

## Strategic Planning for Tourism Development by SWOT Method (Case Study: Shiraz City)

Z. Hadiani. M. Ahadnezhad. Sh. Kazemizad. H. Ghanbari

Received: April 8, 2011/ Accepted: November 13, 2011, 29-32 P

### Extended abstract

#### 1- Introduction

Nowadays, tourism as a dynamic industry and unique characteristics includes an important part of economic activities and production in the developed and developing countries. This industry covers all the phenomena and relationships resulting from the interaction of tourists, suppliers and vendors of tourism products, governments and host communities, in the process of attracting and welcoming of tourists. Results and achievements of the tourism industry involve considerable results such as aspects of employment and its impact on development and economic

-social functions mentioned in a region or country. For the city of Shiraz that has numerous cultural attractions and historical and natural potential, development of tourism industry can be very helpful.

#### 2- Methodology

The methodology of this research was based on descriptive-analytical methods. For collecting information and data required, documentation and field studies such as interviews and using these data, the attractions, facilities, services and tourism situation in region has been investigated. Then, the SWOT analysis matrix was used for data analysis and presentation of tourism development strategies in the Shiraz city.

#### 3- Discussion

The Shiraz city due to good weather and having historical and unique civilization sites is one of tourism centers in national and international levels. These

---

#### Author(s)

**Z. Hadiani** (✉)

Assistant Professor of Geography and Urban Planning, University of Sistan and Baluchestan, Zahedan, Iran  
e-mail: [zvcall@gmail.com](mailto:zvcall@gmail.com)

**M. Ahadnezhad**

Assistant Professor of Geography and Urban Planning, University of Zanjan, Zanjan, Iran

**Sh. Kazemizad**

MA. of Geography and Urban Planning, University of Sistan and Baluchestan, Zahedan, Iran

**H. Ghanbari**

Ph.D Student. of Geography and Urban Planning, University of Tabriz, Tabriz, Iran

city due to Persepolis neighborhood, each year hosts a large number of domestic and foreign tourists. Moreover, Shiraz has valuable natural potential. But so far, this city failed to their real position in tourism field, especially in terms of attracting tourists and the number of tourists to achieve stability coefficient. In this paper, SWOT strategic planning process has been used for analyzing the functioning of tourism in Shiraz. A four-stage process of strategic planning including: first, external (opportunities and threats) and internal (strengths and weaknesses) factors evaluation matrix; second, analysis of strategic factors; third, external and internal matrix and matrix of quantitative strategic planning and finally, appropriate strategies for development of tourism in the city of Shiraz, has designed and presented. Moreover, after consideration of relevant information, the major external and internal factors were identified in the matrix were evaluated. Number of external factors determined to be 19. From this amount, 9 factors cause tourism opportunities of Shiraz and 10 threatened it. Firstly, the factors that led to the opportunity and then those that threaten the Shiraz tourism sector are located in the matrix. Number of domestic factors also determined to be 22 including the strengths and weaknesses of tourism in Shiraz. So that, firstly 11 strength factors and then 11 weakness factors of tourism are placed in the matrix, then using the expert viewpoints and comments of those interviewed, individual affecting factors were heightened. Finally, by adjusting the strategic planning and internal and external factors that are the base in the

strategies planning, the SWOT matrix was extracted and accordingly, quantitative strategic planning, appropriate strategies and priorities matrices of tourism development are identified.

#### 4- Conclusion

In the present study, using strategic planning process, the abilities and functions of tourism and develop these functions, the action and determine strategies to provide practical solutions for Shiraz tourism development. In this process, with assessment capabilities and opportunities of Shiraz tourism, findings indicate that tourism planning strategies acceptable in this city, conservative strategies would be planned in first priority and second priority planning aggressive strategies. Thus, first WO primary strategies and then SO strategies were selected in the SWOT matrix priorities. In fact WO<sub>2</sub> conservative strategy with 6.16 scores represents the best strategy on tourism development will be considered in Shiraz. To achieve this, the strategy to familiarize hotels and travel agencies managers with new methods of advertising and marketing of tourism, increase awareness of tourism interested in the unique attractions of Shiraz city and surrounding areas. Consequently increase the number of tourists and increase tourists to stay in the city is practical. However SO<sub>1</sub> invasive strategy with 7.3 scores is considered as the most effective strategy for the conservative strategy. To achieve goals and enjoying the tourist development strategy, strengthening and increasing the amount of facilities and services offered

alongside the importance of tourism attractions and resources in national and international levels, with the aim of attracting more tourists, especially the satisfaction of foreign tourists in order to introduce position of historic -civilization sites of Shiraz to other countries are recommended with the aim of attracting even more foreign tourists and create sustainable employment and income on the other hand.

**Keywords:** strategic planning; tourism development; SWOT; city of Shiraz.

### References

- Abdollahi, A., (2009). Change the role (function) of old tissue to the tourism attractions of Shiraz, Past, Present, Future, M.Sc thesis in Urban Planning Geography, Supervisor by Zohreh Hadiani, University of Sistan and Baluchestan.
- Behzadfar, M., Zamanian, R., (2007). Application of Multi-Criteria Decision Making for AHP Process in Tourism Planning, International Engineer Science Leaflet, Vol. 19, No.6.
- Behzadfar, M., Zamanian, R., (2008). Strategic Planning for Tourism Development with Emphasize On Product Sector Case Study: Neyshabour County, International Engineer Science Leaflet, Vol. 19, No. 6
- Boniface, P., Fowler, P.J., (1993). Heritage and Tourism in the Global Village, London.
- Cultural Heritage, Handicrafts and Tourism Organization of Fars, (2008). Performance Summary of Tourism Activities in Fars, with an Approach to Strategies and Policies during the Years 2001-2006
- Daivid, Fried, R., (2004). Strategic Managment, Translated by Ali Parsaeyan and Seyed Mohammad Erabi, 6th Publicashed, Published by Center for Cultural Recerch.
- Ebrahimzadeh, I., Aghasizadeh, A., (2009). The Analisis of Factors in Expansion of Coastal Region of Chabehar Tourism through SWOT Model, Journal of Urban – Regional Studies and Reserch, Issue 1, N. 1.
- Elliott, J., (2000). Tourism Management, Translated by Mehdi Jamshidian, Mani press, Isfahan.
- Golkar, K., (2005). Improving SWOT Analysis Technique for Application in Urban Design, Soffeh Journal, Issue 11, No. 41.
- Gossling, S., (2004). Global Environmental Consequences of Tourism, Global Environmental - Change Journal, Vol.12, pp. 45-67.
- Gossling, s., (2004). Global Environmental Consequences of Tourism. Global Environmental - Change .Journal. vol12: 45-67.
- Hall, P., Stephan, F., (1994). Witt and Luie Management Handbook, Second Edition.
- Hangher, J., Vilan, D., & Tomas, L., (2002). Base of Strategic Managment, Translated by Seyed Mohammad Erabi and Davod Ezadi, Published by Center for Cultural Recerch
- Harison, J., Caron, J., (2003). Strategic Management Translated by Behroz Ghasemi, 1<sup>th</sup> Publicashed, Heyhat Press, Tehran.
- Hom Haacke, L., (2001). Using SWOT for Project Planning Sessions, PN.3
- Hughes. A. Tourism as sustainable Industry in the Rural Community of Arising, West Scotland, M.Sc Thesis, Napier University.
- J. Nouri, J., Abbaspour, M., & Maghsoudloo Kamali, B., (2006). The Industrial Development of Iran's Strategic Evaluation of Environmental Policies by Using SWOT,

- Environmental Science and Technology, No. 29.
- Jafari, A., (1995). Identity of Iran's physical Geography, Tehran, Gitashenasi press.
- Mafi, E., Saghaei, M., (2009). MS - SWOT Model Application in Tourism Management Analysis, Case Study: Mashhad Metropolis, Geography and Development Quarterly, No. 14.
- Mahallati, S., (2001). Introduction to Tourism, Shahid Beheshti University press.
- Mikaeli, A., (2000). Tourism Planning Based on Ecological Principles, Journal of Geographical Studies, Year 32, No. 39
- Mosallaei, M.R., (2007). Strategic Planning Approach towards Excellence, Journal of Management, No.39.
- Mostofiolmamaleki, R., (2001). The Geography of City and Urbanization in Iran, Islamic Azad University Scientific Publication Center.
- Nilsson, M., (2004). Research and advice on strategic environmental assessment, Stockholm Environment in Stitute Publications.
- Nohegar, A., Hosseinzadeh, M.M., Pirasteh, A., (2009). Assessment of Qeshm Island Ecotourism Capabilities with Use of SWOT Management Strategy Model, Geography and Development Quarterly, No. 15.
- Noori, j., Abbaspoor, M., Maghsoudlo Kamali, B., (2006), Ecologic Evaluation Politics Strategy of Industrial Development in Iran by Using SWOT, Journal of Science and Ecologic Technology, No.29.
- Omidi Najafabadi, M., (2006). Ecotourism Potential and sustainable development of rural areas in Iran, Dehati magazine, Year 4, No, 38
- Papoli Yazdi, M.H., Saghaei, M., (2006). Tourism (nature and concepts), Samt press.
- Poorebrahim, Sh., Yavari, A.R., (2003). Qeshm Futuer Development Planning Based on Landuse, Journal of Ecology, No. 29.
- Roknoddin Eftekhari, A., Mahdavi, D., (2006). Strategies for Developing Rural Tourism Using the SWOT Model, Case Study: Lavasan-E Kuchak Rural, Modarres Humanities Journal, Issue 10, No. 45.
- Shahandeh, B., (1999). Environmental Managment Organization and Sustainable Development in Qeshm Free Zone, M.Sc Thesis, Tehran University.