

An analysis on urban tourism by SWOT model (Case Study: Boushehr City)

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Abstract: Since tourism causes some positive occupational movements, produces lots of job opportunities and it could have a great amount of effect on the geographical aspect and on people's lives and society; it is believed that, it is the third and the most dynamic industry in today's life. The cities especially in developing societies a living place for human kind face with same limitations of source and financial, social condition; it is buffer to vary the non – cultural activities such as tourism. This can be a means to increase job opportunities, decrease poverty and welfare state and social security .This study has been done in one of the scopes of Fars province, Iran. It aimed to investigate what advantages and limitations of the tourism development in Boushehr city. it also sought to find out how the tourism in this area can be developed .This research was on the basic of descriptive – analytic nature and does have some practical goals .Required data in this field was gathered by library – based method .This study aimed to investigate some strategies to develop the tourism in Boushehr city and it was done by determining strengths , weaknesses , opportunities and threats by SWOT model .The results of the research revealed that inner elements and outer factors of final scores are located in the ST or competitive scope . The most significant strategies of this scope are: dynamic economics and safe job opportunities by optimum use of tourism capacity.

Key words: Tourism development; Urban tourism; Boushehr city; SWOT model

1. Introduction

Tourism which plays a significant role in the economy of the world which is created in the various dimensional patterns. one of which is urban tourism .It is believed that one of the highest income source in developed countries is urban tourism that has a great number of positive and negative impacts in economic , social , and ecological field in many touristy cities . Today, there is an essential need to study in tourism field for those developing countries such as Iran which has a large amount of tourism attractions. According to Taghvaei and Akbari (1388), since urban tourism nature requires increasing positive impact and decreasing negative effects, having effective strategies and extensive planning are necessary. The Tourism industry might be established in a strong economic framework .In accordance with Gharehnejad (1374) , the tourism industry can progress urban growth and development in touristy cities and in non – touristy ones it can also be considered as an opportunity for urban managers and programmers to create a new perspective of city and increase touristy attractions. Kermani and Amirian (1379) believed that , the development of urban Tourism industry is so significant in particular in developing countries which face with some intricate as high rate of unemployment , limited financial sources. Since tourism can be considered to make a rich income

source in a country, it becomes a considerable economic, social, and cultural issue and it causes to be accounted as an industry. Tahmasbi and Majidi (1384) .It is believed that the source of tourism income in 2000 has been 621 billion dollars and it is estimated to be 1550 and 2000 dollars in 2010 and 2020 respectively (Mirtalebian, 1380). Natural – historical realm of Iran can be categorized at the first civilization centers. There has been various types of tribes who have been living in different areas whose different lifestyles, creativities and culture in their material spiritual life created so many historical and cultural memorial things (Hamidi, 1389) Furthermore, Iran country does have a great many areas with different climate changes, various plateaus, plains, springs natural cares that can be so attractive for tourists.

Since Boushehr city is located in an area with pleasant climate and does have several historical and cultural attractions it can absorb so many tourists .Despite of its reach attractions, it was not considered a lot unfortunately. Therefore, the current research was to investigate tourism opportunities, threats, strengths and weaknesses of Boushehr city and it aimed to provide efficient methods for developing tourism industry by utilizing a significant, precise sight and educationalists theories.

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2. Review of the literature

2.1. Theoretical framework of the study

Although the history of travelling backs to the history of human kind's life, modern tourism was appeared by industrial revolution in 19th century. Although it had been specialized to the reach for a long time, it was generalized by industrial development and regulation of social rules .It had an enormous growth and affected economic, social, cultural and environmental aspects. (Movahed, 1386)

Tribe (2009) stated that, the term of "tourism" was established in Oxford English dictionary for the first time in 1800. The tourism was defined as a person who travels to different places to learn new things, have fun or achieve personal aims. Toulacee (1386) stated that, tourist to do business, hare lots of fun or visit his relatives, temporarily but not for living. Neither less than a day nor more than a year .The term of tourism has also been established in sporting magazine for the first time in 1811. It was defined as the travelling to visit ancient things and natural perspectives (Mahalati, 1383). Nowadays, big cities that have large population can be considered to be the starting point of tourism movement. It can be claimed that urban living problems and the sense of frustration which derives from making a living can came travel to be seen as an unavoidable and essential need. On the other hand, since cities are the center of population and efforts, having old civilizations, tourism attractions, and providing welfare facilities and services can be accounted as tourism destinations (Rezvani, 1386)

Urban tourism formulation was connected to the business cultural factors at first .But these days, tourism have various reasons for their travels. For instance : visiting relatives friends , visiting museums , watching different theaters , talking part in a sport event , visiting natural landscapes , visiting exhibition for buying things .All of these reasons can play a small role in the tourism actions (Law, 1993). Being tourism starting point or destination depends on the amount of tourism attraction of cities .The more tourism attractions they have, the more tourists they will absorb (Taghuaee and Akbari, 1388) .There are 3 analytical approaches for touristy cities which are presented by Ashorth (1922, 2000). 1. Making a list of tourism facilities and services in urban areas (for instance: distributing dwelling place, recreation places, and tourism services). 2. Making a list of urban tourism's needs to investigate the amount of the tourists, the reasons for selecting the specific areas, their expectations and understandings of the city. 3. painting a landscape of urban tourism policies , the plans of governmental sectors (urban planners) and private sectors do have and the researches that must be done in urban tourism field .Urban tourism is set on the basis of physical , ecological , social , and cultural sources . it is worthwhile noticing that tourism industry may cause serious dangers for natural sources even in big

cities , if there is no plan or efficient management on it .Traditional urban tourism may came some difficulties as : air and noise pollution , accumulation , instability of living costs , decreasing of facilities and substructures , destroying historical things and ruining cultural remains. On the other hand, positive impacts of tourism can be enhanced by suitable management. Tourism economic impacts can be affected by other economic activities (Seldjan, 2005) .The term of stable urban tourism means the aim of environment quality and protection, eecological environment protection, increasing income rate and etc. In a way which causes decreasing all the undesired impacts and increasing the positive impacts .Furthermore, one of the most significant aspects of the development of stable tourism is a concrete management and definite strategies which include stability and capability notions. Thus , there is an essential need to teach the tourism advantages to enhance managers and programmers awareness .Thus , applying limitations , observing regulations , environmental , cultural , social , and economical problems will not happen and negative impacts of tourism can be controlled or reduced (Sinaee, 1374).

2.2. The review of the related literature

Although there was not so much evidence related to the subject of the current study, Boushehr city, there was a number of studies which are in line with the results of this study .Amar and Saffarirad (1392) in their article on the basis of development strategies of mountainous tourism of Amlash city by using SWOT model found out that, despite of strengths and opportunities of this city, the range of weaknesses and threats is too high. aforementioned area is tourism development vulnerable and redistributing and specializing of sources and planning a reasonable program can be seen as essential matters .Yazdunipanah, et al. (1390) in their study titled as the measurement of ecotourism and ecotourism capabilities of Khash city as a basis of SWOT management of internal factors shows the tourism strengths of specific area are more than its weaknesses .The final conclusion of matrix measurement determined that , the amount of tourism threats was higher than its opportunities . Thus, general strategies of tourism should be established in a way through which area's opportunities be used in removing threats.

Hayllar et al. (2008) in their study based on urban areas – tourism places: urban tourism artificiality concluded that, both urban areas and places knowledge can develop the consistent study. It is an essential issue to study for those who are involved in planning of urban tourism .Shoval and Naveh (2004) in their study boood on the categorization of tourism attractions and modeling of touristy cities investigated the relation between tourist's travel features and touristy attractions .The aforementioned modeling of touristy cities was done on the Jerusalem city. General findings and statistical results revealed that Jerusalem tourism a attractions

can be divided into four separated but interdependent groups. These results determined that regional model tourism in big cities is developed. Noticing the stability notions and utilizing its aspect in planning just depends on the accepting it as an effective solution to guarantee the permanent of tourism development and improve its quality. Makkian and Aaderibani (1382) in an article titled as: investigating foreign tourism of Yazd city examined the tourism attractions and touristy problems of Yazd city from foreign tourist's point of view. Findings showed, although the tourism attractions of this city were efficient, it does not have sufficient welfare facilities.

3. Method

The methodology of the current study was descriptive analytic method. the current study was to investigate tourism attractions, facilities and services. It also examined the tourism condition of specific area by utilizing given data, further (library – based information) and scope – based studies. Then given data was analyzed by SWOT analytic model. according to the investigation on the inside and outside condition of specific area of a list of strengths, weaknesses, opportunities and threats was administered. Based on the experts viewpoints all of the inner and outer factors were prioritized and utilized for developing of urban tourism. SPSS

and GIS software's were used for analyzing statistics and drawing charts.

4. SWOT analytic model of the study

The SWOT model is one of the effective strategy outer opportunities and threats. this is a practical model to exploit data in fundamental step of decision making and planning (Afrakhteh, 1387). The SWOT analysis was to use to recognize main factors as : strengths , weaknesses , opportunities and threats and it is a means to find an effective method to accommodate them . In accordance with this model, an appropriate strategy can enhance strengths and opportunities and reduce weaknesses and threats. To this aim, these four categories are defined as, SO, WO, ST, WT.

* Competitive / offensive strategies (SO): It focuses on the inner strengths and outer opportunities

* Various making strategies (ST) It focuses on the inner strengths and threats

* reviewing strategy (WO): It focuses on the inner data, and attempts on exploiting of outer opportunities to reduce the weaknesses.

* Defensive strategies (WT): It focuses on confronting with inner weaknesses and outer threats (Rezvani, 1387) .

Table 1: Extracting matrix of possible strategies on the basis of SWOT model

Threats	opportunities	Outer factors Inner factors
ST strategy: How capabilities Can be used to Confront with threats?	SO strategy: How capabilities can be used to utilize existent opportunities?	Strengths
WT strategy: How weaknesses Can be reduced to overcome the threats?	WO strategy: What can be done to overcome weaknesses to exploit opportunities?	weakness

Source: Nastaran and Houshmandfar, 1389

5. The location of the studied area

The city of Bushehr, with an area about 1771/1 square kilometers is located between 28 degrees and 59 northern minutes and 50 degrees and 51 minutes from the Greenwich meridian. This city is bordered to Gonaveh city from the north, to Borazjan city from the north-east, to Tangistan from east- south and east and a large part of it to Persian from west- south. (Management and Planning Organization of Bushehr Province, 1392).

6. Discussion and results

6.1. Inner effective factors on tourism in Boushehr city

The main purpose of this study was to investigate the inner urban area of Boushehr city to discover strengths and weaknesses. To this aim, it attempted to find out some aspects through which the appropriation or prevention of planning goals and its operation can be distinguished.

Table 2: inter factors matrix (IFE)

Final score	rank	sig	Strengths	
0/32	4	0/08	Locating this city along the Persian Gulf coast.	1
0/20	4	0/05	The existence of an international , historical , cultural tourism resources in this city (particular historical context of the city, Shghab historic cemetery, Malek historical mansion, Bushehr Church, historic mansion Dehdashti, and etc.)	2
0/09	3	0/03	nearness to the significant industrial – populated poles , nearby to the big tourism markets such as : shiraz , Bander Abas, and Ahwaz	3
0/06	3	0/02	the low cost of visiting historical places	4

0/16	4	0/04	the pleasant climate in Fall and winter	5
0/28	4	0/07	susceptibility to the investment and tourism planning	6
0/16	4	0/04	existence of various resources to absorb tourism	7
0/9	3	0/03	The center of province and facilities such as: airport.	8
0/24	4	0/06	Adjacent to the beautiful island of Kharg	9
0/24	4	0/06	Existence of available and talented human resource	10
Final score	rank	sig	Weakness	
0/02	1	0/02	Inadequacy of recreation and amusement places .(parks and playground)	1
0/05	1	0/05	The surplus of awareness and attention to some of the historical constructions and destroying them by some of people	2
0/03	1	0/03	The lack of various tourism facilities and services and their weak performances (dwelling , hospitality sectors)	3
0/04	1	0/04	Non – execution of tourism pre-determined plans because of the deficient coordination among related sectors.	4
0/02	1	0/02	Dependency of the tourism to the season (just winter and fall)	5
0/01	1	0/01	Inadequacy of inner transportation services to the touristy places and weakness of outer transportation system	6
0/02	1	0/02	Deficiency of traveller’s guideboards and touristy attractions signs.	7
0/12	2	0/06	Weak management and instability of tourism management	8
0/03	1	0/03	The absence of markets to sell crafts and gifts	9
0/8	2	0/04	The lack of attention to the general cooperation in the protection of tourism and cultural heritages	10
0/03	1	0/03	The lack of supporting of private sectors in developing tourism industry	11
0/06	2	0/03	The surplus of hiring tourism exerts	12
0/12	2	0/06	Insufficient tourism job opportunities	13
0/12	2	0/06	The shortage of advertisement and marketing activities to absorb tourists to this specific area	14
2/61		1		

Source: Research Founds

6.2. Outer effective factors on the tourism in Boushehr city

In this step the researcher focused on the outer effects of the specific city to discover opportunities and threats that the area faces with .all the tourism opportunities threats were prepared in table 3 .

Table 3: Outer factors matrix (EFE)

Final score	rank	sig	Opportunities	
0/28	4	0/07	Developing coastal tourism	1
0/28	4	0/07	Improvement and development of dwelling places and tourism services in the city	2
0/12	3	0/04	Benefits of foreign tourism visiting	3
0/06	3	0/02	Establishment of tourism education centers and services to improve the quality of the tourism services	4
0/24	4	0/06	Creation of job opportunities for citizens	5
0/9	3	0/03	Cultural exchange and dissemination with other countries	6
0/09	3	0/03	The lack of historical and Cultural sightseeing in competitor areas	7
0/06	3	0/02	Development of urban potential & facilities to hold congress and costume , national or international ceremonies considering international importance of the Persian Gulf	8
0/012	3	0/04	Formulation and implementation of plans to eliminate dangerous spots on connected roads	9
0/28	4	0/07	Arranging and performing strategic plans to develop management activities and tourism industry managers tasks	10
0/12	3	0/04	Arranging and preforming effective strategy to inform the tourists in order to advertise natural and cultural values	11
			Threats	
0/02	1	0/02	Lack of international promotions for attracting tourists	1
0/06	1	0/06	The existence of different in change organizations by various tastes in tourism field	2
0/04	1	0/04	The lack of attention of in charge persons to protect and mend of valuable historical remains.	3
0/12	2	0/06	Deficit given budget government to do research and develop of culture – historical tourism	4
0/05	1	0/05	The lack of suitable dwelling places	5
0/03	1	0/03	The role of negative advertisement against Iran	6

0/06	1	0/06	The lack of motivation in private sectors to invest in tourism industry	7
0/14	2	0/07	Responsible authorities do not pay much attention to the historical – cultural ancient remains	8
0/05	1	0/05	Unambiguity of governments policies to the tourism industry	9
0/04	1	0/04	Weakness of tourism related organization in comparison to others	10
0/02	1	0/02		11
0/02	2	0/01	It is possible to ruin traditional and costume culture by increasing the tourists	12
2/38		1		

Source: Research Founds

6.3. Total insights and final prioritizing by SWOT analysis

According to the strengths weaknesses and the rank of scores, they were divided and calculated in table 4. It shows the matrix of inner and outer factors estimation of Boushehr city.

Table 4: Matrix measurement of inner and outer factors of Boushehr city

			O,t		S,w		
0/28	4	0/07	O ₁	0/32	4	0/08	S ₁
0/28	4	0/07	O ₂	0/20	4	0/05	S ₂
0/12	3	0/04	O ₃	0/09	3	0/03	S ₃
0/06	3	0/02	O ₄	0/06	3	0/02	S ₄
0/24	4	0/06	O ₅	0/16	4	0/04	S ₅
0/09	3	0/03	O ₆	0/28	4	0/07	S ₆
0/09	3	0/03	O ₇	0/16	4	0/04	S ₇
0/06	3	0/02	O ₈	0/9	3	0/03	S ₈
0/09	3	0/03	O ₉	0/24	4	0/06	S ₉
0/28	4	0/07	O ₁₀	0/24	4	0/06	S ₁₀
0/12	3	0/04	O ₁₁	0/02	1	0/02	W ₁
0/02	1	0/02	T ₁	0/05	1	0/05	W ₂
0/06	1	0/06	T ₂	0/03	1	0/03	W ₃
0/04	1	0/04	T ₃	0/04	1	0/04	W ₄
0/12	2	0/06	T ₄	0/02	1	0/02	W ₅
0/05	1	0/05	T ₅	0/01	1	0/01	W ₆
0/03	1	0/03	T ₆	0/02	1	0/02	W ₇
0/06	1	0/06	T ₇	0/12	2	0/06	W ₈
0/14	2	0/07	T ₈	0/03	1	0/03	W ₉
0/05	1	0/05	T ₉	0/08	2	0/04	W ₁₀
0/04	1	0/04	T ₁₀	0/03	1	0/03	W ₁₁
0/02	1	0/02	T ₁₁	0/06	2	0/03	W ₁₂
0/02	2	0/01	T ₁₂	0/12	2	0/06	W ₁₃
2/38	-	1		0/12	2	0/06	W ₁₄
				2/61	-	1	

Source: Research Founds

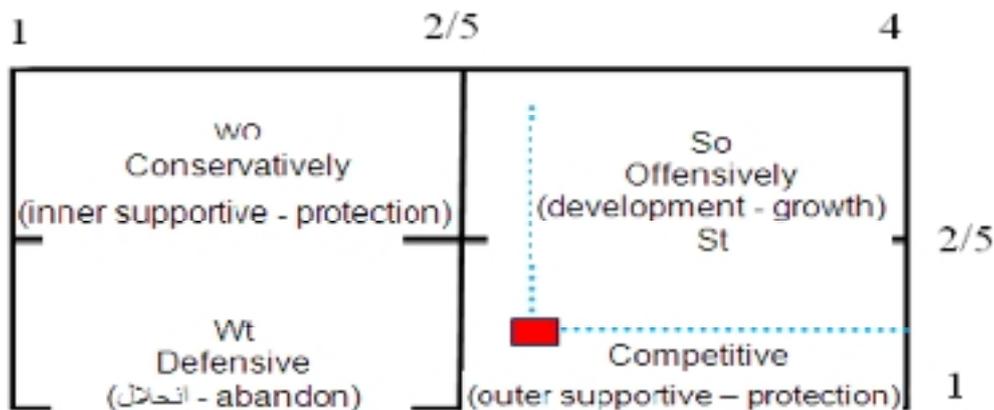


Fig. 1: The final Score of the Inner Factors Measurement

Table 5: Paired comparison between weakness and threats

T ₁₂	T ₁₁	T ₁₀	T ₉	T ₈	T ₇	T ₆	T ₅	T ₄	T ₃	T ₂	T ₁	st
-	1	1	-	1	-	1	-	1	1	1	1	S ₁
-	1	1	-	1	-	1	-	1	1	1	1	S ₂
-	1	-	-	1	1	-	1	1	-	-	-	S ₃
-	1	-	-	-	1	-	-	-	-	-	-	S ₄

-	-	-	-	-	-	-	-	-	-	-	-	S ₅
-	-	1	1	1	1	-	1	-	1	1	1	S ₆
-	1	1	1	1	1	-	1	1	1	-	1	S ₇
-	-	-	-	-	1	-	1	-	-	-	-	S ₈
-	-	-	-	-	-	-	-	-	-	-	-	S ₉
-	-	-	-	1	-	-	-	-	-	-	-	S ₁₀

6.4. Providing strategies for the development of urban tourism in the city of Shiraz with SWOT

6.4.1. Developing strategies (SO)

This strategy focuses on the inner strengths and outer opportunities to increase positive situations

* Increasing international advertisement , enhancing the motivation of responsible managers to protect and mend of historical things , increasing historical facilities in touristy areas , enhancing the motivation of private investors in tourism industry .

* The optimum use of governments authorization opportunities and facilities for investitures and development of tourism facilities such as : camping's , hotels , hosting places to utilize natural attractions in beaches.

* Using appropriate atmospheric conditions (autumn and winter seasons) to organize tours for sports and tourist activities in the coasts located in the city

* Coordinating different organizations and related sectors to provide an effective framework to attain final goal plans , present services and direct it into the right path .

* Using the opportunity of increased government attention and private sector to investment and planning in the tourism sector to develop of tourism activities based on scenic areas, natural parks, archaeological , historical, and religious sites and cultural characteristics.

* Supporting the holding cultural & religious ceremonies to compete with amusing places to absorb more tourists.

6.4.2. Various strategies (ST)

It focuses on optimum utilizing of strengths of specific area to overcome threats and limitations.

* Providing variety in touristy services and facilities to use natural, cultural, historical and religious sources and attractions. It can be useful to familiarize tourists with area's customs such as: local dress, manner and etiquettes.

* Focusing on the "natural tourism" and "ecotourism" Regarding their existing advantages to increase their effectiveness in competition with the attractions of amusing places.

*Attention to invest and plan for the tourism industry in order to develop its activities concerning sightseeing, historical, religious and ancient places, natural parks and significant cultural qualities.

* Gradually developing (but not suddenly) of tourism activities by focusing on natural, cultural and historical attractions to reduce common issues as: high rate of living cost, services and products.

* Receptivity and dividing population to the various touristy places in order to prevent the crowd in the populated areas and to decrease pressure and destruction of natural attractions.

* Preparing sufficient services to touristy places and to follow rules in order to reduce damages, ecological and environmental pollution.

* Utilizing the development of planned tourism activities to protect ecotourism specially, sightseeing places, green spaces, ecologic system and other natural potentials.

* Increasing educational and training plans by enhancing instructional units to develop touristy, natural, and historical and religions activities to train expert employees.

* Introducing and developing cultural, historical attractions. Improving standards to support the protection of patterns, traditional, cultural ceremonies, and prominent historical, cultural places. Decreasing destructive effects on cultural heritages.

6.4.3. Reviewing strategies (WO)

It focuses on the weakness and increases the opportunities.

*Reviewing advertising techniques and marketing strategies to introduce the particular area as a touristy place, the use of government's supports concerning applying license and facilities to develop tourism services.

* Allocating efficient budget for superstructure projects such as: running transportation system (air – land-rail). Securing communication systems. Motivating and supporting private sectors to invest in tourism industry.

* Developing and increasing dwelling, welfare and hygienic facilities. Determining necessary standards. Developing tourism high quality facilities to utilize opportunities and touristy potentials.

* Educating and training local people to make them aware of economic , social and cultural tourism advantages by holding meetings and congresses .

It can be helpful (in planning and investing on tourism activities to absorb more tourists)

* Reviewing the type and method of governmental planning and supporting to develop substructures, various tourism facilities and equipment and using higher motivation of travelling among people who live in town or in countryside.

* Encouraging private and governmental sectors to invest and have financial supports to prepare environmental substructure to increase .necessary needs, services and facilities to absorb more tourists.

* Reviewing and developing hospitality facilities such as: establishing modern and traditional restaurants, shopping centers to optimize tourism positive effects.

6.4.4. Defensive strategies (WT)

It focuses on reducing weaknesses, threats and limitations.

* Producing and performing advertising programs to introduce a real picture of natural, humanistic absorption, cultural qualities, architecture and local manner and etiquettes, holding tourism exhibitions, festivals and congresses to emphasize on the protection of culture heritages and historical places.

* Creating useful substructures such as : transportation , dwelling and hygienic facilities in coast areas to create a competitive atmosphere .

* regulating specific rules to optimum use of tourism attractions .presentation of pollution in natural sources.

* Regulating urban land rules and controlling the selling and purchasing of areas land to protect natural sources.

* Planning and encouraging governmental sectors to plan and invest in developing environmental and instructional and teaching citizens how to treat tourists in order to prevent the objection.

* Combination of tourism related organizations as a "tourism department" to increase its power and independency. It can be helpful to have sufficient

budget for providing facilities in touristy places. Having permanent and regular plan for enhancing international advertisements and mending historical construction.

7. Results and solutions

Obtaining results on the basis of "SWOT model" showed that, the final score of inner and outer factors is located in the ST competitive scope, i.e. .the existent natural sources should be protected and supported. According to the located scope, strategies of strengths and threats may be used .In general; Boushehr city has a touristy – historical perspective.

Furthermore, historical remains required inner protection and outer support as well. Dynamic economics and safe job opportunities to optimum use of tourism capacity can be accounted as significant strategies.

On the basis of SWOT techniques and tourism capabilities and limitations, the fourfold strategy as: offensive, variety making, reviewing, and defensive were established. in accordance with these strategies defined to promote the tourism of specific area same as: tourism development solutions, tourism facilities and services, permanent marketing strategies, tourism rules, motivation to absorb investors in private sectors and local citizens, educational and environmental plans .In line with urban tourism developments of this specific are, these solutions were provided below:

Table 6: Presentation of perspectives, strategies and solution

Perspectives	Strategies	Solutions
Turning the specific city as a tourism pivot	1. Creating tourism pole in the country to pick up the economics in the city. 2. Dynamic economics, safe job opportunities by utilizing the tourism, capacities.	1. Supporting the creation and development of tourism companies : Creating accompaniment by holding related meeting, between municipality and stated cultural heritage organization and other related sectors to improve the economics. It is also suggested to submit some benefits as: giving free – tax authority to establish tourism companies and giving tourism organization loan to establish inn and hotel in this city. 2. Utilizing advertisements .to introduce spectacular and touristy attractions of Boushehr city. using commercial catalogs , infomercial and radio advertisements to introduce the beauty of the specific 3. Providing welfare and dwelling facilities such as: hotel, motel, and etc. One of the important substructures to develop tourism industry providing services. Applying effective policy to promote hospitality and dwelling facilities in natural areas to increase travelling throughout Iran. 4. Planning and presenting beneficial solutions for managing, supervising, decision making and controlling the permanent progress of Boushehr city. 5. Using the attention of government and private sectors to the tourism planning and investment to develop tourism activities related to the: spectacular places, natural parks, ancient, historical and religious places and cultural qualities.

Source: Research Findings

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