

CODIFICATION OF STRATEGY OF URBAN TOURISM DEVELOPMENT IN CHAHARMAHAL AND BAKHTIARI PROVINCE

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Abstract

Industrial tourism is reliable for earning production of many countries. However, for purpose of preventing waste of resources and actualization of capabilities, codifying strategies and determining their priorities would be necessary. Chahar Mahal and Bakhtiari province has not been already considered desirably with high growth of tourism compared to other provinces of Iran. The main objective of the present study is codifying strategy of urban tourism planning with case study of Chahar mahal and Bakhtiari Province. Applied method in this study is a combination of descriptive and analytical methods with applied orientation and statistical population of the study includes experts and scholars of the province in field of tourism management and strategic management, which has reached to 53 persons using snowball sampling method. Obtained results from the study indicate that strategic priorities of urban tourism planning in Chahar Mahal and Bakhtiari Province respectively from the highest to lowest level include studying and implementing the plan of equipping tourism orientation for supplying support services of regional tourism; studying and designing construction of park and camp of tourism in talented regions; studying and implementing comprehensive tourism plan in protected regions.

Key words: strategy codification, urban tourism development, Chahar Mahal and Bakhtiari Province

1. Introduction

Today, tourism has been changed into an effective issue in world economy (Ibrahim Zadeh and Aghasi Zadeh, 2011). Based on published values and statistics by World Tourism Organizatio, it

has been changed into the largest income source in the world (Liu et al, 201: 413; Tohid, 2011: 207) and economists consider the phenomenon as the third dynamic and developing economic phenomenon after oil and automation industries (Madhushi and Naser Pour, 2003: 27).

Tourism is one of the most important activities of contemporary people, which can change life of people through creating some basic changes in economic, cultural, political and environmental conditions. Tourism is a series of events and relations resulted from interaction between tourists, capital, governments and host societies, universities and non-governmental organizations, transportation, receiving and controlling tourists and other visitors (Weaver and Opperman, 2000: 3).

Tourism takes action in specific spatial patterns. One of the mentioned spatial patterns is urban tourism. As urban spaces have many tourism attractions, they can be mostly considered as important tourism destinations. Usually cities include various and great attractions including museums, memorial buildings, theater halls, sport stadiums, parks, shopping centers, places with historical architecture and places related to important events or famous individuals, which can attract tourists (Mahmudian, 2014: 3).

Urban tourism is a complicated combination of different activities, which has been created from attachment of environmental specifications and ability of the city for attracting visitors and supplying services. The first condition for success of each city in development of tourism is existence of suitable urban infrastructures, integration of all relevant organizations and desirable management of political, cultural and social affairs. On the other hand, required conditions for development of tourism include combining urban attractions; sustainable use of tourism resources; creating facilities and equipment that can facilitate access to attractions; satisfaction of visitors and local control (Dinari, 2005: 15). In regard with realization of development of tourism, urban management and planning is the most important instrument. Hence, this issue has been formed of organization of some factors and resources for running affairs and meeting needs of urban residents and includes functions such as planning, implementation, monitoring and controlling affairs (Rezvani, 2003: 50).

Hence, planning, guidance and development of tourism industry can be regarded as one of the most important resources of income and job creation, which has also extraordinary social, cultural and environmental impacts. However, conducting the process can be realized through scientific recognition of existing capabilities and bottlenecks in every region.

According to information inserted in official website of Iran Statistics Association, population of the province is equal to 895263 persons, which is about 1.19% of whole population of Iran. The area of the province is equal to 163280346 m² and has 766 villages with residents and 36 cities (Organization of Planning and Management of Iran, 2011). By 2013, development of tourism in the desired province has been equal to 310% (Asgari Savadjani, 2014).

Intact nature of Chahar Mahal and Bakhtiari Province is the main reason for the province to be tourism pole in Iran (ibid); although existing infrastructures and facilities can't respond to this volume of tourist. Different aspects of tourism in the province need comprehensive attention. In this regard, for purpose of meeting existing problems and taking right action in the right direction, it would be necessary to codify suitable strategies and determine strategic priorities in tourism scope of the province.

For 20 years, strategic planning in Iran has been started and has been developed over the 15 years. Familiarity of managers with strategic planning on one hand, and continuing evolutions in Iran after imposed war on the other hand could increase interest of the organizations for codifying strategies.

Many organizations have set strategic plans; although the plans have been rarely implemented in like other strategic plans in other regions of the world. As a result of lack of implementation of strategic plans, effectiveness of the important managerial activity has not been desirable in Iranian organizations (Anvari et al, 2013).

Among mods of strategy codification, SWOT model is the most efficient model for codifying strategy of tourism industry (Bahrami, 2010). The most important strategic plan set in Iran country has been strategic planning set in regard with Iran's 2014 perspective. Other relevant studies in this field include development of tourism of Qom through emphasizing religious tourism (Ibrahim Zadeh et al, 2011); using MS-SWOT model for analyzing tourism management in Mashhad Metropolis (Mafi and Saghayi, 2009); analysis of effective factors in development of tourism in coastal zone of Chabahar using SWOT strategic model (Ibrahim zadeh and Aghasi Zadeh; 2009).

Among foreign works, one can name studies including study of Subramoniam (2010), who has analyzed Oman tourism using SWOT model and study of Takano (2009), who has used combined model of SWOT-AHP for strategic planning of tourism marketing of Sri Lanka.

Mahmudian (2014) has studies this issue in his thesis under the title of "tourism planning and its impact on regional development" with case study in Borujen City, which one of the regions in Chahar Mahal and Bakhtiari Province. The author has codified 3 important strategies for it including introducing plant and animal habitats in regional and national levels; using rich plant and animal ecosystems and protected ranges under the title of ecotourism in national and regional scale; and using experts for codifying relevant strategies of tourism industry.

2. Theoretical literature

Strategic planning

Fry and Stoner: strategic planning is a powerful management instrument designed for small firms, so that they can adjust themselves with predicted changes of the environment. Specifically, the process of strategic planning can present an analytical perspective of relevant firm and environment; can explain current conditions of the firm and can also identify effective key factors in success of the firm (Fry and Stoner, 1995: 12).

Lerner (2002): strategic planning is the process of constant and complicated organizational change. If the following specifications are combined with each other, they can define comprehensive and successful strategic planning. Strategic planning considers future and is concentration on the predicted future and considers this issue that the world after 5-10 years will have what difference with the current world. It is based on analysis of processes and predicted scenarios for possible options in the future and also based on analysis of input and output data. It has also tendency for creating big image of future of the organization. It can adjust strategic planning of the organization with its environment; provides the conditions for achieving goals; provides a framework for the organization to achieve its desired future. It can provide a framework, through which potentials of the organization can achieve competitive advantage through analyzing the organization and internal and external environment of the organization. This issue enables the organization to show response to processes, events, challenges and opportunities through a framework from attitude and mission created by the strategic planning process(gilaninia,2014). It is a theoretical and qualitative process. Strategic planning can combine soft data like experiences, intentions and ideas existing in daily discussions of the organization and takes action to present a clear attitude and organizational goal. It allows the organization to concentrate, since it is a dynamic and constant process of self-analysis activities.

Constant learning process is in the process of the organization that can be developed more than achieving a series of predetermined goals. Strategic planning tends to change manner of thinking and acting in the organization to create a learner organization. When the planning is successful, all operational sectors would be affected and it would become a part of the philosophy and culture of the organization.

Puffer: strategic planning is the process of creating and developing essential procedures to achieve future. The author has considered difference between long-term planning that is reaction-based and strategic planning that allows the organization to create its future.

McKeon: strategic planning is a process for organizational renewal and transmission. In opinion of the author, long-term planning of goals and predictions is based on assumption of organizational sustainability; although in strategic planning, the role of the organization in it would be investigated. Strategic planning can enable the organization to adjust its activities and services for meeting changing needs. The planning can not only present a framework for improving plans, but also it can present a framework for reconstruction of plans, management and cooperation for evaluating progress of the organization in these fields (<http://eric-web.tc.columbia.edu>, 2002).

Comparing models of strategic planning of large and small organizations indicates that all of them include three steps including determining the mission; internal and external analysis and determining strategies of the company. Although some of them have more steps and priority of them is different from arrangement of the three mentioned steps; they can be classified in the three steps. Generally, the steps can be observed in all models. In the organizations that their mission has been determined previously, the two latter steps are basic steps for determining strategy.

Tourism

Tourism can have considerable impacts as a significant form of human activities. The impacts are obvious in the region, at which tourists have interaction with local environment, economics, culture and the society. Hence, one can investigate impacts of tourism under titles of social, cultural, economic and environmental impacts. In fact, tourism issues are generally multilateral and include mostly a series of economic and social and environmental aspects. Hence, one should consider this issue while investigating (gilaninia,2015) the impacts that the impacts are multilateral and their classification is not as easy as it can be observed. In other words, one can't classify impacts of tourism easily just under the title of social, environmental and economic impacts, but also the impacts have tendency for having many relevant dimensions (Madisson, 2001). However, through reviewing previous studies, it could be found that till now the most studies have been conducted in field of impacts of tourism and portion of economic impacts has been more than other fields. Pearson (1989) believes that studying increase in number of tourists and its impact on destination of tourists has been the main part of tourism studies. Most of the studies have been conducted by economists and have been focused on impacts of income and employment.

Some of the most effective impacts of tourism on the society are as follows:

- Increase in employment
- Renewal of life in poor or non-industrial regions
- Renewal of local arts and techniques and traditional cultural activities
- Improving social and cultural regional life
- Renewal of local architectural traditions

- Increasing necessity of protecting extraordinary and aesthetics regions with cultural and aesthetics value (Pearson, 1989).

3. Studies area

Chahar mahal and Bkhatiari province with the area of 16533 km is a high land located in Iran Central plateau and following Zagros Mountains. In terms of geographical location, the province has been located in distance between 9-31 degree and 32-48 degree of north width and 30-49 to 26-51 degree of eastern length. The province is limited to Isfahan from north and to Kohkiloye and Buyer Ahmad Province from south part. It has been also ended to Khuzestan from west and to Lorestan from northwest.



Figure 1: location of Chahar Mahal and Bakhtiari province on the map

4. Methodology

In terms of objective, the present study is an applied-advanced study and the methodology applied in this study is descriptive-analytical method. At the present study, weighting method has been applied, which has been implemented using matrix of evaluating internal and external factors, based on which weight of each factor would be between 0 and 1 based on significance and sensitivity of the factor and rank of each factor would be also an integer between 1 and 4. Effective factors in urban tourism of Chahar Mahal and Bakhtiari have been gathered and have been classified using library studies and interviewing with relevant experts in 4 ranges of opportunity, threat, power and weakness.

Powers and weaknesses:

Rank 4: excellent power

Rank 3: ordinary power

Rank 2: ordinary weakness

Rank 1: critical weakness

Opportunities and threats:

Rank 4: excellent opportunity

Rank 3: ordinary opportunity

Rank 2: ordinary threat

Rank 1: critical threat

Finally, the mentioned factors were weighted using ideas of experts. Number of relevant experts was 25 persons, which was continued using snowball technique to an extent that no other expert could be introduced.

5. Results

Table 1: results of analyzing external factors (opportunities)

Opportunities	Weight	Ranking	Weighted score
1) Daily increase in tourists of the natural environment	0.05	2	0.10
2) Growth of value-oriented thought of natural environment and protecting the natural environment	0.07	3	0.21
3) Possibility of using tourists as one of the possibilities of commercial transactions and its impact on increasing level of transactions	0.05	2	0.10
4) Effectiveness of tourism on improving economic criteria	0.07	3	0.21
5) Possibility of development of different industries in impact of growth of tourism	0.09	3	0.27
Total	0.33	13	0.89

Table 2: results of analyzing external factors (threats)

Threats	Weight	Ranking	Weighted score
1) Lack of investment in field of tourism	0.15	4	0.60
2) Lack of suitable planning for development of tourism	0.07	2	0.14
3) Lack of required governmental credits for tourism development	0.11	3	0.33
Total	0.33	9	1.07

Table 3: results of analyzing internal factors (power points)

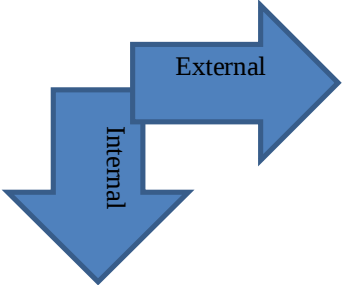
Power points	Weight	Ranking	Weighted score
1) Suitable potential for attracting tourism in hot seasons of the year	0.18	2	0.36
2) Suitable potential for attracting tourist in the winter	0.15	2	0.30
3) Presence of suitable workforce	0.10	1	0.10
4) Suitable geographical location of the region	0.07	2	0.14
5) High diversity of type of tourism	0.9	3	0.27
Total	0.59	10	1.17

Table 4: results of analyzing internal factors (weakness points)

Weakness points	Weight	Ranking	Weighted score
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1) Low cultural level of people in some regions	0.06	2	0.12
2) Low level investments in field of production and tourism	0.07	3	0.21
3) Lack of suitable welfare and health facilities in touristic regions	0.12	3	0.36
4) Lack of paying attention to ads and informing in field of regional tourism	0.12	4	0.48
Total	0.37	12	1.17

Table 5: presenting SWOT matrix

SWOT analysis 	Opportunities 1. Daily increase in tourists of natural environment 2. Development of value-oriented thought of natural environment and protecting natural environment 3. Possibility of using tourists as one of the possibilities of transactions and its impact on enhancing level of transactions 4. Effectiveness of tourism on improving economic criteria 5. Possibility of development of different industries on impact of development of tourism	Threats 1. Lack of investment in field of tourism 2. Lack of suitable planning for development of tourism 3. Lack of required governmental credits for tourism development
Power points 1) Suitable potential for	Invasive competitive strategies (SO)	Diversity strategies (ST) • Adaptation of

attracting tourism in hot seasons of the year 2) Suitable potential for attracting tourist in the winter 3) Presence of suitable workforce 4) High diversity of type of tourism 5) Suitable geographical location of the region	• Attracting natural environment-interesting tourists and groups interested in natural environment for purpose of protecting natural resources • Protecting, reliving and promoting environmental capabilities • attracting skillful and expert workforce	constructional operations and new investments • Promoting criteria of health, hygiene and treatment • Creating healthy cultural space • Promoting economic criteria of the province and per capita income
Weakness points 1) Low cultural level of people in some regions 2) Low level investments in field of production and tourism 3) Lack of paying attention to ads and informing in field of regional tourism 4) Lack of suitable welfare and health facilities in touristic regions	Reviewing strategies (WO) • Codifying plan of establishing academic majors of tourism in Share Kurd University • Establishment of exhibitions and markets in tourism poles • Establishing museums and tourism poles in important centers	Defensive strategies (WT) • Studying and implementing plan of equipping tourism pole for purpose of supplying supportive services for regional tourism • Studying and implementing comprehensive plan of ecotourism of protected regions • Studying and designing establishment of parks and tourism camps in talented regions

Obtained result from coordinates of the organization has been equal to (1.096, 2.34) based on internal-external matrix. Also, matrix of evaluation of status and strategic action (SPACE) has been also in Defensive situation and obtained result from internal-external evaluation matrix has been confirmed.

Table 6: A. matrix of quantitative strategic planning (QSPM)

QSPM matrix		S1			S2		S3	
Row	Parameter (powers)	Normal coefficient (%)	Attraction coefficient	Score (%)	Attraction coefficient	Score (%)	Attraction coefficient	Score (%)
Strengths								
1	S1	15	4	60	3	45	3	45

2	S2	17	4	68	4	68	3	51
3	S3	8	3	24	3	24	4	32
4	S4	6	2	12	1	6	2	12
5	S5	8	2	16	2	16	4	32
Row	Parameter (powers)	Normal coefficient t (%)	Attraction coefficient	Score (%)	Attraction coefficient	Score (%)	Attraction coefficient	Score (%)
Weaknesses								
1	W1	6	2	12	1	1	4	24
2	W2	7	2	14	1	1	3	21
3	W3	17	4	68	3	3	3	51
4	W4	16	4	64	3	3	4	64
Total		100		338		271	1	322

Table 7: B. matrix of quantitative strategic planning (QSPM)

QSPM matrix		S1			S2		S3	
Row	Parameter (powers)	Normal coefficient t (%)	Attraction coefficient	Score (%)	Attraction coefficient	Score (%)	Attraction coefficient	Score (%)
Opportunities								
1	O1	5	3	15	2	75	3	15
2	O2	12	3	36	1	12	1	12
3	O3	4	2	8	2	32	2	8
4	O4	13	4	52	3	39	3	39
5	O5	21	4	84	2	42	3	63
Row	Parameter (powers)	Normal coefficient t (%)	Attraction coefficient	Score (%)	Attraction coefficient	Score (%)	Attraction coefficient	Score (%)

Threats								
1	T1	21	4	84	3	63	3	63
2	T2	9	3	27	2	18	3	27
3	T3	15	3	45	3	45	3	45
Total		100		351		316		262

Table 8: strategies assembled from QSPM matrix respectively based on priority

Row	Strategy	Evaluation of internal factors	Evaluation of external factors	Mean scores
1	studying and implementing the plan of equipping tourism orientation for supplying support services of regional tourism	3.38	3.51	3.44
2	studying and designing construction of park and camp of tourism in talented regions	3.32	2.62	2.97
3	studying and implementing comprehensive tourism plan in protected regions	2.71	3.16	2.93

Landscape of Chahar mahal and Bakhtiari Province emphasizing tourism attractions of the province indicates that the province has excellent situation compared to many regions in Iran for progress and investment in field of tourism.

Today, for purpose of utilizing long-term benefit from tourism industry, people need having strategic view to the industry and long-term planning. Accordingly, in regard with making field for realization of tourism development strategy in provinces, the present study has been conducted with the aim of identifying internal factors and external factors and codifying strategy of tourism development in Chahar mahal and Bakhtiari Province. Using evaluation matrix of internal and external factors, power and weakness points and threats against tourism industry of the city have been listed and weighted.

Strategic priorities of tourism planning in regional development of Chahar mahal and Bakhtiari Province respectively from highest to lowest level include studying and implementing the plan of equipping tourism orientation for supplying support services of regional tourism; studying and designing construction of park and camp of tourism in talented regions; studying and implementing comprehensive tourism plan in protected regions. The first strategy is in consistence with study of Takano (2009) for strategic planning of tourism marketing in Sri Lanka and study of Kazemi et al (2013) for codifying and selecting strategy of tourism development in Lorestan province. Findings of study of Eftekhari (2006) about development of tourism in Small Lavasan, study of Shahidi et al (2009) and study of Subramoniam (2010) about Oman's tourism have supported findings of the present study. Other studies are Ibrahim zadeh et al (2011) on development of Qom's tourism industry and Mahmudian (2014) about codifying strategy of tourism planning for regional development in Borujen City.

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