

The Study of Effective Strategies on Tourism Using SWOT

Seyyed Asgar Hosseini*

Department of Management, Payame Noor University (PNU), Iran

*Corresponding Author Email: hosini.arshad@gmail.com

Abstract: In this study, we have tried to study the factors affecting the tourism status of Shandiz city by SWOT model, identify the strengths and weaknesses, the opportunities and threats that Shandiz tourism site is faced and provide appropriate solutions to solve the problems and enjoying opportunities. The aim of the research is descriptive-analytical the survey type. The statistical population of the research consists of citizens and employees of Shandiz city. The statistical sample of the research in the first group was selected by Cochrane method and in the second group by simple random method. In the research, data was collected in the study of documents from internal and external sources and in the field stage by compiling the questionnaire from citizens and employees; then by analyzing the collected data using SPSS software and SWOT model we tried to present the appropriate strategy for development of Shandiz city. The results show that the current situation of Shandiz city in terms of tourism is not good and according to the analytical tables of SWOT, it is on the defensive situation. According to the conditions, the appropriate strategies to improve tourism industry in Shandiz were presented.

Keywords: Tourism Factors, Citizens, Shandiz City, SWOT Model.

Introduction

The first step of the research is to investigate a possible problem, which means that researchers in their work faced the problems and they are in doubt in solving the problems. So the goal is to find answers to problems using scientific methods. Since human struggled to identify environment, facilitate the life, solve problems and meet needs, paid out a plan. But planning is easier when dealing with specific environment (Alambeigi, 2007). However, all views and opinions emphasize the positive results of the implementation of the strategic planning processes (Ferrier, 2001) and (Hopkins, 1997). The importance of tourism in the present age depends on the economic cycle that has the high potential in the field of local and international economic dynamics so that tourism consumption, public and private investment as well as exports in the tourism industry in 2004, have a growth rate of 5.9% about 5.5 trillion dollars (Lee & Chang, 2008). That is why governmental policies in recent decades emphasize the development of tourism as one of the ways to fight unemployment and earn money that beyond the succession of disputes resulted from increasing specialization and productive approach to tourism, the importance of succession flexibility between tourism and other items is considered (Lanza, 2003). In the tourism industry, the areas that are interest to tourists have some attractions or at least one of them like a shrine, scientific, literary and historical works, beautiful and diverse nature and a variety of leisure facilities and accommodations, communication facilities and a

variety of markets. In this context, existing programs considered in the form of the guiding, comprehensive plans and tourism plans, because they are anatomical, statics and traditional and social, cultural, economic and tourism and specially managerial aspects are not included for compilation, the current needs are not met and because, in practice, they are inflexible, long term and finally inapplicable, the goals have been minimally met; Thus, the guidance and planning must to be directed to the strategic planning. While it creates vital role, the inflexibility, dynamism and also being long-term in a competitive environment to solve the issues, problems and compatibility with future developments, the strategic planning pattern by understanding the opportunities, possibilities and threats, and identify and allocate resources to deal systematically with problems of tourism can be an efficient tool. According to little experience and records in the field of tourism planning in Iran, the pattern is in the early stages of its development and despite the lack of scientific literature, and because of the great advantage, it was met with great welcome. In this study, we have tried to study the factors affecting the tourism status of Shandiz city (as the case study) by SWOT model, identify the strengths and weaknesses, the opportunities and threats that Shandiz tourism site is faced and provide appropriate solutions to solve the problems and enjoying opportunities.

Materials and Methods

The aim of the research is descriptive-analytical the survey type. The statistical population of the research consists of citizens and employees of public and private organizations and citizens of Shandiz city in which 30 employees and 306 citizens have been randomly selected according to Morgan table. During the research, the method for responding to tests was described for participants in detail after the presentation of introductory remarks on measurement and purpose of the test. Regarding the ethical considerations after satisfaction of the people and presentation of the necessary knowledge, they were assured that the information will be used only to this study and will be protected from any misuse. The questionnaire was used to measure the variables. The questionnaire of the research is reliable because Cronbach's alpha coefficient calculated in the questionnaire of the citizens was equal to 0.610 and 0.574 in the questionnaire of the employees. In this research, descriptive-analytical method was used, and then by analyzing the data collected using SWOT model, the appropriate strategy was compiled and developed to develop the site. Information obtained from questionnaires completed by people and employees, was coded and entered into SPSS and EXCEL software and by using statistical methods, information was extracted and interpreted and conclusions were discussed. The interviews were also discussed and used with the information extracted from the questionnaires. But after the steps, with a systematic view and strategic approach, the strengths and weaknesses, opportunities and threats of tourism in Shandiz were organized. The SWOT model was used to analyze the strengths and weaknesses, opportunities and threats in order to provide the right strategy in Shandiz.

Conclusions

The study of Internal Factors

Internal factors are factors that are related to inside of a company or organization and contrary to external factors, they are controlled by manager (Arabi, 2006). Among the internal factors, strength factors are the ones that are advantage for an organization compared to the past of an organization, the industry average or the competitors. Strengths of the organization include the skills and abilities that enable the organization to design and implement properly and well strategies. It should be noted that different strategies require different skills and abilities. If the strengths of the organization are in such a way that they serve the large number of competitors, the strengths are ordinary ones that put the organization in the best way in the competition, and the organization can obtain the economic performance using them.

Table 1. The matrix of evaluation of internal factors.

	Prioritized internal factors	Relative importance coefficient	Rank	Point
Strength	Building resort village	0.06	4	0.24
	Natural attractions	0.062	4	0.248
	Citizens' participation in tourism projects	0.052	3	0.156
	Raising land prices	0.055	3	0.165
	The people motivation to stay in the city	0.06	4	0.24
	The reception of tourists by the people	0.07	3	0.21
	Ease of access to tourists sites	0.048	3	0.144
	Reducing environmental problems	0.045	3	0.135
	Reducing infrastructural problems	0.48	3	0.144
Weakness	Traffic and accident risk	0.041	1	0.041
	Lack of traditional fair	0.062	1	0.062
	Lack of public and private transportation facilities	0.063	1	0.063
	Insecurity	0.04	2	0.08
	Lack of facilities at all tourist sites (specially the bathrooms)	0.065	2	0.13
	Problems of a few days accommodations (no accommodation)	0.075	1	0.075
	Lack of advertisement and introduction of unknown tourist sites	0.067	1	0.067
	Reconstruction and special attention to historic sites	0.047	2	0.094
	Lack of shopping centers	0.04	1	0.04
Total		1		2.334

If the total final point is more than 2.5 in this matrix, this means that according to the forecasts made, the strengths will overcome the weaknesses and if the point is less than 2.5, it indicates that the strengths will overcome weaknesses.

Given that total points of internal factors is equal to 2.334 and less than 2.5, it can be concluded that the weaknesses have been overcome by the strengths in the tourist area of Shandiz (Table 1).

The Study of External Factors

Environmental Assessment is to monitor, evaluate and disseminate data related to the institutional environment among key members of the organization. Environmental Assessment is also a tool that companies use to avoid strategic shocks and ensure the long-term health benefits. Research has shown that there is a direct relationship between environmental review and profits of a company. In considering external factors, opportunities and threats faced by the company are identified for the managers to be able to compile appropriate strategies to exploit opportunities and mitigate the threatening effects or avoid them (Arabi, 2006).

Table 2. The matrix of external factors evaluation.

	Prioritized external factors	Relative importance coefficient	Rank	Point
Opportunity	Recreational needs of the citizens of Mashhad	0.095	4	0.38
	Willingness to invest in tourism industry	0.098	3	0.294
	Location of Shandiz near the city of Mashhad	0.094	4	0.376
	Favorable weather conditions	0.084	3	0.252
Thread	Non-compliance with environmental health by tourists	0.087	1	0.087
	The effect of tourists culture on Shandiz citizens	0.086	2	0.172
	Reducing the purchasing power of tourists	0.088	2	0.176

Management of tourist places by public sector with important labor and duties division	0.098	1	0.098
Poor performance of the travel agencies and tour operator in the city of Mashhad and other cities	0.084	2	0.168
Poor culture of tourists and locals in the protection of the attractions	0.088	1	0.088
Other tourism places such as Torghabeh and Golmakan near Shandiz	0.098	2	0.196
Total	1	2	2.287

If the total final point is more than 2.5 in this matrix, this means that according to the forecasts made, the opportunities will overcome the threads and if the point is less than 2.5, it indicates that the threads will overcome opportunities. Given that total points of external factors assessment matrix is equal to 2.287 and less than 2.5, it can be concluded that the threads have been overcome by the opportunities in Shandiz (Table 2).

Internal and external factors are examined to identify the opportunities, threats, strengths and weaknesses of an organization and to face with them, after detailed analysis, the appropriate strategies are developed. To perform this analysis the SWOT matrix is used.

Comparison of the main internal and external factors

Table 3. SWOT matrix.

<i>Assessment matrix of internal factors (IFE)</i>	<i>Strengths (S)</i>	<i>Weaknesses (W)</i>	
	<p>S1 – A resort village</p> <p>S2 – Natural attractions</p> <p>S3 – Willingness of the Citizens to participate in tourism projects</p> <p>S4 - Raising land prices</p> <p>S5 – Increasing the people motivation to stay in the city</p> <p>S6 - The reception of tourists by the people</p> <p>S7 - Ease of access to tourists sites</p> <p>S8 - Reducing environmental problems</p> <p>S9 - Reducing infrastructural problems</p>	<p>W1 - Traffic and accident risk</p> <p>W2 - Lack of traditional fair</p> <p>W3 - Lack of public and private transportation facilities</p> <p>W4 – Insecurity</p> <p>W5 - Lack of facilities at all tourist sites (specially the bathrooms)</p> <p>W6 - Problems of a few days accommodations (no accommodation)</p> <p>W7 - Lack of advertisement and introduction of unknown tourist sites</p> <p>W8 - Reconstruction and special attention to historic sites</p> <p>W9 - Lack of shopping centers</p>	
<i>Assessment matrix of external factors (IFE)</i>	<i>Opportunities (O)</i>	<i>Strategies (SO)</i>	<i>Strategies (WO)</i>
<p>O1 - Recreational needs of the citizens of Mashhad</p> <p>O2 - Willingness to invest in tourism industry</p> <p>O3 - Location of Shandiz near the city of Mashhad</p> <p>O4 - Favorable weather conditions</p>	<p>SO1 – Development of resources and building special tourism attractions</p> <p>SO2 – Development of resources and building natural tourism attractions</p> <p>SO3 – Development of resources and building cultural-historical tourism attractions</p>	<p>WO1 – Strengthening and improvement of function of tourism facilities and service</p> <p>WO2 – Building and strengthening the tourism shopping centers</p> <p>WO3 – Improvement of institutional elements of tourism in Shandiz city</p> <p>WO4 – Efforts to improve the road transportation network of the city</p>	

Threads (T)	Strategies (ST)	Strategies WT
<p>T1 - Non-compliance with environmental health by tourists</p> <p>T2 - The effect of tourists culture on Shandiz citizens</p> <p>T3 - Reducing the purchasing power of tourists</p> <p>T4 - Management of tourist places by public sector with important labor and duties division</p> <p>T5 - Poor performance of the travel agencies and tour operator in the city of Mashhad and other cities</p> <p>T6 - Poor culture of tourists and locals in the protection of the attractions</p> <p>T7 - Other tourism places such as Torghabeh and Golmakan near Shandiz</p>	<p>ST1 – Participation of citizens in tourism projects and improvement of traditional culture of the people</p> <p>ST2 – Improvement of the travel agencies to hold one-day tours and more</p> <p>ST3 – Assignment of tourism places management to private sector supervised by governmental institutions</p>	<p>WT1 – Strengthening and improvement of the function of tourism facilities and service</p> <p>WT2 – Diversity of tourism service</p> <p>WT3 – The assignment of tourist places management to private sector supervised by governmental institutions</p> <p>WT4 – Making a specific budget for advertisement and introduction of tourist sites as well as improvement of tourists culture</p>

The SWOT model, except that it has a serious application for all organizations, whether public or private, in competitive and non-competitive conditions for all national levels of industry, organization, strategic business units and even the duty, to offer survival strategies and interact with environmental factors, it can also be a useful tool and widely used in tourism industry.

Using the model, we can obtain better results to develop tourism and tourism places and sites and compile the appropriate strategies.

Internal and external analysis (grid matrix)

Another use of the SWOT model is compare systematically the external key opportunities and threats to the internal weaknesses and strengths to identify one of the four models among the internal and external situations. These patterns lead to the strategies that offer the followings (Arabi, 2006):

Conflict of Interest

The authors declare no conflict of interest.

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