

CODIFYING STRATEGY OF TOURISM PLANNING FOR REGIONAL DEVELOPMENT A CASE STUDY OF BORUJEN CITY

Morteza Mahmoudiyan¹

¹Correspondence Author mmp5866@gmail.com

¹Department of Art & Architectural Faculty on Urban Design, Yazd Branch, Islamic Azad University, Yazd, Iran

Dr. S. Ali Almodaresi²; Dr. Reza Akbari²

²Department of Art & Architectural Faculty on Urban Design, Yazd Branch, Islamic Azad University, Yazd, Iran

Abstract

Urban planning and management is one of the most important instruments in regard with realizing development of tourism. Hence, this issue has been formed of organization of factors, forces and sources for running affairs and meeting needs of residents of cities and includes functions such as planning, implementation, supervision and control. The main objective of the present study is codifying strategy of tourism planning in regional development with case study of Borujen City. Applied method in this study is a combination of descriptive analytical methods with applied orientation and statistical population of the study includes scholars and experts of Borujen City in field of tourism management, which the number achieved to 33 persons using snowball sampling method. Obtained results from the study indicate that strategic priorities of tourism planning in regional development of Borujen respectively from the lowest to highest position are as follows: introducing plant and animal habitats in regional and national level; using rich plant or animal ecosystems and preserved ranges under title of ecotourism in regional and national scale; utilizing experts and scholars for codifying relevant strategies of tourism industry.

Key words: strategy codification, tourism planning, regional development, Borujen City

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 Organization, 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.

Borujen city located in Chaha Mahal and Bakhtiari Province has had considerable development over the years. In summer of 2013, more than 6 million tourists had visited Borujen City (Club of Newsmen, 2013). As the region can be developed in tourism industry because of including various tourism attractions, necessity of planning for development of the city and region with the objective of promoting tourism can be felt. Hence, the present study has considered this issue.

2. Theoretical literature

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. 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.

3. Literature

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).

Amongst methods 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.

4. Studies area

Borujen city is located in central part of Borujen. Population of the city has been equal to 52694 based on statistics of 2011. The city includes historical and ancient works such as "Saghakhaneh of the region; door of caravanserai"; "Haj Suleiman Mosque"; "Big Mosque of Naghneh"; "Hafizi Home"; Ma'more Church; Maktabkhaneh Bathroom and Bazaar Bathroom and many other phenomena before and after the date. The city also includes tens tourism and religious centers and abundant handy crafts. It includes also mild cold climate with hot and dry summers.



Figure 1: location of Chahar Mahl and Bakhtiari province and Borujen City on the map

5. 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 Borujen 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.

6. Results

Table 1: results of analysis of external factors (opportunities)

Opportunities	Weight	Ranking	Weighted score
1) Enjoying mild climate in hot seasons of the year in mountainous zones and valleys of e region	0.06	2	0.12
2) Enjoying aqueous habitats and diversity of aquatic plants or animals 0.07	2	2	0.14
3) Suitable road connections	0.06	2	0.12
4) Enjoying experienced experts in national level for planning and determining priorities of investment in tourism sector of the region	0.05	3	0.15
5) Development of different industries in field of tourism	0.08	3	0.24
Total	0.32		0.77

According to obtained results, it could be found that the most important options include using experienced experts in national level for planning and determining priorities of investment in tourism sector of the region and development of different industries in field of tourism.

Table 2: results of analysis of external factors (threats)

Threats	Weight	Ranking	Scoring
1) Decline of investors for investing in short benefiting investments	0.18	4	0.72
2) Lack of allocating credit to systems of the region for purpose of doing natural subjective studies and especially water resources and plant and animal community	0.05	1	0.05

3) Lack of existence of natural maps with suitable scale for purpose of analyzing natural status and determining relative talent of lands for activity and free times	0.18	3	0.54
Total	0.41		1.31

According to table 2, it could be found that the most important threats include 1) Decline of investors for investing in short benefiting investments and Lack of existence of natural maps with suitable scale for purpose of analyzing natural status and determining relative talent of lands for activity and free times.

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

Power points	Weight	Ranking	Weighted score
S1. Potential of the region for supplying required workforce for tourism industry	0.1	2	0.2
S2. Environmental and natural capability of the region in terms of attracting tourist in trans-provincial and transnational levels	0.15	4	0.6
S3. Relative advantage of Borujen in relation with employment in relevant sectors with tourism industry compared to the country	0.15	3	0.45
S4. Enjoying preserved regions with forbidden hunting and lagoons	0.05	2	0.1
S5. Abundant diversity of topographical structure	0.07	3	0.21
Total	0.52		1.56

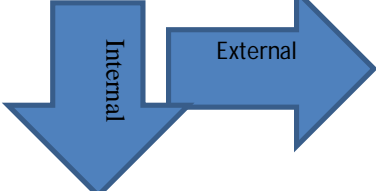
According to table 3, it could be observed that weighted score of some options are more than others including Environmental and natural capability of the region in terms of attracting tourist in trans-provincial and transnational levels and Relative advantage of Borujen in relation with employment in relevant sectors with tourism industry compared to the country.

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

Weakness points	Weight	Ranking	Weighted score
W1. Low level of production and annual income level of the region and low level of income of families compared to the country	0.12	3	0.36
W2. Low level of budget of relevant activities of tourism	0.07	2	0.14
W3. Reduction of value added of relevant activities of tourism in trans-regional and transnational level	0.12	3	0.36
W4. Lack of welfare facilities and informing people in Borujen city	0.12	3	0.36
Total	0.43		1.22

According to table 4, the option "Low level of budget of relevant activities of tourism" has lower weighted score than other options.

Table 5: presenting SWOT matrix

<p style="text-align: center;">SWOT analysis</p> 	<p>Opportunities</p> <ul style="list-style-type: none"> • Enjoying mild climates in hot seasons of the year in mountainous regions and valleys • Enjoying aqueous habitats and diversity of aquatic plants and animals • Suitable road connection • Enjoying experienced experts in national level for planning and determining priorities of investment in tourism industry of the region • Development of different industries in field of tourism 	<p>Threats</p> <ol style="list-style-type: none"> 1. Analyzing investors for investment in short-term benefiting investments 2. Lack of allocating required credits to regional systems for purpose of doing subjective natural studies and especially water resources and plant and animal community 3. Lack of existence of natural maps with suitable scale for purpose of analyzing natural status and determining relative talent of lands for activity and free times
<p>Power points</p> <ol style="list-style-type: none"> 1. Potential of the region for supplying required workforce for tourism industry 2. Environmental and natural capability of the region in terms of attracting tourist in trans-provincial and transnational level 3. Relative advantage of Borujen city in relation with employment in relevant sectors of tourism industry compared to the country 4. Enjoying protected regions for forbidden hunting and lagoons 5. High diversity of topographical structure 	<p>Competitive strategies (SO)</p> <ul style="list-style-type: none"> - Introducing plant and animal habitats in regional and national level - Enjoying experts and scholars for codifying relevant solutions of tourism industry - Relative use of rich plant and animal resources and protected ranges under titles of natural tourism and ecotourism in national and regional level - 	<p>Variety strategies (ST)</p> <ul style="list-style-type: none"> - Optimized utilization of water resources for purpose of expanding plant coverage through emphasizing natural resources - Attempting to preserve existing market resources through improving advertising operations and improving quality of goods, services, facilities supplied in the region - Giving priority to solving road traffic problems especially resulted in tourism destinations in constructional budgets
<p>Weakness points</p> <ol style="list-style-type: none"> 1. Low level of production and annual income level 	<p>Review strategies (WO)</p> <ul style="list-style-type: none"> - Empowerment of internet infrastructures, sites and 	<p>Defensive strategies (WT)</p> <ul style="list-style-type: none"> - Regulating codified rules in regard with

<p>of the region and low level of income of families compared to the country</p> <p>2. Low level of budget of relevant activities of tourism</p> <p>3. Reduction of value added of relevant activities of tourism in trans-regional and transnational level</p> <p>4. Lack of welfare facilities and informing people in Borujen city</p>	<p>empowerment of electronic systems, reservation of transportation ticket, agencies, hotels and other tourism sectors</p> <ul style="list-style-type: none"> - Development of tourism culture and introducing it to all investors, employed people and active workforces in the region, especially in centers supplying tourism services - Regulating rules for matching tourism and transparency of position of the organization among other sectors 	<p>tourism in regions exposed to natural events</p> <ul style="list-style-type: none"> - Prevention of loading of tourism in valuable regions of regional ecosystems without required infrastructures - Acceleration of evaluation steps and approval of regional tourism development plan
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Obtained result from coordinates of the organization has been equal to (0.34, -0.54) based on internal-external matrix. Also, matrix of evaluation of status and strategic action (SPACE) has been also in competitive situation and obtained result from internal-external evaluation matrix has been confirmed.

Table 6: strategies assembled from QSPM matrix respectively based on priority

Row	Strategy	Evaluation of internal factors	Evaluation of external factors	Mean scores
1	introducing plant and animal habitats in regional and national level	3.84	3.66	3.75
2	using rich plant or animal ecosystems and protected ranges under the title of ecotourism in national and regional scale	3.47	2.86	3.16
3	utilizing experts for codifying relevant strategies of tourism industry	3.13	2.60	2.86

7. Discussion and conclusion

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 Borujen City. 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 Borujen city respectively from highest to lowest level include introducing plant and animal habitats in regional and national level; using rich plant or animal ecosystems and protected ranges under the title of ecotourism in national and regional scale; utilizing experts for codifying relevant strategies of tourism industry. 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.

8. References

- Anvari Sadra, Hushmand Milad, Akbari Mohsen, (2013), strategic leadership and its effect on competitive advantage and organizational performance using resource-oriented approach, third international conference of behavioral sciences, Kish
- Bahrami Rahmatollah, (2010), investigating capabilities and bottlenecks of development of rural tourism in Kurdistan Province, collection of papers of fourth international congress of geographers of Islamic world, Iran (ICIWG 2010), Iran, Zahedan
- Club of newsmen of Shahre Kurd, (2013), weakness of tourism infrastructures of Chahar Mahal and Bakhtiari Province, news code: 4543096
- Eftekhari Abdoreza Roknedin, Mahdavi Davoud, (2006), strategies of development of rural tourism using SWOT model, Small Lavasan, Journal of Teacher of Human Sciences, 10th edition, No.2
- Ibrahim Zadeh Isa, Aghasi zadeh Abdollah, (2009), analyzing effective factors in development of tourism in coastal region of Chabahar using SWOT model, urban and regional studies, first edition, No.1, Isfahan University
- Ibrahim zadeh Isa, Aghasizadeh Abdollah, (2011), impact of open region of Chabahar on development of tourism using regression model and t-test, Journal of Geography and Development, No.21, University of Sistan and Baluchistan
- Kazemi Mahdi, Ismaili Mahmud Reza, Beigi Firuzi Allah Yar, (2013), codification and selection of strategy of tourism development in Lorestan Province based on SWOT analysis and matrix of quantitative strategic planning, Journal of Geography and Development, No.32
- Madhushi Mehrdad, Naser Pour Nader, (2003), evaluation of barriers against development of tourism industry in Lorestan Province, journal of Commercial Studies, No.28, Tehran
- Mafi Ezatollah, Saghayi Mahdi, (2009), using MS-SWOT model in analyzing tourism management; case study: Mashhad Metropolis, seventh edition, No.14
- Mahmudian Morteza, (2014), tourism planning and its impact on regional development; case study: Borujen City, MA thesis, Islamic Azad University of Yazd, Art and Architecture University

- Shahidi Mohammad Sharif, Ardestani Zahra Sadat, Gudarzi Soroush, Mohammad Mahdi, (2009), investigation of impacts of tourism on planning of rural districts, Journal of Human Geography Studies, edition 42, No.67.
- Weaver. david and oppermann. (2000). tourism management . wiley.
- Fry FL and Stoner CR. (1995). Strategic Planning for the New and Small Business. Dover, NH: Upstart Publishing Company, Inc.
- Haines SG. (2000). The systems thinking approach to strategic planning and management. Boca Raton, FL: St. Lucie Press.
- Dinari, Ahmad. (2005). urban tourism in Iran and world, Ferdoosi University Publication, 1st edition, Mashhad, Iran.
- Rezvani, Mohammad. R. (2003). Rural tourism development with sustainable approach, Tehran University Publication, 1st edition, Tehran.
- Lerner L, Alexandra A. (2002). Strategic Planning Primer For Higher Education,” available at <Http://Www.Des.Calstate.Edu/Strategic.Html>
- Tohid, F (2011). Economic Impact of Tourism Industry, International Journal of Business and Management, Vol. 6, No.8.
- Lee, T.H. and Liu, R. T (2011). Strategy formulation for the recreational areas of Central Taiwan: An application of SWOT (strengths, weaknesses, opportunities, threat) analysis Journal of Hospitality Management and Tourism, Vol.2, No.3.
- Maddison, D. (2001). In search of warmer climates? The impact of climate change on flows of British tourists. Climatic Change, 49 (1/2), 193–208.