

STRATEGY MAKING FOR TOURISM DESTINATION DEVELOPMENT BY USING QUANTITATIVE ANALYSIS AND SWOT MATRIX, CASE STUDY: GHAEMSHAHR COUNTY

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Abstract. Economic problems, particularly unemployment in the Ghaemshahr County, have led authorities focus on tourism section. However, Ghaemshahr County is poor in developing of tourism despite its environmental attractions, horticultural products and strategic location. Due to the necessity of tourism development in this area, making practical strategies is inevitable. In this research, at first the questionnaire has been designed based on extraction of indexes from resource study, after filling out these questionnaires by tourists, these data are used in factor analysis, then the main factors will become determined. All of these steps are for supplying the SWOT matrix to elicit the practical strategy for developing tourism in this destination

Keywords: tourism destination, destination factors, tourism services, factor analysis, regression analysis

1 Introduction

Experiences show that tourism industry has influences on everyone and everything which are related to it (Theobald, 2005). Tourism enhances the economy growth (Tugcu, 2014) and decreases the unemployment rate (Inchausti-Sintes, 2015) and can concentrate the economic activity in region while degrades the gap between regions (Andraz, Norte, & Gonçalves, 2015). Tourism provokes the region development by making employment, makes variety the areas' economic bases and makes opportunity to renovate regions and increasing the social benefits (Butler, Hall, & Jenkis, 1998, p. 3). But tourism development needs huge sources and expenditures, considering the limitation of resources, efficient strategy should be selected for region development, so that it can make the region develop. While tourism can respond to its costs, it should grow according to the capacities, potentials and capabilities of the certain region, without spending enormous costs. For example (Benur & Bramwell, 2015), emphasize on destinations good rather than accommodation, hospitality and transportation. In recent years, a lot of researches have been done on Development Tourism Destination (Benur & Bramwell, 2015; Artigas et al., 2015; Kiráľová &

Pavličeka, 2015) and new methods for measuring the function of tourism destination are introduced (González-Martínez, 2014) but lack of a method for introducing reinforce indexes of tourism in destination, analyze and prioritizing them is felt.

Since Ghaemshahr county not only is struggling with a lot of problems such as unemployment and economic crisis, but also is the poorest county in tourism section in its province. So, the officials decided to improve tourism industry in order to improve employment and increase in employment concentration and positive growth and finally exiting from crisis (Fars news, 2015). Ghaemshahr is located on main transit roads of north corridor of Iran and Firuzkooh orient that connect Mazandaran province to Tehran province. Moreover, the Trans-Iranian railway crosses from this county. That makes Ghaemshahr country as a strategic place. This county is about 425.4 Km² in area and has gorgeous nature scenery and historical places like Gerdkooh hill (Municipality Ghaemshahr, 2009). Talar forest park and is one the recreational area even one of the sixty tourism areas of Mazandaran province, also by locating in Jaddenezami lake on the sideline of the Talar park, is made suitable place for servicing to tourists (Ghatreh, 2012). Furthermore this county stands on the first place in ranking of lemon productions in province and has good position in productions of citrus despite its low area (Statistical Center of Iran, 2010). But, in contrast of imagination, this county doesn't have good position in tourism section in Mazandran province and its capacities and potentials are denied. Also there is no good plan and policy for using these capacities. This research introduces the primarily factors for developing destination tourism from tourists' point of view, the result can be used for planning and developing tourism in destinations.

2 Methodology

In this research, the library-documentary method as well as heuristic analysis has been used. At first the questionnaire has been designed based on extraction of indexes from study of resources. After filling out these questionnaires by tourists, gathered data will be used in factor analysis, then, main factors will become determined. These factor arrived in regression analysis for attaining Beta coefficient (fig.1). By this Beta coefficient, the rate of satisfaction will be determined. All of these steps are for supplying the SWOT matrix to elicit the practical strategy for developing tourism in that destination

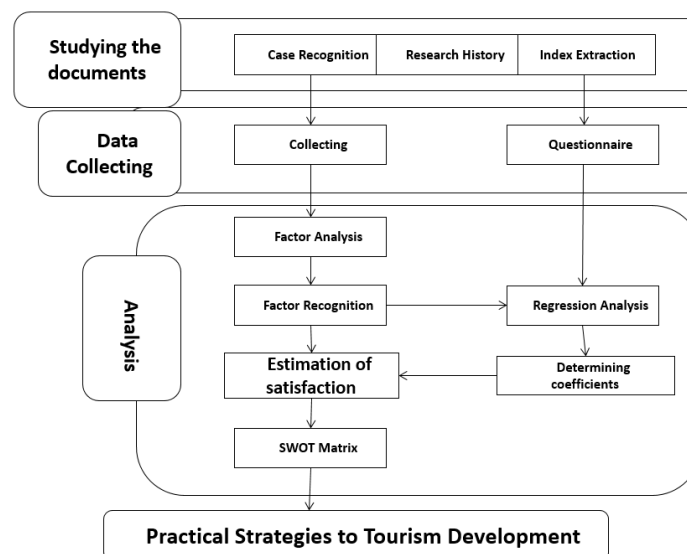


Fig. 1: Diagram of research's method

3 Literature

They are energetic and invigorating sources of tourism industry. Attraction can instigate visitors to travel here and then can satisfy tourists by making good experiences (Kazemi, 2007, p. 56). Attractions can be divided in two kinds, at first natural-base attraction such as plants, fauna and lands, secondly human made, or in the other categories, it can be classified by cultural differences like language, music and folklore (Doswell, 1997, p. 45), (Lea, 1988). Also initial products have basic role in tourism attraction (Benur & Bramwell, 2015). The attraction of destination for tourists usually depends on physical, environmental, socio-cultural characters. Moreover, variety of this goods is important to competitive and sustainable tourism (Benur & Bramwell, 2015). Quality of tourism services is one of the efficient component in destination success, as some of countries considered this as their policy for competition in this market. (Albaladejo, González-Martínez, & Martínez-García, 2014). Furthermore, gaining the costumers' satisfaction and comprehension of their needs by the managers for developing tourism services are vital (O'Cass & Sok, 2015). Tourism services include breadth of supporting services like banks, restaurants, medicine centers, and shop stores (Lea, 1988) that have multiple effects on economy (Gunn & Var, 2002). Moreover, monitoring on the cost of provided services can be important (Gholami, 2004).

Tourism activities strongly depend on other current and executive activities in country and are relied on many different infrastructures and other supporting factors. Countries have invested hugely for attracting tourists. For example France had 32 billion dollars income, but he spent 12.8 billion dollars on tourism industry in the same time or United States spent 40 billion dollars on tourism industry in the same time. Infrastructures and facilities are really extensive in meaning that used for cover all of supporting things in preparing services (road, railway, airport, electrical power, challis and drainage, security infrastructures) (Mohseni, 2009). Because of its high capital costs, usually governments are responsible of provision

of these services and often give services to local people (Lea, 1988, p. 45). Moreover, this section play important role is relating between market source and destination (Gunn & Var, 2002, p. 52). Doswell (1997) and Lea (1988) also indicate transportation as one the most important infrastructures for comfortable arriving in a country or region. Also number and location of airport, ports, and road development and other transportation network are very important (Kazemi, 2007, p. 56). Furthermore, water and electricity network have great importance. Without those, it isn't possible to make extensive tourism system and also without drainage system, tourism development will causes destruction of natural ecosystem and pollution from industries (Choovanichchannon, 2015) (Rahmati, 2008).

Tourist Costs: in tourism, usually emerge as transportation costs and accommodation costs (Samadian, Hoseini, & Raouf Ara, 2009)(Croes, 2000). So, tourism destination have to present proper price in order to improve standard of tourism quality (Choovanichchannon, 2015) (Samadian, Hoseini, & Raouf Ara, 2009).

Information technology: considering that tourists accommodate in destination just a short time, it's essential they know what they are supposed to see and do as well as purchase. They have to be aware of destination and its services (Doswell, 1997) so, equip of institutes and organs that are involved with tourism industry and information system are inevitable.

Nowadays, tourists became more aware and more demanding of more suitable facilities, so, tourism section has to improve their employments to pamper their tourists (Zargham, 2004). Threat commitments and security can effect on tourism section negatively more than other factors and this influences of travel tendency (Malviya, 2005)(Kazemi, 2007).

Totally, tourism component in destination can be divided to: Attractions, services, Infrastructures and superstructures (table 1).

Table 1. Tourism development factors

<ul style="list-style-type: none"> ▪ Attraction 	<ul style="list-style-type: none"> ▪ Attractions and natural attractions Capacity ▪ Attractions and historical and cultural capacities ▪ Products (gardening and crafts) ▪ Customs and local traditions and encourage the use of local coverage ▪ Behavior and people ▪ Festival (artistic, cultural and sports, etc.) ▪ Exhibitions (art, food, etc.) ▪ Developing Local Markets
<ul style="list-style-type: none"> ▪ Services 	<ul style="list-style-type: none"> ▪ Access to settlement services and accommodation services (hotels, inns, etc.) ▪ Access to Services Sport Entertainment ▪ Access to health care ▪ Access to services Dining ▪ Access to quality stores ▪ Access to banking services
<ul style="list-style-type: none"> ▪ Infrastructure 	<ul style="list-style-type: none"> ▪ Access to water and energy infrastructure (electricity, gas) ▪ Access to telecommunications ▪ Access to transport facilities (roads, terminals, etc.) ▪ The position of health, cleanliness and sanitation ▪ Security
<ul style="list-style-type: none"> ▪ Superstructure 	<ul style="list-style-type: none"> ▪ Superstructure local investment ▪ The level of staff training tourism ▪ Advertising and marketing ▪ Development of travel agencies ▪ Shipping cost (the cost of fuel, car rentals, etc.) ▪ The cost of accommodation and stay ▪ Monitoring and control pricing

Regarding to elicited components, the questionnaire was arranged. This questionnaire, at first, has been factor analysis to extract main factors, then these factors consider as independent variables and the quality of tourism section consider as dependent variable used in regression analysis.

4 Analysis

The confidence level in this analysis was ordained 95% means 5% fault is acceptable. As total manner, number of specimen has to be 4 or 5 times more than the variables (Sarmad, Bazargan, &

Hejazi, 2015). Cronbach's alpha was used to measure the validity of the test. Cronbach's coefficient alpha for one-dimensional measure of attitudes, judgments, opinions and other categories that measure it is not easy to apply (MansourFar, 2009, p. 48). The test was 0.931 value greater than 0.75 is a value that is acceptable. The validity is that if the measure with the same characteristics by and under the same conditions again be measured at different times results will be the same (MansourFar, 2009, p. 48).

4.1 Analytical Model

Determination of effective factors in tourism development using factor analysis

Sig value in Barlett's test is less than 5% which indicates that factor analysis is appropriate for recognition of factor model

structure and the known hypothesis of correlation matrix is rejected. Since $K.M.O=0.848$ is close to 1, it can be indicated that factor analysis is in a good level and its results are generalizable to the population and sample number is appropriate for factor analysis.

According to table 2 if the obtained factors be rotated with Varimax method, five factors can define the variances. These five factors in total can explain 63.404% of variance and the first factor is the biggest part (21.5%) and the fifth factor is the smallest part (5.34%). The second, third and fourth factors can explain in the order 16.5%, 11% and 8.25% of all variances. According to Varimax rotation, mentioned variables have greater share in the first to fifth factors which are shown in table 2.

Table 2. Effective factors in tourism development

F1	F2	F3	F4	F5
Access to water & energy(electricity & gas), access to facilities of long distance relationship, access to health services, access to accommodation (hotels, inns), security & military infrastructure, pricing control	How to use natural attractions, how to use cultural & historical attractions, strengthening local traditions & encouraging the use of costumes	Exhibitions(food, artistic,...), local market development, festivals (artistic, athletic, cultural), advertising & marketing, travel agencies development, access to high quality shops, access to banking services	Accommodation cost, transportation cost	Inhabitants behavior & hospitality

According to this analysis & indexes which form factors, factors are named:

F1: tourism infrastructure F2: attractions F3: advertisements F4: costs F5: inhabitants behavior

4.2 Factor prioritizing by using regression

In this research, "enter method" in regression has been used. Enter method is a kind of method in which all independent variables simultaneously enter into analyze & effects of all independent variables on dependent variable are investigated. Dependent variables in this analysis are the factors which are extracted from factor analysis & dependent variable is same as the last question of questionnaire (tourist's satisfaction of tourism conditions in the city Ghaemshahr). This analysis shows the importance and factors' effect on dependent variables so that the more obtained beta coefficient, the more effective independent variables (factors) on dependent variable. Coefficient of determination (R=726) in table 5-5 shows that 72.6% of total tourists satisfaction changes can be explained by these variables and the rest can be explained by the factors which aren't considered.

Obtained number for F(49.834) in table(model summary), which shows regression being meaningful and linear relation among variables, indicated that at least one of the dependent variables is

effective in predicting independent variables. In table of dependent coefficients, sig of all independent variables are less than 0.05 which shows they are meaningful. According to beta coefficients, linear equation of regression is

$$Y=0.531 x_1+0.514 x_2+ 0.330 x_3 + 0.110 x_4 + 0.243 x_5$$

As we know beta coefficient is used for determination of independent variables effectiveness on dependent variables.

After all stages done, in order to compute the satisfaction average - (1-1) formula - at first factors averages are computed according to indexes and their efficiency. Then according to (2-1) relation dissatisfaction average is computed. Coefficient of importance shows their rank in beta coefficient as well. The factor which gains the most beta, is the most important in planning and its changes in dependent variable is the most effective among all other factors. After computing amount of dissatisfaction, we should prioritize tourism planning, therefore beta coefficient is multiplied in amount of dissatisfaction in order to get each factor's score. So each factor's importance in changes and amount of dissatisfaction, factors' scores which are same as planning prioritize, are determined.

$$\text{Amount of satisfaction}=\text{factor average* specific amount}$$

$$\text{Amount of dissatisfaction}=\text{amount of satisfaction} -200$$

Table 3. Final prioritizing

Factors	Factor average	Specific amount	Amount satisfaction of	Amount dissatisfaction of	Beta	Score	Priority
Tourism infrastructure	4	26.3	0.531	49.49756	150.5024	22.198	6.78
Attractions	1	72	0.514	140.5254	59.47456	11.096	5.36
Costs	3	40	0.330	112.2788	87.7212	16.520	5.31
Advertisement	5	17.3	0.110	157.8425	42.1575	8.250	5.11
Inhabitants behavior	2	42.3	0.243	174.368	25.632	5.340	4.8

4.3 SWOT Matrix

According to the regression analysis and other calculations, these results have been extracted that the most important priority of tourism planning in Ghaemshar County is Advertisement including marketing for local festivals and markets. Although costs are one of the important issues in tourism services, it gained the lowest position in this analysis. Resident's behavior and Attractions as well as infrastructures are in the next priority after Advertisement.

According to the SWOT matrix, these strategies are extracted:

- Holding seasonal festivals attract tourists focus on citrus fruits
- Focus on local festivals, pick-prone villages in the rural villages and make ready to receive tourists
- Holding a few days local festivals in the countryside
- Community education, and service providers
- Sustainable development and the preservation of natural and cultural resources and approximation people to receive tourists and to tourism as a source of income
- Training managers and officials
- Using practical plans and strategies

5 Conclusion

Tourism industry can help economic growth in areas and regions and also causes concentration on economic activities in regions as well as reduce the gap among regions by helping undeveloped regions. But tourism development needs a lot of investments and

financial sources that by considering limitation of those, this is important to find an efficient strategy for infill development of this industry. This way tourism industry not only affords costs but also can grow according to capacities and capabilities of the certain destination therefore it causes regional development. This research introduces a suitable method to achieve that goal therefore the lack of previous researches related to destination and planning will be leaded to a correct way. According to the factor analysis that has done on questionnaire, is shown, 5 factors can introduce 64.4 percent of total variance. Those factors contain Attracting, Advertisement (marketing and festival), Residents behavior, as well as infrastructures.

According to the regression analysis and other calculations, these results have been extracted that the most important priority of tourism planning in Ghaemshar County is Advertisement including marketing for local festivals and markets. Which means that success of tourism in this region depends on spending money and processes in advertisement (marketing and festivals and traditional markets) more than anything. Although costs are one of the important issues in tourism services, it gained the lowest position in this analysis. Resident's behavior and Attractions and infrastructures are in the next priority after Advertisement.

As a result and regarding to the strategies that extract from SWOT matrix, this model introduces major strategy for development tourism section in Ghaemshahr county that are:

Holding a few days local festivals in the countryside Focus on local festivals, pick-prone villages in the rural villages and make ready to receive tourists.

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