows to the wilaya of Ghardaia

<b>Année</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Arrivals</b>	75775	69007	39987
<b>Overnight stays</b>	107463	110246	60617

**Source :** (TMG 2020, 365)

However, are the existence of these potentialities and this multitude of natural tourist sites sufficient to have a strategic positioning? The coronavirus has caused a recession in the tourism industry around the world. This pandemic was expected to cost global tourism \$ 2 trillion, according to UNWTO.

#### **4.2 Analysis of the impact of coronavirus on the tourism sector in Ghardaia**

The research methodology relates to the basic procedures adopted in data analysis. Thus, we distributed 200 questionnaires to all hotels and tourist agencies in the wilaya of Ghardaia and obtained 150 valid, ready to use.

We used the Likert scale in a closed-ended survey that covers a range of opinions on the degree of impact of the health crisis on the tourism sector in Ghardaia. The reliability statistics of the questionnaire give a

Cronbach coefficient equal to 0.883. It is located between 1 and 0.5. This allows us to use the data from the questionnaire. The presentation of the sample by the sex and age gives us the table following.

**Table 5 :** Presentation Of The Sample By Age

The classes	Frequency	percentage	Valid percentage	Cumulative percentage
Less than 30 years	10	6.7	6.7	6.7
30- 40 years	60	40	40	46.7
40- 50 years	60	40	40	86.7
More than 50 years	20	13.3	13.3	100
<b>Total</b>	<b>150</b>	<b>100</b>	<b>100</b>	<b>100</b>

Source : (TMG 2020, 299)

From the statistical tables and the comparison of the parameters of central trends between the different variables, the results give a tourism sector in crisis during the financial year 2020. If we refer to statistics from UNWTO, tourism exports declined in 2020 by 74%, compared to pre-pandemic statistics. Already tourism receipts only represent 3% of total international receipts, which leaves this sector non-driving force of the economy.

With the closure of international borders and the period of confinement due to the coronavirus, all the hotels in the region were forced to close except for the hotel "Eldjanoub" which was reserved for the sanitary confinement of groups of people returning from abroad.

## 5. Conclusion

Although tourism remains the ultimate sector with the activities attached to it (crafts, agriculture, accommodation, transport) , able to engage a development process of the territory of Ghardaia, even of economic growth, it is, however, subject to an unprecedented crisis. Until now and

given the statistics on the matter, the tourism development strategies initiated in Algeria since 1966 have shown their limits.

Tourism development does not only depend on the existence of a rich heritage potential. It also depends on the look and importance given by the authorities and all the other actors in society who must intervene to change hostile mentalities, to imbue society with a culture of welcoming tourists.

Nevertheless, It must be said that tourism in Algeria, and more particularly in the locality of Ghardaia, is affected not only by endogenous factors, but also by exogenous factors. Thus, the UNWTO report on global tourism in 2021 warns that "travel demand could be further affected by uneven vaccination rates around the world and new variants of COVID 19" (delta + and omicron). These new variants have trained a new travel restrictions around the world. In addition, soaring oil prices and disruption of global supply chains also have negative effects on international tourism, which remains 70% to 75% below the pre-pandemic level.

The coronavirus has caused considerable financial losses to national and international tourism institutions. The mobility of people has been hampered by the pandemic and the restrictions initiated by States. Thus, according to the UNWTO, the losses emanating from exports amount to 1.3 trillion USD. This makes 2020 the worst year in tourism history with a billion fewer arrivals.

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## 7. Appendices

**Appendices 01: First axe (first part)**

	Arrivals before and after the covid 19	Quality of services	Productivity and operational skills	Maintaining the activity or elimination of some activities	Budget and means on managing health crisis	Financial arrangements followed
Arithmetic Average	1.60	2.67	2.40	2.33	1.80	2.40
Frequency	150	150	150	150	150	150
Standard deviation	0.632	0.488	0.632	0.617	0.676	0.632-
The	2.00	3.00	2.00	2.00	2.00	2.00
Median	.400	.238	.400	.381	.457	.400
Variance	100%	100%	100%	100%	100%	100%
% Total						

**Appendice 02: (Second part)**

	Income of employers	Profit of hotels	Negative effets on sales	Positive effets On sales	Products and services	turnover
Arithmetic Average	2.00	2.67	1.87	2.67	2.40	2.67
Frequency	150	150	150	150	150	150
Standard deviation	.655	.594	.516	.488	.632	.617
The	2.00	2.00	2.00	3.00	2.00	3.00
Median	.429	.352	.267	.238	.400	.381
Variance	100%	100%	100%	100%	100%	100%
% total						

**Appendice 03: Second axe :**



	Desert entertainment organized with individual and unorganized trips	Tourists attracted to desert areas	Internal and external promotion of touristic sites	Offers during touristic seasons to promote sales	Easy access to touristic services	Prediction of all touristic problems
Arithmetic Average	1.73	1.87	2.00	1.87	2.53	1.80
Frequency	150	150	150	150	150	150
Standard deviation	.594	.516	.535	.516	.516	.561
Median	2.00	2.00	2.00	2.00	3.00	2.00
variance	.352	.267	.286	.267	.267	.314

#### Appendice 04: second part

	Employees created by hotels and agencies	Prices practiced by restaurants And hotels
Arithmetic Average	1.80	1.73
Frequency	150	150
Standard deviation	.561	.594
Median	2.00	2.00
Variance	.314	.352
total	100%	100%