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Jouibar seaport tourism potentials and marketing: developing a strategy through SWOT model

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Abstract

Jouibar Seaport, despite having coastal tourist attractions, could not be adequately successful in attracting tourists and developing the tourist industry. Because of the overlap of various aspects of natural and humanistic-economic life, research in the field of tourism applies a descriptive-analytic research methodology to better identify the various elements, behaviors and functions of this system and its interaction with the outside environment. However, since planning in the field of tourism requires long-term holistic thinking, it is necessary to follow the methodological principles of strategic planning to monitor the process. Therefore, the following methodologies have been applied to the research. Broad-thinking approach or library research method were used to feed the purposes of this project, and a library review was conducted on different types of statistics, statistical data and censuses, and on approved province developmental reports and documents. Deep-thinking approach or field research method was also used; in this approach, field observations and status evaluations and tourism analysis are done through close observation of the area and its attractions and recording its status and main features. The results indicate that the coastal areas are about to be improved and constructed. Therefore, the main strategy must be conservative to maintain the conditions and also a bit offensive to show that the area must be prepared to use the environmental opportunities besides conserving its strengths and accomplishments. Thus, growth and construction strategies will be considered after conservation and preservation strategies.

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Introduction

Tourism development, as a system of economic activities, has had prominent effects on strengthening the economic bases of the nations (Abdollahi, 1390: 1). Since the beginning of the 21st century, tourism has been one of the most profitable industries throughout the world; an intense competition is seen among the different nations for tourist attraction purposes; tourism, as a unique and dynamic industry, has allocated a major part of the economic and production activities to itself in developing and developed countries (Liaqati, 1389: 26). Most people generally believe that tourism means excursion while tourism organizations define it as travelling with specific purposes other than business, immigration and local and regional activities purposes (Shams, 1388:4). Tourism development, as a system of economic activities, has had prominent effects on strengthening the economic bases of the nations (Abdollahi, 1390: 1). Since the beginning of the 21st century, tourism has been one of the most profitable industries throughout the world; an intense competition is seen among the different nations for tourist attraction purposes; tourism, as a unique and dynamic industry, has allocated a major part of the economic and production activities to itself in developing and developed countries (Liaqati, 1389: 26). Nowadays, tourism development in all areas is the main focus and concerns about the government planners and private companies in national, regional and international levels. Most countries have found that in order to improve their economic status, they must innovate and find new ways (Lotfi, 1384: 2). The nations' awareness of the important role that tourism plays in increasing the countries sources of income made it an industry with economic, social and cultural aspects (Tahmasbi pasha, 1384: 3). Most countries consider this industry as the main source of income and occupation, and the cause of improvement of the private sectors and infrastructures. Although the conditions vary in various areas, tourism is always a major factor for economic growth (Ebrahimi, 1384: 1). Tourism development is of high importance especially in developing countries that

have problems such as high amount of unemployment, limited foreign exchange reserves and single-product economy (Sabaghi Kermani, 1379: 6). Therefore, the basis of tourism industry development must be provided as an economic- political strategy. Tourism activity development with tourism motivations is subject to various natural, cultural and historical attractions (MousaVand, 1389: 4). Leading countries in tourism industry have responded to tourists' needs through their natural monuments such as lakes, sunny coasts and snow-capped mountains, their historical antiquity or mostly through making artificial monuments and providing organizing structures and investment platforms; therefore, they can benefit from its accomplishments and effects as much (Sinaei, 1382: 29-33; Taqvaei, 1388: 45).

Northern coasts of Iran have been damaged with mass tourism phenomenon. Thus, active attendance of different sectors of tourism development is needed to make use of the potentials and change the threats and weaknesses to real tourism potentials. In this regard, it is decided for Chapakroudcoast (located in Jouibar seaport) to plan for the future to make use of the developed locations for providing tourism services appropriate for tourists' various features and traits; it is also planned to direct tourism activities to less sensitive areas in order to protect the nature and at the same time to provide services and facilities for the tourists. To develop this tourist attraction, the main concern is to understand that appropriate services must be provided for tourists based on their needs, wants and demands. The most important necessities for tourism development in Chapakroud coast are: To improve the quality and quantity of accommodation facilities and entertainment; To provide services for the tourists based on protection of the natural environment and improvement of the quality of the services; To provide the basis for various interesting leisure and recreational coastal activities.

The aim of this study is indicate that the coastal areas are about to be improved and constructed. Therefore, the main strategy must be conservative to maintain

the conditions and also a bit offensive to show that the area must be prepared to use the environmental opportunities besides conserving its strengths and accomplishments. Thus, growth and construction strategies will be considered after conservation and preservation strategies. Tourism development planning in Chapakroud aims to reach the following purposes and expectations Developing the quantity and quality of the infrastructures and tourism facilities; Providing the use of developable potentials to attract tourists in the whole seasons of the year; Analyzing and categorizing the strengths, weaknesses, potentials and threats in the field of tourism development management. Some of the most important expectations or subordinate purposes are To develop coastal tourism proportional to sustainability criteria; To mobilize the local tourism economy.

Materials and methods

Theoretical foundations

Coastal tourism: coastal tourism is a set of recreational and entertaining activities done by the tourists in the coastal areas (Babaei, Fatemeh, 1389:2).

Coastal tourist attractions and its different types

Regarding the nature of the coastal destinations, natural attractions are the major attractions of these areas. Tourism in coastal areas is situated in four sub-areas parallel to the coast (Keshvari *et al.* 1389: 75).

Neritic area: this ecological coastal area which is near the coast begins from continental shelf and stretches into the coast. This area is the richest place for fishing and mostly contains remarkable stone rocks and columns. This area is also used for travelling to nearby islands (Holden, 2000: 8).

Beach area: this area includes parts of the sea and parts of the coast. If it is broad and sandy, a lot of water sports and games can be played there (Briones. J, 2009: 5-11)

Shoreland area: this area is at the back of the beach area and supports most of the marine recreations such as camping, going to picnics and outings. In some places, this area has hotels and requires specific jobs. The main attraction of this area is its sea view (Leiper, 2004: 25-53; Kouper, 1380: 4-6).

Vicinage area: lands beyond the beach area mostly contain places providing services for recreation and leisure purposes. Coastal area is shaped by peaks and valleys and vegetation (Keshvari *et al.* 1389: 75).

There are some kinds of structural activities that affect the physical nature of the coastal line such as house building, industry development, ports, shipping routes, levees, land crossings, sea walls, breakwaters, sand and coast establishment projects, hurricane-preventing barriers, wave barriers, etc. (Danekar, 1377: 28-38)

Methodology

Because of the overlap between various aspects of natural and humanistic-economic life, research in the field of tourism applies a descriptive-analytic research methodology to better identify the various elements, behaviors and functions of a system and its interaction with the outside environment. On the other hand, since planning in the field of tourism requires long-term holistic thinking, following the methodological principles of strategic planning is necessary to monitor the process of what our situation is, what our vision is, what the strategy needs to be used to get and how we can sustain. Thus, to follow the process and reach the goals, scientific approach has been chosen based on systematic and strategic analysis of the potentials of the basic elements of planning development and their space crystallization on one hand, and on regulation and establishment of new ways for improving its functions, on the other hand (Mafi Ezatolah, 1388: 5). Broad-thinking approach or library research method: regarding the purposes of this project, a library review is done on different types of statistics,

statistical data and censuses, and approved province development reports and documents.

Deep-thinking approach or field research method: in this approach, field observations and status evaluations and tourism analysis are done in this area through

close observation of the area and its attractions and recording its status and main features. Furthermore, Delphi method and Delphi interviewee group which included the administrators were also used for weighting the data.

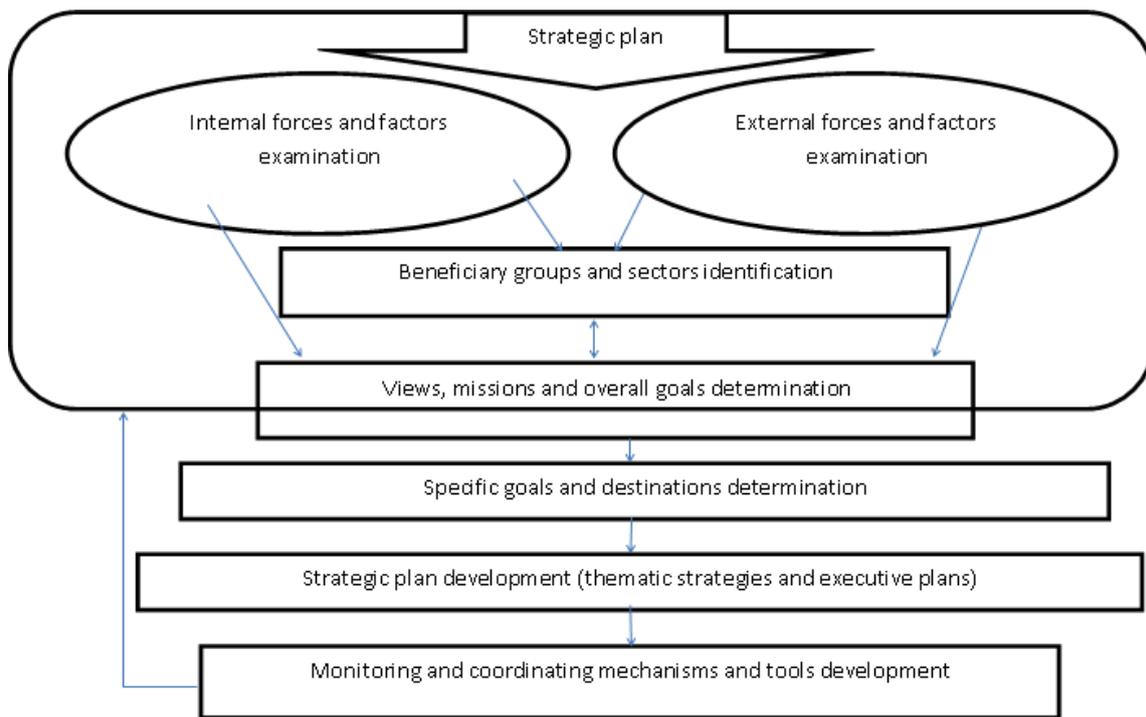


Fig. 1. The process of strategic planning in the field of tourism.

Results and discussions

Beautiful coasts of Caspian Lake are the most important tourist attractions of Jouibar seaport. This city is located between 43, 54, 53 eastern longitude and 30, 38, 36 northern latitude. In tourist attractions typology, Chapakroud coast is categorized as a natural attraction with coastal tourism potentials. (Sahraei, 1392: 94). The tourists' behavioral pattern and life style have a remarkable role in choosing tourism destination. Considering the needs, motivations, goals, expenses, social levels and demographic features (job, income, age, gender, etc.), different scenarios can be developed for defining the nature of Chapakroud coast. Chapakroud coast goal markets, because of being located near the first tourism markets, include local, regional and ultra-regional markets. Different projects can be presented

for the above-mentioned categories based on the important needs and demands.

Tourist attractions

There is a strong relationship between the destination and the attraction; the existence of a major attraction, whether a coastal area, or a religious place or a park, is the motivation of developing a destination. The destination also increases the benefit from the markets through developing the secondary attractions. Table 2 shows that Jouibar has potentials in local level because of having historical and religious attractions besides the natural ones. These potentials can be used to evolve the city tourism production. But the main basis for tourism in Jouibar is its natural monuments in general and its coast in particular. Therefore, to strengthen this aspect, various activities can be done to plan, design

and define the projects. Tourist attractions typology includes:

Table 1. Chapakroud coast nature based on the presentable products and the tourism market status (demands).

Coast nature	Type of developable tourism	Tourists	Social level	Expense amounts	Inhabitancy duration	Goal markets	Beneficiaries
-Accommodation	-Nature roaming	-Families	-High	-Less than 10 thousand Tomans			-Developers (investors)
-Reception	-Coastal tourism	-Friends and peers	-Average to high	-10-50 thousand Tomans	-Short-term	-Local	-Local population
-Recreation	-Specific-activities-	-Tourist tours	-Average	-50-100 thousand Tomans	-Long-term	-Regional	-Tourists
-Sport	-based tourism	-Nature roamers	-Average to low	-More than 100 thousand Tomans		-Ultra-regional	-Real states
-Services and facilities	-Cruise tourism		-Low				-Municipality
-Leisure							-The organization of cultural heritage, art crafts and tourism

Table 2. Tourism resources and potentials typology.

Type	Number	Percent
Historical	3	13
Religious	9	39.13
Natural	11	47.82
total	23	100

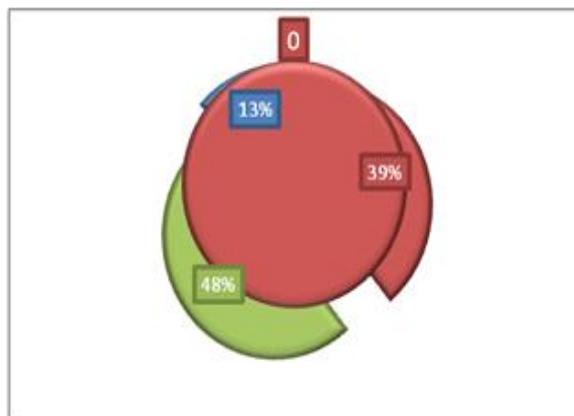


Fig. 2. Tourism resources determination in Jouibar based on their typology.

Table 3. Tourism resources functional level in Jouibar based on their typology.

Type Level	Historical	Religious	Natural
National	3	-	3
Regional	-	4	-
Local	8	5	8

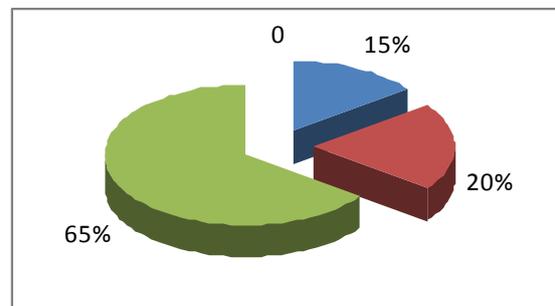


Fig. 3. Tourism resources functional level in Jouibar based on their goals market.

Table 4 shows that there is a summary of Jouibar Seaport natural tourism resources and potentials.

Table 4. Jouibar Seaport natural attractions.

Row	Attraction name	Location	Type
1	ChapakroudCoast		
2	LarimRiver		
3	Sileh River		
4	AnarmarzDam		
5	ZarinkolaPond		
6	KordkolaPond	Jouibar	Natural and recreational
7	MoshkabadDamn		
8	Kordkola Damn		
9	Talar River		
10	GodashtCoast		
11	KerfonCoast		

Water resources and beautiful coasts can attract the tourists and if enough good services and facilities are provided for them, they would stay for a longer time. Larim, Chapakroud, Goldasht and Kerfon coasts have major roles in sustainable tourism development in Jouibar.

Table 5. Jouibar historical attractions.

Row	Tourist attraction	Location	Type
1	KordkolaStay		
2	Azan Bridge	Jouibar	Historical
3	KheshtBridge		

Table 6. Jouibar religious attractions.

Row	Tourist attraction	Location	Type
1	Piralam Shrine		
2	Shah Reaza Shrine		
3	BizakiSaqakhane		
4	Abdollah Shrine		
5	Mahmoud Shrine	Jouibar	Religious
6	AnarmarzSaqakhane		
7	BaghianMahaleHosseinie		
8	BalaMahaleHosseinie		
9	BizakiHosseinie		

Based on the goal markets, the tourist attractions functional level in Jouibar is limited to national and regional levels; on the national level, the resources are developable because they have the potentials to present coastal tourism productions.

The functional relationship of Chapakroud coast with other tourism destinations of the region

Chapakroud coast is located in Jouibar and near the capital of the province (Sari). Jouibar tourist attraction is dependent of its coastal activities, which attract the tourists. Because of being close to the Capital and Qaemshahr and Jouibar cities, this coast has been the center of attention of the local and regional markets. The functional relationship of Chapakroud coast with similar productions (coasts) such as coastal areas of Sari, Bahnemir, Fereydoun kenar, Babolsar, and Mahmoudabad must be considered.

The linking roads which connect the northern coasts have problems. Unlike Babolsar coast which is connected to Mahmoudabad and other seaports through a direct linear coastal line, Chapakroud and other coasts of Jouibar limit such direct connection; therefore, to reach the coast, it is needed to go through the rural paths. Although the close distance of Chapakroud with the nearby cities makes it possible to reach the tourism resources, attractions and facilities, it has no direct and determined path to go through.

Table 7. Functional relationship of tourism destinations near Chapakroud coast.

Title	The main tourism potential	Relationship with Chapakroud coast
Sary	Natural, historical and cultural	-Provider of tourism services -One of the main centers that attracts tourists from the goal markets -The center of sending tourists out to the nearby destinations -Provider of tourism services and facilities along the way -Connector of the attractions in a short while -Presenter of different tourism productions from the region -Creator of tourism cluster with the region because of having various tourism productions
Qaemshahr	Natural, historical and cultural	-Provider of tourism services and facilities -Founder of the first tourism market from other bolts specifically from Firoozkouh bolt to the coastal area -Variety of tourism productions -Creator of tourism cluster with the region
Jouibar	Rural-natural and cultural	-Close to the coastal area and easily accessible -Provider of tourism services

Source: Tourism organization of the province, 1393.

Analysis of the data and examination of the Coastal area status (analysis of strengths, weaknesses, opportunities and threats in the coastal area and its vicinity)

In order to coordinate with the variable environment around, the tourist attractions must identify the factors affecting their codification of developmental strategies and codify affective strategies. Chapakroud coast is not an exception from what has just been said because it faces a lot of environmental opportunities and threats (Qadami, Mostafa, 1389: 8). Lack of strategic policy in this destination causes the loss of

environmental opportunities and the intensification of the internal weaknesses. Therefore, strategic planning approach has been used in this destination to protect it from the other rivals in todays' variable environment and fulfill its basic mission to provide high-quality services to the tourists.

A comprehensive model of strategic management

Strategic management process in David's common framework and accepted model is presented as follows. This model has three main sections shown in the following diagram.

A) Strategy development B) Strategy implementation C) Strategy examination

In this part, the focus will be on strategic planning in coastal area.

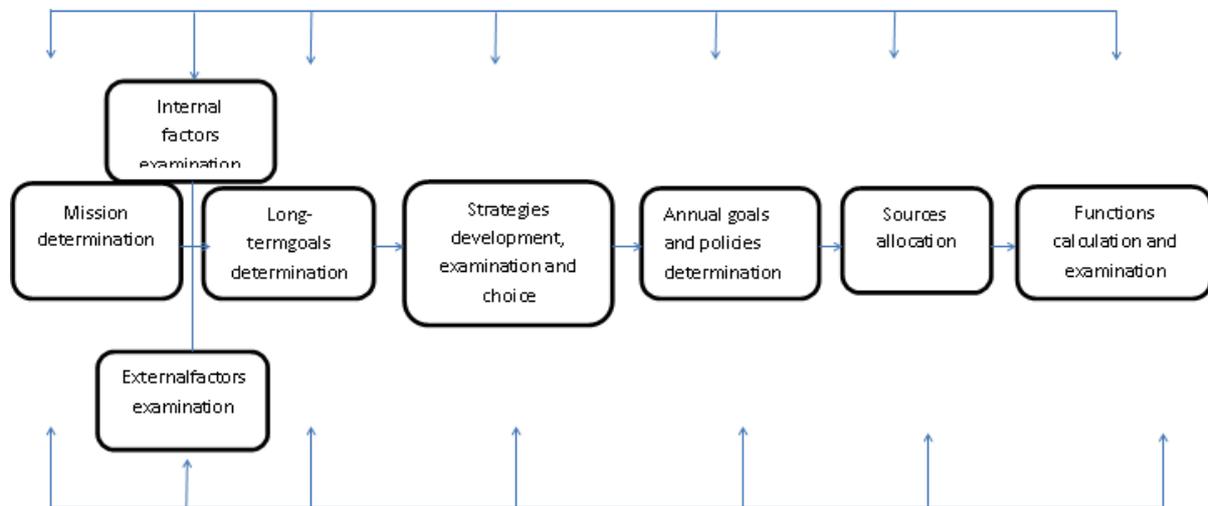


Fig. 4. A comprehensive model of strategic planning As shown in Table 4, a strategic planning includes four stages.

Table 8. Strategic planning stages.

Row	Stage	Activity explanation
1	Zero stage (start point)	-Vision development and mission announcement -Goals development
2	Input stage	-Internal factors examination (IFE) and matrix formation with coefficients and rankings - External factors examination (EFE) and matrix formation with coefficients and rankings
3	Comparison stage	-Threats, opportunities, strengths and weaknesses matrix formation (SWOT) -Internal-external matrix (IE) formation
4	Decision making stage	- Main destination strategy formulation based on SWOT and IE matrices

Zero stage

View development

View represents the targets and desires of a tourism destination in the future. Through view determination, the horizons of the destination would be clarified, the activities would be guided toward that end and finally, the end would justify the wishes. Accordingly, considering the importance of view determination, Chapakroud coast view has been developed with the help of Delphi group members explained below:

“Presenting tourism production in Chapakroud coast with high quality and competitive strength by adopting the principles of sustainable tourism development and

benefiting the tourists and the local community in the process of coastal tourism development”.

Major mission’s identification

A destination mission is a phrase or a clause that represents the existence of that destination and makes it distinct from other destinations:

“Providing services and facilities appropriate for coastal tourism activities to attract the tourists interested in various marine and coastal productions in regional and ultra-regional markets by making use of technologies preserved the environment and promoted the region status, respect the principles of sustainable development and benefit the local community in the process of developing efficient, creative and talented staff”.

Input stage

External factors examination and EFE matrix formation with coefficients and rankings

Each tourism destination faces a lot of opportunities and threats in the environment around. These opportunities and threats are shaped by the dominant external factors in that destination. Generally, the

external factors can be categorized as economic forces, social and cultural forces, political, legal and governmental forces, technological forces and competitive forces. The purpose of examining the external factors is to make a list of the opportunities that can be made use of and the threats that must be avoided (Jennings, 2001: 213).

Affective external factors determination

The seven external factors affecting Chapakroud coast have been chosen according to Delphi group members’ viewpoint; these factors include economic factors, social and cultural factors, technological factors, governmental, legal and political factors, tourists and tourism market, and rivals

Ranking

Every factor that causes the success of tourism in Chapakroud coast is ranked from 1 to 4; this number shows that how much the temporal destination strategies affect the reaction toward the mentioned factors. Number 4 shows that the reaction was excellent, and number 1 shows that the reaction was not so good. Table 9 shows the ranks allocated to the external factors with the help of Delphi group members.

Table 9. External factors (EFE) examination matrix of Chapakroud coast.

Row	Main external factors	Coefficient	Rank	Total score
Opportunities				
O1	Easy road access from the nearby settlements to the region	0.08	3	0.24
O2	Proximity to the city and the province capital	0.06	2.5	0.15
O3	Public sector’s efforts to develop sustainable coastal tourism	0.06	3.5	0.21
O4	Necessity of considering the local communities in sustainable tourism development plans	0.04	2.5	0.1
O5	Priority of the environmental issues in developmental plans	0.05	3	0.15
O6	People and administrators’ positive views toward tourism developmental plans	0.06	3	0.18
O7	Efforts to provide job opportunities through planning for tourism development	0.04	3	0.12
O8	Government efforts for developing the infrastructures (in the coastal areas)	0.04	2.5	0.1
O9	Powerful and attractive coastal market	0.05	3.5	0.17
O10	Related organs’ support to tourism development	0.04	2	0.08

Row	Main external factors	Coefficient	Rank	Total score
Threats				
T1	Rise of Caspian Lake level	0.08	1	0.08
T2	Change of coast function	0.05	2	0.1
T3	Private construction	0.05	2	0.1
T4	The region status in contrast to other coasts	0.05	1	0.05
T5	Pollution and saltiness of the underground water sources	0.06	1	0.06
T6	No consideration of beautifying the views toward the coastal tourism developmental plans	0.04	1.5	0.06
T7	Vulnerability of the region ecology because of lack of bearing capacity	0.05	1.5	0.075
T8	The region habitants' following of the tourists' behavioral patterns and social and cultural features	0.02	2.5	0.05
T9	Vulnerability of the region agriculture by developing tourism in the region	0.02	2	0.04
T10	Development of coastal tourism at the western part of the province rather than the central and eastern parts	0.06	1	0.06
Total		1		2.18

The total score obtained from the examination matrix is 2.18; this amount indicates that there are more proper opportunities in coastal areas. Thus, macro-strategies for coastal areas must be developed in a way that uses the environmental opportunities in the best manner.

Internal factors examination and IFE matrix formation with coefficients and rankings

Every tourism destination has strengths and weaknesses in its vicinity. A factor is considered as strength if it has competitive strength or distinctive skills. Thus, when a tourism destination can do an activity better than the other destinations, that superiority shows its strength. Weaknesses are also factors that the tourism destination acts poorly in doing them or cannot do them at all while the other

rivals have the ability to do them. The purpose of developing strategies in a tourism destination is to make that destination use its strengths properly and eliminate its weaknesses (Hajinejad Ali, 1390).

Affective internal factors determination

The list of factors affecting Chapakroud coast has been chosen according to Delphi group members' viewpoint; these factors include tourist attractions and activities, tourism services and facilities, infrastructures, and organizational elements.

Importance coefficient determination and ranking: the process of determining the importance coefficient and ranking the internal factors are totally the same as the external factors; these factors have also been developed by Delphi group members' viewpoints.

Table 10. Internal factors (IFE) examination matrix of Chapakroud coast.

Row	Main internal factors	Coefficient	Rank	Total score
Strengths				
S1	Semi-humid climate	0.05	2	0.1
S2	Appropriate vegetation	0.06	2.5	0.15
S3	Coastal view	0.06	3	0.18
S4	Implementation of marine plans in Chapakroud coast	0.05	3.5	0.17

Row	Main internal factors	Coefficient	Rank	Total score
S5	Homogeneity of social, cultural, racial and religious status in the region	0.04	3	0.12
S6	Suitable sanitary and therapeutic facilities	0.04	3	0.12
S7	Good career opportunities for the active people in the region	0.05	3.5	0.17
S8	-Easy access to road communication network	0.05	3	0.15
S9	Use of the facilities and basic infrastructuresto develop the tourism activities	0.04	2.5	0.1
S10	Natural attraction of the region based on coastal tourism	0.07	3.5	0.24
S11	The existing market in the region	0.05	3.5	0.17
Weaknesses				
W1	Non-compliance with the issues related to wastes, effluents and wastewaters	0.06	1.5	0.09
W2	Contamination of the servicing landscape and non-established installations	0.06	1	0.06
W3	Codification of fishing restrictions for the local community	0.05	1	0.05
W4	No use of social and cultural potentials	0.04	2	0.08
W5	Lack of necessary educational centers in various levels for educating the required staff for different tourism positions in the region	0.04	2	0.08
W6	Low levels of female employment rather than male employment in the region	0.03	2	0.06
W7	No appropriate use of agricultural potential of the region	0.02	2.5	0.05
W8	Lack of specific servicing and commercial centers that can fulfill the tourists' needs	0.05	1.5	0.075
W9	Low-quality road coverage	0.05	1	0.05
W10	Hot summer and cold winter	0.04	1	0.04
Total		1		2.32

The total score obtained from the examination matrix is 2.32; this amount indicates that there are more strengths than weaknesses in Chapakroud coast. Thus, macro-strategies for coastal areas must be developed in a way that uses the strengths in the best manner.

Comparison stage

Acceptable strategies identification and determination: the next stage in Chapakroud coast strategies development is to identify and determine the acceptable strategies. After view determination, mission codification and announcement, goal determination and internal and external environment analysis stages, in this stage, the acceptable strategy

gets formulated considering the view, the mission and the destination goals (Kaspa, 1957: 36).

Threats, opportunities, strengths and weaknesses matrix formation (SWOT)

The acronym SWOT is got from the words internal strengths and weaknesses and external opportunities and threats. Through SWOT analysis, these factors are properly identified and therefore, strategies are developed that originate from the best mix of these factors. This analysis is based on this logic that an effective strategy can maximize the strengths and opportunities while minimizing the weaknesses and threats.

Delphi group members compared the data through the use of SWOT matrix and then presented four kinds of strategy: offensive strategies (SO), conservative strategies (WO), competitive strategies (ST) and defensive strategies (WT).

Table 11. Threats, opportunities, strengths and weaknesses matrix (SWOT) of Capakroud coast.

	Strengths-S	Weaknesses-W
	-Semi-humid climate	-Non-compliance to the issues related to wastes, effluents and wastewaters
	-Appropriate vegetation	-Contamination of the servicing landscape and non-established installations
	-Coastal view	-Codification of fishing restrictions for the local community
	-Implementation of marine plans in Chapakroud coast	-No use of social and cultural potentials
	-Homogeneity of social, cultural, racial and religious status in the region	-Lack of necessary educational centers in various levels for educating the required staff for different tourism positions in the region
	-Suitable sanitary and therapeutic facilities	-Low levels of female employment rather than male employment in the region
	-Good career opportunities for the active people in the region	-No appropriate use of agricultural potential of the region
	-Easy access to road communication network	-Lack of specific servicing and commercial centers that can fulfill the tourists' needs
	-Use of facilities and basic infrastructures to develop the tourism activities	-Low-quality road coverage
	-Natural attraction of the region based on coastal tourism	-Hot summer and cold winter
	-The existing market in the region	
Opportunities-O	SO strategies	WO strategies
-Easy road access from the nearby settlements to the region	-Presenting tourism services based on the coastal attractions	-Making use of the sustainable developmental view toward preserving the environment for issues related to the system of waste, wastewater and other environmental contaminants disposal
-Proximity to the city and the province capital	-Creating various tourism productions based on the tourists' needs and demands	-Removing landscape contaminants through making use of the sustainable tourism in the region
- Public sector's efforts to develop sustainable coastal tourism	-Providing high-quality reception services in the different units	-Providing the basis for cooperation
-Necessity of considering the local communities in sustainable tourism development plans	-Providing inhabitancy facilities for the tourist categories classified based on their income and inhabitation time span	
	-Presenting various coastal tourism	

	Strengths-S	Weaknesses-W
<p>-Priority of the environmental issues in developmental plans</p> <p>-People and administrators' positive views toward tourism developmental plans</p> <p>-Efforts to provide job opportunities through planning for tourism development</p> <p>-Government efforts for developing the infrastructures (in the coastal areas)</p> <p>-Powerful and attractive coastal market</p> <p>-Related organs' support to tourism development</p> <p>Threats-T</p> <p>-Rise of Caspian Lake level</p> <p>-Change of coast function</p> <p>-Private construction</p> <p>- The region status in contrast to other coasts</p> <p>-Pollution and saltiness of the underground water sources</p> <p>-No consideration of beautifying the views toward the coastal tourism developmental plans</p> <p>-Vulnerability of the region ecology because of lack of bearing capacity</p> <p>-The region habitants' following of the tourists' behavioral patterns and social and cultural features</p> <p>-Vulnerability of the region agriculture by developing tourism in the region</p> <p>-Development of coastal tourism at the western part of the province rather than the central and eastern parts</p>	<p>activities using sand, sun and sea attractions</p> <p>-Making use of the tourism developmental process for implementing the plans and projects</p> <p>-Benefiting the local community by providing the basis for their bilateral or multilateral cooperation in the tourism developmental plans</p> <p>-Making use of the existing infrastructures to speed up the developmental process</p> <p>ST strategies</p> <p>-Complying with sea limitations in constructing tourism projects</p> <p>-Preserving the coast and sea vision in presenting tourism services</p> <p>-Promoting the quality of the tourism productions through presenting various activities</p> <p>-Transferring water from the neighbor sources in order to prevent its excessive exploitation</p> <p>-Designing the environment based on the principles of beautifying and preserving the coastal vision</p> <p>-Estimating the capacity of the various areas presented and preventing overloading</p> <p>-Creating the basis for cooperation based on preserving the norms when the tourists and the local community come together</p> <p>-Informing and publicizing broadly in the province media</p> <p>-Developing tourism based on the agricultural activities to evolve the tourism production</p>	<p>between the local community and the developmental executives in various tourism fishing activities to make the various groups cooperate with each other</p> <p>-Engaging the females in the field of tourism development by identifying their talents in the cultural areas</p> <p>-Considering agriculture as the complement of tourism</p> <p>-Providing tourism services and facilities considering the serious efforts of the sustainable developmental plans</p> <p>-Promoting the quality of the paths leading to the coastal area</p> <p>WT strategies</p> <p>-Considering the sea limitation regulations seriously in tourism developmental plans</p> <p>-Developing the coastal tourism activities through the use of issues that do not contradict seriously and basically with the environment preservation</p> <p>-Developing the market, varying the production and penetrating the first tourism markets to guide and control the tourism current from the western part of the province to its center</p> <p>-Providing appropriate services to fulfill the various needs and demands announced by the tourists in order to gain high competitive strength</p> <p>-Removing the environment contaminators in the new plans and considering the vision beautification seriously</p>

The purpose of this stage is not to determine the best strategies of the region, but to determine implementable strategies. Therefore, all of the strategies presented in SWOT matrix would not be chosen for use.

Internal-external matrix formation (IE)

In this stage, the main strategies of Chapakroud coast are determined based on the IE matrix. As displayed in the following diagram, this matrix is composed of two axes one of which the sum of the total scores of the external factors examination matrix is placed and on the other hand, the sum of the total scores of the internal factors examination matrix is placed. This matrix includes three phases: growth and structure (creation) (I, II, IV), conservation and preservation (III, V, VII) and removal and reduction (VI, VIII, IX) (Gunn, Clare, 2002: 31).

The final score of the internal factors examination matrix (IFE).

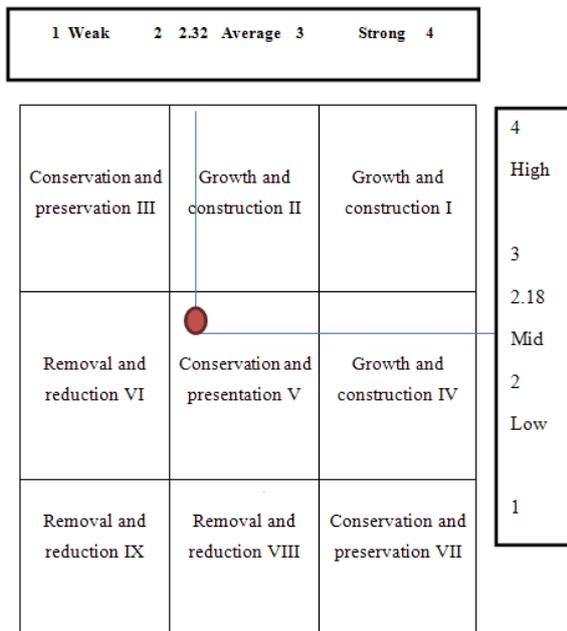


Fig. 5. Internal-External factors examination matrix (IE).

In the internal-external matrix, the sum of the total scores on the X axis is from 0.1 to 1.99 which indicates the internal weakness of the system; the scores stretching from 2.0 to 2.99 show that this

system has an average status, and the scores stretching from 3.0 to 4.0 indicate the strength of the system. Similarly, when the sum of the total scores in the external factors examination matrix is from 0.1 to 1.99, it indicates the internal weakness of the system; when the scores stretch from 2.0 to 2.99, it shows that this system has an average status, and when the scores stretch from 3.0 to 4.0, it indicates that the system is in its best status.

As observed in the Fig. above, Chapakroud coast is located in section V with score coordinate of 2.18 for the external factors and 2.32 for the internal factors. Thus, the outcome strategy is the strategy of conservation and preservation. But as shown in the Fig., the status of the coastal area is also close to growth and construction. Therefore, the main strategy must be conservative to maintain the conditions and also a bit offensive to show that the area must be prepared to use the environmental opportunities besides conserving its strengths and accomplishments. Thus, growth and construction strategies will be considered after conservation and preservation strategies.

Decision making stage

In this stage, a comparison is made between the SWOT matrix and IE matrix. In SWOT matrix, four kinds of strategies have been developed based on the internal and external status and in IE matrix, it was discovered that the coastal area is located at the growth and construction section in the IE nine-particle Table. Therefore, the conservation and preservation strategies are developed at first, and then, the offensive strategies developed in SWOT matrix are chosen. These strategies include:

- SO1: Presenting various coastal tourism activities using sand, sun and sea attractions;
- SO2: Benefiting the local community by providing the basis for their bilateral or multilateral cooperation in the tourism developmental plan;

SO3: Providing high-quality reception services in the different units;

SO4: Providing inhabitancy facilities for the tourist categories classified based on their income and inhabitation time span;

SO5: Presenting tourism services based on the coastal attractions;

SO6: Making use of the tourism developmental process for implementing the plans and projects;

SO7: Creating various tourism productions based on the tourists' needs and demands;

WO1: Engaging the females in the field of tourism development by identifying their talents in the cultural areas;

WO2: Considering agriculture as the complement of tourism;

WO3: Promoting the quality of the paths leading to the coastal area;

WO4: Making use of the sustainable developmental view toward preserving the environment for issues related to the system of waste, wastewater and other environmental contaminants disposal;

WO5: Removing landscape contaminants through the use of the sustainable tourism in the region;

WO6: Providing tourism services and facilities considering the serious efforts of the sustainable developmental plans;

WO7: Providing the basis for cooperation between the local community and the developmental executives in various fishing tourism activities to make the various groups cooperate with each other.

Chapakroud coast marketing strategies and goal markets choice

Marketing environmental factors analysis

Investigation, analysis and examination of factors related to business strength in Chapakroud coast

The first stage in calculating the value of tourism business strength in Chapakroud coast is to list and analyze the factors affecting its tourism strength. About Chapakroud coast status, it must be mentioned that after identifying the mentioned factors and receiving feedback from Delphi group members, it was found that the business strength value has been 1.85 in the region. This number indicates that this region has a relatively low strength in tourism which must be improved.

Table 12. Examination matrix of the factors related to business strength of Chapakroud Coast.

Row	Business-strength-related factors	Weight	Rank	Total score
1	Temporal market contribution	0.085	2	0.17
2	Growth	0.085	1.5	0.12
3	Competition status	0.08	1.5	0.12
4	Propaganda or promotion efficiency	0.065	1	0.06
5	Facilities status	0.06	2.5	0.15
6	Efficiency	0.07	1	0.07
7	Experience curve effects	0.06	1.5	0.09
8	Services and facilities providing expense	0.08	1.5	0.12
9	Public visage	0.07	2.5	0.17
10	Product quality	0.07	1.5	0.10
11	Technological advantages	0.045	1	0.045
12	Human resources	0.065	2	0.13
13	Synergistic product	0.05	1.5	0.075
14	Profitability	0.06	1	0.06
15	Distribution	0.055	1.5	0.08
Total		1	-	1.58

Investigation, analysis and examination of factors related to tourism market attraction in Chapakroud coast

Market attraction is another aspect of marketing strategy development. To assess the value of tourism market attraction in Chapakroud coast, the factors related to this variable must be identified and listed at first. About Chapakroud coast status, it must be mentioned that after identifying the mentioned factors and receiving feedback from Delphi group

members, it was found that the market attraction value has been 2.55 in the region. This number indicates that this region has a relatively attractive tourism market; this opportunity must be used to preserve and develop the market more than before.

Table 13. Examination matrix of the factors related to tourism market attraction of Chapakroud Coast.

Row	Market-attraction-related factors	Weight	Rank	Total score
1	Market size	0.09	3	0.27
2	Market growth	0.095	2	0.19
3	Market price	0.085	1.5	0.12
4	Demand	0.09	3	0.27
5	Vulnerability to inflation and recession	0.08	2	0.16
6	Governmental regulations	0.075	3	0.22
7	Facilities and services capacity	0.08	2.5	0.2
8	Easy entrance to industry	0.065	2	0.13
9	Life cycle status	0.065	3.5	0.22
10	Industry competitive structure	0.085	3	0.25
11	Commitment to productions	0.055	3	0.16
12	Political considerations	0.07	2	0.14
13	Industry distribution structure	0.065	3	0.19
Total		1	-	2.55

Chapakroud coast tourism status determination through directional matrix

As investigated before, business strength value in Chapakroud coast has been 1.58 and tourism market attraction value in this region has been 2.55. As stated in the analysis of marketing environment, these numbers indicate that tourism in this region has relatively low business strength but the high attraction. Having done the calculations, two lines have been made of these points and their intersection

has been determined. As shown in the following diagram, this intersection represents the status of tourism production in Chapakroud coast through the directional matrix.

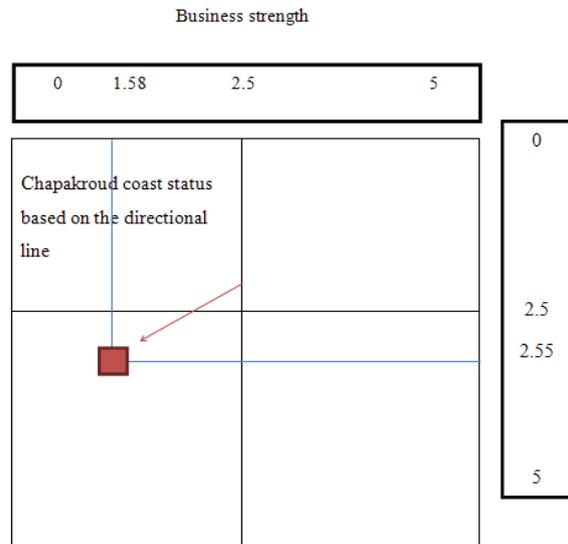


Fig. 6. Chapakroud coast directional matrix.

The productions in this section are mostly considered as productions in a question mark status. A question mark includes features such as fast growth, weak profit, and high demand for cash. Chapakroud coast tourism production is also in a similar status; therefore, tourism administrators and authorities must consider this issue and implement the appropriate marketing strategies (strategies developed in this section) to promote the existing status.

Conclusion

Providing the sustainable developmental programs requires consideration of the principles and criteria that help to preserve the standards, but to provide the basis for different social communities in the destination to cooperate for fulfilling the proposed policies. According to the results obtained, Chapakroud coast is located in section V with score coordinate of 2.18 for the external factors and 2.32 for the internal factors. Thus, the outcome strategy is the strategy of conservation and preservation. However, the status of the coastal area is also close to the

growth and construction. Therefore, the main strategy must be conservative to maintain the conditions and also a bit offensive to show that the area must be prepared to use the environmental opportunities besides conserving its strengths and accomplishments. Thus, the growth and construction strategies will be considered after conservation and preservation strategies. Furthermore, Chapakroud coast tourism production is located in the directional matrix; therefore, tourism administrators and authorities must consider this issue and implement the appropriate marketing strategies (strategies developed in this section) to promote the current condition.

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