
ANALYSIS OF CRITICAL FACTORS AND ITS IMPACT ON STRATEGIC PLANNING AND PERFORMANCE IN TOURISM SECTOR

Alkhaliel Adeb Abdullah ¹

¹Assistant Professor, Tourism and Hotel Management Department, College of Tourism and Archaeology, King Saud University, Email Id: adeeb-k@hotmail.com

ABSTRACT

Tourism is considered as a main source of revenue and job opportunity as it brings developments for the country also plays an important role in promoting the image and global insight of the destination country. The strategic planning in tourism will create numerous vacancies, presentation of the environment, stability of the economy and also the improved quality of life. Strategic performance assessment has become an important way for guaranteeing the proper function of work in different formations and organizations. There are four main strategic components of tourism development known as attraction, accessibility, amenities and ancillary services. Employees of hotel residencies, restaurants, travel agencies and private companies were considered as a population of this study. Descriptive research design and Survey method is used to collect the responses from 285 employees from working in Tourism organizations. Statistical analysis is carried out to determine the level of influence among the variables like demographic variables, tourism attractions, supporting factors, competitive factors, and destination management. The factors such as tourism program, cultural & historical heritage, events & festivals, hospitality, climate, shopping opportunities, hotel services and multicultural ambience had significant positive influence on strategic tourism planning.

Keywords: Tourism Sector, Critical factors, Strategic planning and performance

INTRODUCTION

In many countries, tourism is considered as a main source of revenue and job opportunity and it brings developments. It also plays an important role to promote the image and global insight of the destination country. (Drakulić Kovačević, Kovačević, Stankov, Dragičević, & Miletić, 2018). The strategic planning in tourism will create numerous vacancies, presentation of the environment, stability of the economy and also the improved quality of life. (Zorpas, Voukkali, & Navarro Pedreño, 2018). The article to examine the relationship between “rural peripherally”

and “tourism transition” to describe the ongoing transformations within the tourist supply, highlights the importance that these concepts are acquiring in both the theoretical debate and the formation of policies (Salvatore, Chiodo, & Fantini, 2018).

There are four main components of tourism development known as 4As that is Attraction, Accessibility, Amenities and Ancillary Services. Tourist attraction and activities included natural, culture and other attractions, as well as various tourist activities in the area. Accommodation, in the form of hotels and various forms of lodging facilities including services (Soeswoyo, Rahardjo, & Asparini, 2018). This study will focus the factors that influencing the strategic tourism planning in Riyadh City of Saudi Arabia.

Strategic Planning and Performance

There is a requirement to continue the setting up of green pedestrian zones, tourist attractions and relaxed recreation areas in accordance with the international green building practices (Varavin & Kryvomaz, 2019). Ski tourism is the one which is directly influenced by the changes in the climate and it can attract annual skiers of 300 to 350 million visitors (Steiger, Scott, Abegg, Pons, & Aall, 2017). People travel to a tourism destination for many reasons such heritage sites and the title of World Heritage Sites recognized by UNESCO raises the tourists’ arrivals to destination encouraging heritage tourism in order to preserve the superiority of heritage sites of a country which can have impact on social, economic and the local environment. (Chong & Balasingam, 2019).

Strategic performance assessment has become an vital key for guaranteeing the proper function of work in different formations and organizations and plays an necessary role in evaluating the financial, managerial and effective performances of the organization's work environment (Zohry & Hammad, 2019). Tourist attraction and activities included natural, culture and other attractions, as well as various tourist activities in the area, accommodation, in the form of hotels and various forms of lodging facilities including services (Soeswoyo et al., 2018). A new form of multicultural tourism which is not yet planned and should manage within the classic regulation of sustainable development, flexibility and should protect authenticity of cultural and historical (Sonia Pintus, Chiara Garau, & Mistretta, 2019). Transport strategy plans depend on more sustainable transport at tourism destinations. Plan meets some visitors’ needs and desires more than others (Smith, Robbins, & Dickinson, 2018). The study results shows that proper measure was taken for the safety and security of tourist by Ghana to assure the standards of other private and public agencies in carrying the tourist enterprises. (Musavengane, Siakwah, & Leonard, 2020).

The management had adopted strategic method of BZ planning for the elaboration of the park management plan and involved their role in the planning of the buffer zone, and they supposed a more strategic planning characteristic in relation to the occupation and resources use in these origins. (Freitas Lima & Ranieri, 2018). The development of tourism recognized the improved quality of life both in terms of economic and environmental extents for the residents as

an income by providing employment and thus by shopping opportunities (Zerva, Palou, Blasco, & Donaire, 2018). Tourism destinations are very compound structures to manage due to the effective of diverse interests by stakeholders, although they have plentiful relations, cooperation is so complicated, as stakeholders might have various development sights. (Hasenzahl, Kalbaska, & Cantoni, 2019).

In agriculture and tourism, small establishments are struggling to face with digital trials as they do not have the financial capability and **technical** knowledge to continue with the online channels. (Alam, Erdiaw-Kwasie, Shahiduzzaman, & Ryan, 2018). The respondents demanded that economic activities such tourism draw population to a particular place, which can help induce great venture in digital produces due to tourists' demands (Alam et al., 2018). The study results shows that in Cyprus city of Agia in the past 45 years reflected with the expansion of tourist activities and it was played a key role to influence the urban planning , local tourist establishments and accordingly the social behavior (Zorpas et al., 2018).

LITRATURE REVIEW

Strategic Planning

Maleka, S. (2014) states that market dynamics have created challenges for public and private organizations, with the emergence of the globalization, information & communication technology, increased social changes, all of these with limited resources. As well, a prevalent wish for more organizational scrutiny has increased the pressure for change, given more accessible globalized data systems and raise media attention critical of government service failure. Strategic management became a sustained reputation in the management of public services last two decades. It has become an dynamic management way to reformers.

Kawata, P. (2009) mentions that strategic planning is a management method for plenty key purposes: to assist organizations do a better job, to focus it's powerful & energy, to ensure that staff are working for the same goals and to assess and adjust its direction in response to changing environment. Strategic planning supply strategy plans an organization depending on to achieve its goals. It draws the way and objectives of the establishment and all sides of its function. In short: Strategic planning is a disciplined effort to produce essential decisions and actions that draw and guide what an organization is, what it does, and why it does it, depending on the future vision.

Strategic management is a chain of administrative decision and actions which assign future performance of organizations. It consists of inspecting internal and external environment, formulating, implementing, and evaluating strategy. So strategic management depends on managing and accessing external opportunities and challenges, along with considering internal strengths and weaknesses, strategic management explains process of decision-making and executing (*Zaribaf, M. & Hamid, B. 2008*). It includes all decisions and activities to draw effective strategy for achieving objectives. There are three main steps in this process: developing, implementing, and evaluating strategy.

United Nations (UN), (2018) adds that strategic planning is a process to study the future, identifying directions and deciding organizational priorities. Strategic planning means stratifying the different departments and team to more effective strategy. Strategic planning related to dealing with high challenges and issues, understanding our client's needs & desires, and deciding the most effective possible method to achieve the goals.

Kawata, P. (2009) explains that strategic planning as the developing a frame for understanding why organizations exist and the dimensions that effect decisions and actions, Deciding a clear vision of the organization's future that helps in rare resources distribution, to define the organization's future and establish a perspective that will guide current actions and ideas.. - Reinforcing successful communication and building teamwork between directors, staff and external circumstances.

Moreover, building a strategic plan depends on an affective SWOT Analysis, which relying on analyzing the internal and external factors. SWOT analysis consists of four elements, Strengths, Weaknesses, Opportunities, and Threats. Understanding the internal environment of organization such (resources, leadership and staff) regarding the internal strengths and weaknesses of an organization, then the external factors which can be opportunities for potential chase or threats to study. A SWOT analysis need some pre-work through sessions for a strategic planning team to discuss and collect opinions. Moreover, SWOT analysis to be comprehensive it could include surveying managers, employees, business partners, customers and other stakeholders. The resulting SWOT feedback identifies the most acceptable and applicable strategic plan for the organization (*Kawata, P. 2009*).

Factors influencing strategic planning process

Leadership: Pamela, A. (2014) states that there are many factors affecting the strategic planning process, as the following: Leadership is one of the factors as it is the ability to influence others to achieve specified goals and objectives. Kiptoo, J. & Mwirigi, F. (2014) view leadership depends on the following actions; gives of clear logic orders, complete the recommended capabilities for achieving targeted objectives. This indicates that leadership has a vital role in strategic planning process.

Organizational Structure and policies: Kiptoo, J. & Mwirigi, F. (2014) adds that organizational structure and politics is one of the factors influencing strategic planning processes in organizations. Company organizational structure explains strategy leaders with the challenge of building consensus for the strategy and its implementation steps, politics play a vital role in strategy design and implementation. Effective strategy depends on being perceptive of organizational politics.

Resource Availability: Pamela, A. (2014) observes that resources availability is an important factor for strategic planning processes. It requires specific resources including human resources, financial resources, and intellectual capital. Also, resources can be a real challenge in strategy formulation and implementation.

Organizational Culture: In addition, Kiptoo, J. & Mwirigi, F. (2014) describe that organizational culture is a factor that can influence strategic planning processes. It is a set of important hypothesis or believes that organizations' members share in common. Culture can be powerful tool for success of strategic planning because it eases communication, facilitates organizational decision making and generating high levels of cooperation and commitment. Organizational culture also provide context of the organization's internal environment as its rough for an organization to achieve success without a compatible internal environment.

Pamela, A. (2014) says that external environment is an important factor which influences strategic planning. It defines as "all those various factors outside the organization's context related to markets, political status, and economic circumstances and others". An external environment of an organization affects it when it has a potential of affecting its plans, products and services. Matching the organization's strategic plan to external environment requires accurate managerial evaluation of the environmental variables. Strategy formulation environment takes priority because it is the environment that pushes the organization, which responds continuously and eclectically in specific periods.

Kiptoo, J. and Mwirigi, F. (2014) argues that the external environment is divided into three aspects; macro environment, industries and sectors and more specifically, the competitors and markets. Also, classes it as simply remote and industry environment, where remote environment includes factors that originate beyond, and usually irrespective of any single firm's operating environment be it economic, social, political, technological or ecological, while industry environment indicates to the nature and level of competition in the industry.

Strategic Planning in Tourism

Ruhanen, L. (2004) states that tourism had a deep impact on destinations all over the world, in some regions it has revived local economies while in others it has destroyed them; in some regions it has enriched local identity but in others it has destroyed customs, and social relations; in some areas it has protected environmentally sensitive areas but in others it has damaged local ecosystems and resources. The tourism effects on destinations depending on the planning strategy for tourism. A number of different planning approaches have developed to match the changing development requires and features of the tourism industry and the global increase in tourist numbers.

Jurdana, D. (2017) describes that tourism depends on understanding that the tourism destination is a combination of social and economic issues. A tourism destination attracts different categories of tourists with different needs and expectations. Therefore, there is a vital need for strategic planning to attract new tourism investment, to build a sustainable development and divide benefits for local stakeholders and citizens.

Kirovska, Z. (2011) explains that it is an important need for strategic planning in tourism development. Strategic management is a predictive process of achieving long-term goals for planned tourism. This management represents most lucrative way for implementation of priority

development goals in tourism, decided by the national economy which is affected by development of tourism.

Tourism planning is an effective and systemic process to determine the destination's objectives and strategies. It is related to deal with the internal and external environment changes and to participate the destination success. Tourism planning order to supply a harmonious transition linking between the destination actual situation and its future to both residents and tourists, strategy of tourism development is a very complex process which should be prepared using the scientific mentality. It is a scope of required future and a necessary document in which are defined tourism development objectives, duties, actions for strategic planning process (*Martins, M. 2018*).

Martins, M. (2018) adds that the tourism strategic plan needs to include all the available tools and techniques, such sustainable visions that be built to ensure the generation of fortune from tourist activities does not affect negatively the future of the destination. So, the destination's sustainability has to be guaranteed by adopting a broad approach and basic criteria into environmental issues such as job quality and the strength of business relations with the local economic structure of a tourism destination. According to the Strategic Tourism Plan 2020 for some destinations, Tourism is one of the most important industries which shaping cities of the future, the scenario depends on making tourism as a priority and as an economic activity which cannot be separated from the place it happens in, according to the destination's tourism strategy.

Governing in tourism should be by designing strategies and choosing plenty of players with different roles. Governing by structuring an action plan which enable visits and tourist activities to be fenced with daily life of the destination. Moreover, governing tourism could be by establishing rules of the game that allow a balance to be found, by encouraging certain practices and restricting others. In addition, tourism strategic planning needs to design mechanisms to ensure the best social return on the economic activity generated from being a leading destination. A social return which can be achieved through sustainability, through shared value generation in the tourism destination, and also by activating cooperation to multiply the positive effects gained from successful tourism strategic planning.

METHODOLOGY

Population and Sampling of the Study: The population of the study is composed of 285 employees working in tourism organizations, hotel residencies, restaurants, travel agencies and private companies in Riyadh city of Saudi Arabia.

Method of the Study: A five-point Likert scale was utilized in the survey form. The evaluation options in regard to the strategic tourism planning are listed as follows: (1) Strongly Agree, (2) Agree, (3) Neither agree nor disagree, (4) Disagree, (5) strongly disagree. The study used descriptive survey research design. The questionnaire had four parts; the first part used the demographic information such as gender, age, and marital status, and educational qualification.

The second consist of the tourism attractions, supporting factors, competitive factors, destination management using Likert scale option.

Data analysis: The data was analyzed using IBM SPSS Statistics for Windows, Version 21.0. Armonk, NY: IBM Corp.)”. The structural relationship was performed using IBM SPSS Amos.

Table 1: Demographic characteristics of the participants.

S.NO	Variables		(N)	(%)
1	Gender	Male	175	61.4
		Female	110	38.6
2	Age	< 30 years	56	19.6
		31-40 years	93	32.6
		41-50 years	92	32.3
		> 50 years	44	15.4
3	Marital Status	Single	74	26.0
		Married	192	67.4
		Others	19	6.7
4	Educational Qualification	High School/Technical	35	12.3
		Under Graduate	66	23.2
		Graduate	74	26.0
		Post Graduate	70	24.6
		Others	40	14.0

Source: Primary Data

The table 1 shows the demographic characteristics of participants and 61.4 % (n=175) were males and 38.6 % (n=110) were females. Most of the participants were comes under the 31-40 age group 32.6% (n=93) and the least 15.4 % (n=44) were more than 50 years. The majority of 26% (n=74) were Graduates and 24.6% (n=70) were having post graduate.

Table 2: Factors influencing the strategic tourism planning

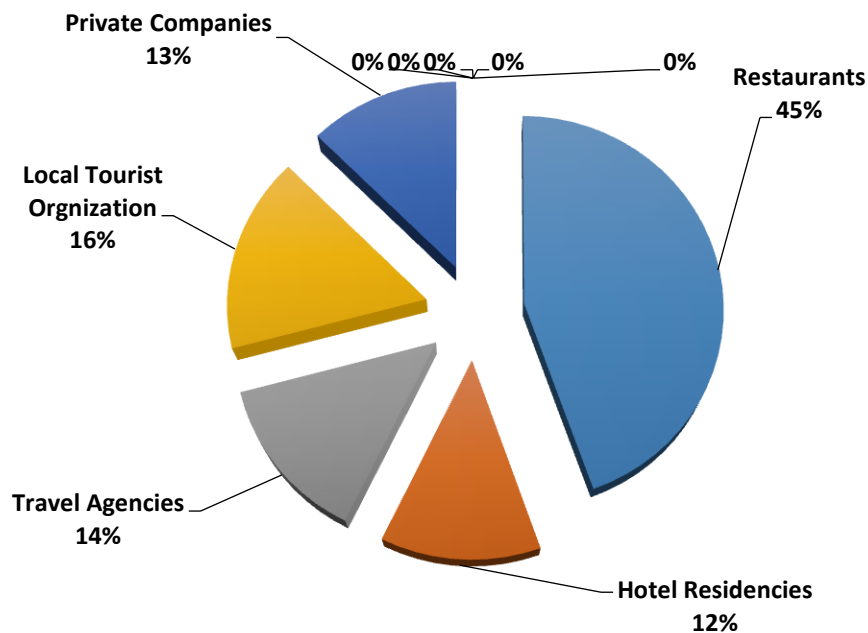
S.NO	Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		N (%)	N (%)	N(%)	N(%)	N(%)
1	Climate	39(13.7)	60(21.1)	71(24.9)	79(27.7)	36(12.6)
2	Events & Festivals	38(13.3)	69(24.2)	83(29.1)	55(19.3)	40(14.0)
3	Shopping Opportunities	37(13.0)	67(23.5)	66(23.2)	74(26.0)	41(14.4)

4	Hotel Services	39(13.7)	90(31.6)	62(21.8)	67(23.5)	27(9.5)
5	Multicultural Ambience	30(10.5)	68(23.9)	77(27.0)	84(29.5)	26(9.1)
6	Hospitality	30(10.5)	65(22.8)	72(25.3)	66(23.2)	52(18.2)
7	Public Transport	34(11.9)	80(28.1)	64(22.5)	71(24.9)	36(12.6)
8	Safety	39(13.7)	61(21.4)	80(28.1)	70(24.6)	35(12.3)
9	Cleanliness	38(13.3)	75(26.3)	72(25.3)	68(23.9)	32(11.2)
10	Tourism Program	33(11.6)	75(26.3)	59(20.7)	77(27.0)	41(14.4)
11	Cultural & Historical Heritage	30(10.5)	72(25.3)	67(23.5)	71(24.9)	45(15.8)

Source: Primary Data

The table 2 depicts the factors influencing strategic tourism planning and out of it, most of the participants 31.6% (n=90) agree that the hotel services is the important influential factor of strategic tourism planning followed by public transport 28.1% (n=80). Both safety and climatic condition is strongly agreed by 13.7% (n=39) respectively. The events and festivals is agreed by 24.2% participants (n=69) while multicultural ambience is agreed by 23.9% (n=68).

Figure 1: Showing the sector from which the participants were working.



In

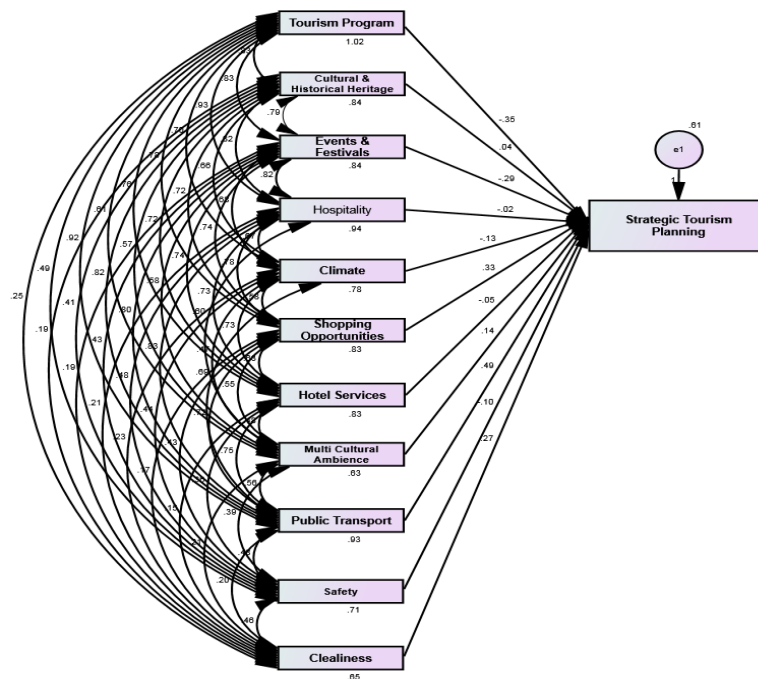
Figure 1, most of the participants 45% (n=127) were working in restaurant sector and 16% (n=47) comes from the local tourist organization. Those participants working in private companies and travel agencies were 13 % (n=36) and 14 % (n=39) respectively.

Table 3: Regression Weights

DIM	INF	FACTORS	E	SE	S.E.	C.R.	P
STP	←	Tourism Program	0.793	0.652	0.068	11.711	***
STP	←	Cultural & Historical Heritage	0.722	0.582	0.063	11.409	***
STP	←	Events & Festivals	0.728	0.628	0.065	11.189	***
STP	←	Hospitality	0.672	0.526	0.059	11.387	***
STP	←	Climate	0.497	0.392	0.048	10.342	***
STP	←	Shopping opportunities	0.374	0.312	0.051	7.295	***
STP	←	Hotel Services	0.497	0.326	0.06	8.266	***
STP	←	Multicultural Ambience	0.159	0.059	0.044	3.608	***
STP	←	Public Transport	0.153	0.113	0.055	2.763	0.006
STP	←	Safety	0.095	0.026	0.043	2.187	NS
STP	←	Cleanliness	0.123	0.113	0.04	3.08	0.002

*** Significant at 1% percent Level, E – Unstandardized Estimate,
SE – Standardized Estimate, S.E – Standard Error, C.R – Critical Ratio
P – Probability Value, DIM – Dimensions, INF – Influence,
STP – Strategic tourism planning, NS – Not Significant

Figure 2: Structural relationship of the factors influencing the strategic tourism planning.



The figure 2 shows the structural relationship of factors influencing the strategic tourism planning. According to the Table 3, out of the eleven factors, eight of them showing the significance value $P < 0.001$, and two of the constructs showing the significance value of $P < 0.05$ and one construct with a p -value > 0.05 and is not significant. Hence it is supported the influence of strategic tourism planning. The construct “Cultural and Historical heritage” had significant positive influence on strategic tourism planning ($\beta = 0.582$, $t = 11.409$, $p < 0.001$) while the construct “Events & Festivals” had significant positive influence on strategic tourism planning is ($\beta = 0.628$, $t = 11.189$, $p < 0.001$).

CONCLUSION

Tourism is considered as a main source of revenue and job opportunity and it brings developments of the country. It also plays an important role promoting the image and global insight of the destination country. There are four main components of tourism development known as 4As that is Attraction, Accessibility, Amenities and Ancillary Services. Tourism also holds a broader role in encouraging the image and international perception of a destination. As this study has demonstrated, the factors such as tourism program, cultural & historical heritage, events & festivals, hospitality, climate, shopping opportunities, hotel services and multicultural ambience had significant positive influence on strategic planning in tourism.

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