

Strategic Planning of Urban Tourism Capacities in order to realize Sustainable Income (Case Study: District 12 of Tehran)

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Abstract

Tourism has been known as the largest service industry in the world in terms of income, so that its growth has led to a lot of social and economic changes. The tourism industry is considered as one of the pillars of economic development in the postmodern period, that plays an important role in the economic development of societies and is one of the most important components of sustainable income. The development of the tourism industry for developing countries, which have encountered with problems such as high unemployment rate, limitation of currency resources and single-product economy, has great importance. On the other hand, tourism can have a great effect on national production and employment of country in the future years as a powerful economic industry. The tourism industry has been more and more considered seriously by the policy makers and planners of the country and the development of tourism industry is turning a national and universal request due to the fact that the reduction in national production and the consequent increase in unemployment as the main economic problem of the country is raised in our country. Hence, the tourism industry can be considered as an economic perspective. In this regard, the AHP-SWOT technique was used in order to identify the effective factors, internal accelerators and retardants (strengths and weaknesses) and the external accelerators and retardants (opportunities and threats) of the tourism development of the District 12 of Tehran and the presentation of scientific and practical strategies and solutions in regard of tourism development. Quantitative research models output indicates that the final score of the internal

factors evaluation is 3.48 and the final score related to the external factors evaluation is 3.48. Therefore, considering these outputs, acceptable strategies for planning and strategic management of tourism development in the district 12 according to the placement in the first quarter of the internal and external matrix, are aggressive strategies. Therefore, the strategies of tourism development and tourism attraction in this district should be developed in such a way that seek to fix the weaknesses, eliminate the threats to the district and, with the comprehensive and strategic planning approach take appropriate measures and strategies in order to optimize the current situation and organize the tourism industry in this district. .

Keywords: *Strategic Planning; Urban Tourism; Sustainable Income; District 12 of Tehran .*

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1- Problem statement

Today, tourism is one of the main sources of national income in developed countries and in some developing countries. In the meantime, the first-ranked countries in the tourism industry, each according to existing potential in their country, have been able to provide the essential ground and factors for tourism development, and by investing in this industry, they are now witnessing their efforts that have outcomes, and have taken the largest share of this industry compared to other countries (Hadiani et al., 2012: 112). The tourism industry can be one of the most profitable industries in the world from 2000 to 2020, and can even surpasses the oil and automobile industry and is considered one of the three major industries in the world according to the forecast of the world's economic experts (Madhoshi and Naserpour, 2003: 28) Therefore, tourism has been considered as a profitable economic activity by countries. This phenomenon has been able to allocate large figures of global exchanges over a short period of time (Mostofi al-Mamalek, 2001: 140). Because the tourism industry has significant results and achievements, such as employment creation and its effect on developmental and economic social functions in the region or country (Holjevac, 2003, 2). The development of this industry in industrialized countries leads to a

variety of incomes and reduce inconsistencies in the economy, and in developing countries it is considered as an opportunity for export, foreign exchange production and employment creation (Hall, 1994: 457). Hence, the development of tourism the set of economic activities has a strong effect in reinforcement the economic foundations of societies. The role of tourism as a new source for employment creation, earning money, receiving more taxes, attracting foreign exchange and reinforcement the social infrastructures that causes the growth and development of other industries has been confirmed in many studies (Lankford & Howard, 1994: 122) So that today tourism development and improvement has been widely accepted, especially in developing countries, and has been placed on the agenda of governments (Ko & Stewart, 2002: 523). So today, in developing countries like Iran, we need to use all the facilities to create a comprehensive and sustainable development, as well as to replace new sources of income rather than oil resources. Iran is ranked among the top 10 countries in terms of cultural, historical and natural attractions, dating back to several thousand years (Mohseni, 2009: 152; Kazemi, 2010: 1). But, according to the latest figures from the Iranian Heritage and Tourism Organization In 2011, only 3,121,281 tourists have been arrived in the country and has been ranked 133th among 185 countries (Cultural Heritage, Handicrafts and Tourism Organization of Iran, 2011). Also, according to the 20-year vision document at the end of the fourth program, the attraction figure of tourists should be 2.6 million people and their income from this place should be \$ 3.2 billion.

Also, in the fifth program of the year 2014, the tourist attraction should be reached to 6.5 million people and its income from this place should be reached to \$ 8 billion, and in the sixth program, 2019, the tourist attraction should be reached to 13 million people and its income should be reached to 16 billion dollars. According to the vision document in the horizon of 1404 (2025), tourist attraction should be reached to 1.5% and its income should be grew 2%, and should receive 20 million tourists with an income of about \$ 25 billion, but according to available statistics, not only this section of the Fourth program , it has not been achieved, but also it seems that the purposes are ambitious in the 20-year perspective of Iran according to the

tourism conditions in this country (Gholizadeh, 2010: 6). Hence, the planning, guidance and development of the tourism industry as one of the most important sources of income generation and creation of employment, which has extraordinary social, cultural and environmental effects, is raised as a need, but the guidance of this process is possible by scientific knowing the available capabilities and bottlenecks in each region of the country (Kazemi et al., 2013: 48). One of the most important tourist places in the country, that is visited by tourists around the world, is the historical regions of Tehran. It should be acknowledged that all of the tourism capacities in Tehran may have been exploited at 10%. This metropolis In addition to many attractions in various religious dimensions (such as mosques, churches and temples), historical (like palaces and historical buildings), social (such as theaters and cinema halls, museums, etc.) Economics (such as the Tehran market), cultural and artistic (galleries) and has a new attraction called Milad Tower, has people of different beliefs and cultures of different classes, which, in accordance with any idea and belief, has unique works for attracting the tourists. In the meantime, the old Tehran, that its main part is located in the district 12, is the historical window of the capital, but its attractions are not to be used as should be used. District 12 of Tehran, with its environmental situation, and natural, human, historical and religious attractions, has a great ability to attract tourists and develop tourism industry. But he has not been able to use this opportunity to attract tourist properly. Therefore, with proper policy making in the field of tourism, effective steps can be taken in the field of economic and social development in the district 12 of Tehran. On the other hand, in regard to the slogan of resistance economy, it is necessary to use all the facilities and capabilities to eliminate deprivation, create employment and earn income and money in different ways, one of these capabilities and facilities, is maximize exploiting from the high potential of this district for the development of tourism In its different aspects that we have followed up the strategies and solutions of tourism development based on the capabilities of the district 12 in regard to sustainable income for this district in this research as the main purpose, while examining the strengths, internal weaknesses, external opportunities and threats .

2- Research background

SWOT model among strategy development models is the most effective model for developing a strategy for the tourism industry (Bahrami, 2010: 7). Most of the studies that have been conducted in the field of domestic economics had been macro and have been examined in country level and or different countries levels, that some of these studies are referred in the following.

- Bazazan and Taj Ali, in their study in the year 2006 , entitled "examining the Economic Effects of Tourism in Iran", has examined the tourism section and other economic sectors of Iran using the output table. The results of this study show that the activities of food industries, textiles, clothes and leather, hotel and restaurant industries have allocated the largest share of production, income and employment created by tourists' expenditures. -Mohammadzadeh and Najafi-nasab (2008) have examined the causal relationship between the number of tourists and GDP in selected Islamic countries using Granger causation standard test during 1995-2000 . The findings of this study indicate that there had been a one-way causal relationship between GDP and the number of tourists entered to these countries during the studied period.

-Zohreh Hadiani et al. (2011); in their paper entitled "Strategic Planning for Tourism Development Based on Swot's Analysis (Case Study: Shiraz City)", show that acceptable strategies in tourism planning of Shiraz, is in the first priority of conservative strategies and aggressive strategies are placed in the second priority of planning. Reinforcement and Increasing the availability of facilities and services in addition to important attractions and tourism resources at the national and international level is suggested, with the aim to satisfy more tourists, especially foreign tourists, in order to introduce the real position of the historical - cultural -civilizational functions of Shiraz with other countries in order to to attract more foreign tourists and create jobs and sustainable income In order to achieve the goals and development of tourism using this strategy .

- Mahdi Kazemi et al. (2013), in their research entitled (compilation and selection of tourism development strategy in Lorestan based on Swot analysis and quantitative strategic planning matrix), show defensive strategies are the most suitable strategies for development of

Lorestan . The wt strategy with an average of 1.85 has been suggested by emphasizing on encouraging people to travel to Lorestan and advertising tourism attractions in target markets as the best strategy.

- Kharazmi (2005), examined the causal relationship between trade and the flow of foreign tourists to Iran using the annual data from Iran and the major countries applying for tourism services using the Toda-Yamamoto test. The results of this study show that there is a one-way causal relationship between trading and tourism (from trade to tourism).

Hazari and sgro (1995) examined the relationship between tourism and capital accumulation, per capita consumption, and trade conditions of countries. The results of this study showed that tourism industry has a positive effect on per capita consumption and capital accumulation in the studied countries.

- Rosentraub and Joo (2008) examined the effect of various tourist sites on income and employment in 318 US cities over the period 2000-2006. The results of this study show that recreation places have a positive and significant effect on employment and income. The effect of sports stadiums and places on employment and income had also been significant and positive. The effect of the number of museums on income and employment in cities is negative. However, this effect is insignificant.

-Shin-ei TAKANO in a paper entitled "The application of swot hybrid methods and the hierarchical process for the rehabilitation of strategic tourism markets; Case study: Sri Lanka tourism"; concluded in his analysis that strategies related to the local conditions of the region (the strengths and opportunities of tourism) Ican be used as the best strategies in effective reinforcement and rehabilitation of Sri Lanka tourism market .

-Kim et al. (2006) showed that the relationship between the tourism industry and economic growth had been two-way, using the Grange's causality test, for Taiwan in the period of 1971-2003.

3. Theoretical framework

Tourism is the sum of the phenomena and communications caused by the mutual interaction between tourists, capital, governments and host societies, universities and NGOs, in the process of attracting, transporting, welcoming and controlling tourists and other visitors

(Weaver 2000: 3). Tourism is a social activity that involves human behavior, resource use, interaction with others, the economy and the environment (Holden, 2000: 3). Tourism is an activity that is done during leisure time and plays a vital role in the global economy (Geti & Maslo, 1996: 8). In the meantime, urban attractions are one of the important factors in the tourism industry. With the development of cities, attractions are not reduced, but new attractions are created, that is sometimes a market for tourism.

Increasing urban attractions requires investment, that this matter involves two dimensions. First: protecting and preserving the city's historical attractions, and second: investing in new urban projects in order to create new attractions. The competition of tourism cities to gain a greater share of the tourism market causes more introduction and highlighting attractions or creating new attractions (Movahed , 2007: 73). Tourism of attractions, hotels and air lines and other elements has not been formed in separate, so that each sector can achieve success without communication and interaction with other sections of the tourism system, but also is a fenerality (like a system) that its dynamism (tourism) is achieved in the light of the mutual and useful communication of its components and constituent elements in the competitive market.

The two main sections of the tourism system that form the cycle, movement and development of tourism in one place are supply and demand; the demand includes all tourists who demand tourism from different national and international destinations to the target destination, that form tourism target markets of that place (Vala / Bichryl, 2005: 62); and supply includes attractions, accommodation units, transportation, services, facilities and equipment of tourism, ... a place / region, etc that cause to attract tourists from the above mentioned levels. The structural relationship between these two main sections of tourism is created in the context of planning and organizing (World Tourism Organization, 2000: 14-16). The following diagram shows the relationships between the tourism system and the environment:

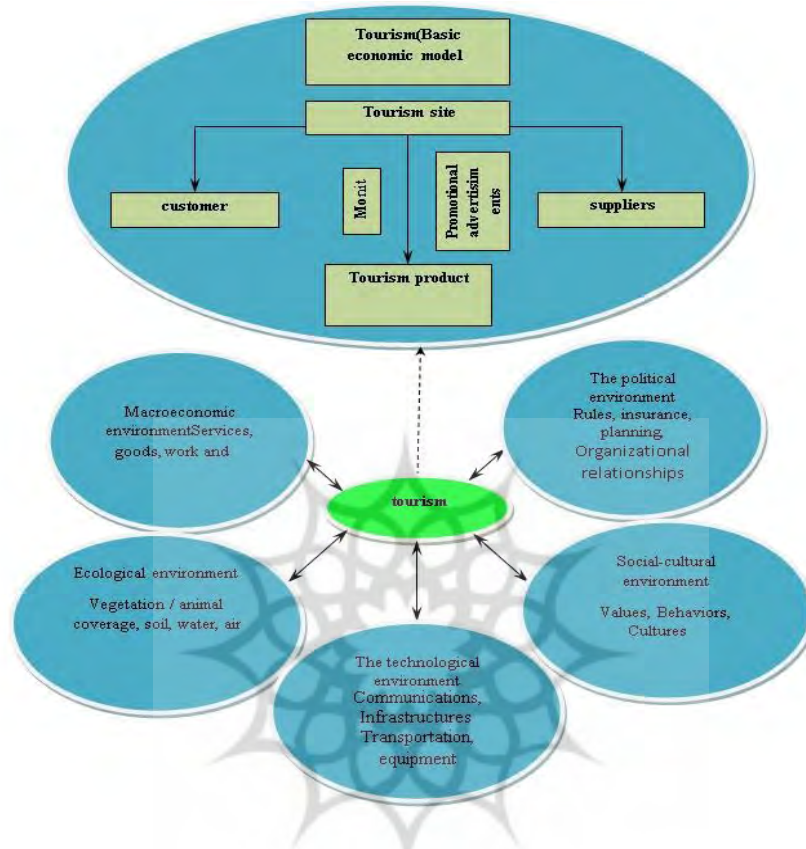


Diagram No.1: Relationships between tourism system and environment

Source: Kangas, 2003: 50

3.1 Strategic Tourism for Sustainable Income

Today, tourism has become an effective phenomenon in the global economy (Ebrahimzadeh and Aghasizadeh, 2011: 5); as the World Tourism Organization at the end of the 20th century introduced the tourism industry in the first row of exporting income-producing industries, and its export figure has reached about \$ 550 billion and, according to forecasts, is estimated on average twice the global average growth rate by 2020 (Ranjbarian and Zahedi, 2009: 47). Therefore, the tourism industry is one of the world's largest industries and has a rapid growth (Musaie, 2004: 226) and recently is considered as an important factor in creating employment, regional investment and development, and a motivating factor in the general economy. (Roknaldin Eftekhari, 2006: 48). The development of this industry in

industrialized countries leads to a diversification of incomes and a reduction in inconsistencies in the economy, and is an opportunity for export, foreign exchange generation, and employment creation in developing countries (Hall 1994: 457). This industry is very important, especially for developing countries, because they earn the most part of their income from the sale of natural resources. In addition to economic interests, countries also seek political, cultural and social, environmental and other interests (Ebrahimi, Abdol Hamid et al., 2010, 141). Development of tourism, especially in less developed countries, is an effective factor in coping with poverty, and it increases the income of different sectors, reducing unemployment and economic prosperity, as a result, improving the quality of people life and increasing social well-being (Ebrahimzade et al., 2012: 103) As studies show that the currencies obtained from tourism activities have been located in the adjustment of the balance of payments of many countries, especially the less developed countries, which are usually dependent on the product (Kazemi, 2007: 7). In the social dimension, it is also believed that the arrival of tourists to urban areas causes the communication of the indigenous people with these people and significant effects on the growth and social and cultural development and improvement, increasing the level of education, and increasing the level of participation (Bahrami et al., 2011 : 67). Figure 2 shows that the size of the tourism industry's influence on the country's national production growth depends on a variety of factors, including the following cases:

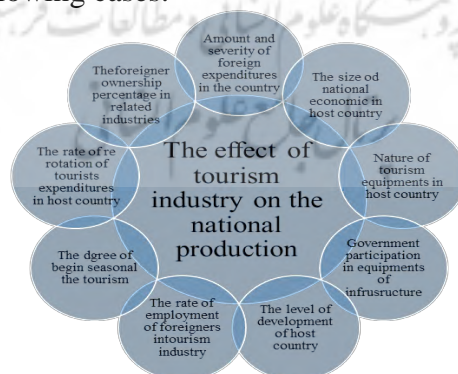


Diagram No.2: Influence of Tourism Industry on National Production of the Country (Behrouz: 2013: 48)

Economic profit and income from the tourism industry can be examined directly and indirectly. As John Maynard Keynes the renowned economist and Kan have noted, economic growth, which results from investment in the future, can generate employment and income. The increase in exports leads to the entry of money into the country and, economically, the income from foreign tourism for each country is as export work (Landberg, 2004: 251). The direct benefits and revenues in the tourism industry are the money that tourists and travelers spend directly for the purchase of goods and services, and the organizations providing the products and services receive it. The indirect benefits of travel are the amounts of money spent by the traveler on the destination. This money flows into the local economic system and causes many economic moves and an increase in the income level of the people (Movahed, 2007: 121). Therefore, tourism directly and indirectly affects national production in two ways (figure three):

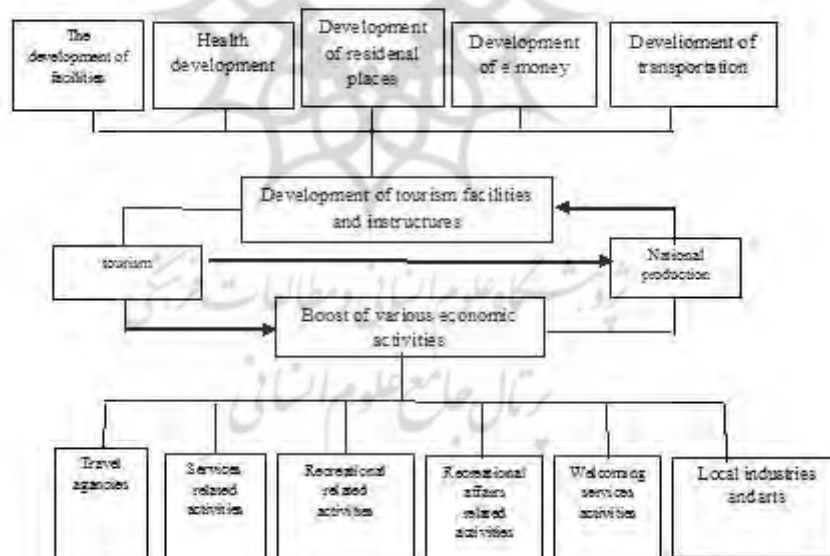


Diagram No Three: The Relationship Between Tourism and National Production in regard to economic growth Source: Behrouz, 2013: 48

4. Materials and methods of research

The research method is based on descriptive-analytic method and is a kind of applied research. This means that first it has been addressed to

describe the tourism characteristics and attractions of district 12 of Tehran. In the following, the internal and external factors of tourism development, in this area, have been analyzed with the help of the analysis method and using the SWOT strategic model, and finally, the strategies of tourism development for the range of studies have been presented using the development method. According to the research purposes, first, capabilities and amenities along with tourism restrictions in the region were studied and prepared by referring to the available document sources and information (comprehensive, detailed, tourism plan) and consulting with tourism specialists in the region. Then, AHP-SWOT method was used to analyze the information and present strategies and strategies that are appropriate to the situation and the situation of the studied region and prioritizing the implementation strategies. A list of strengths, weaknesses, opportunities and threats faced tourism of the region was identified by conducted studies on the internal and external conditions affecting the tourism industry of region, and weighing of each of the factors was made by experts. In the next stage, it was acted to the formation of the hierarchical structure of factors in the AHP environment with the purpose to prioritize and adopt the best strategies by setting internal and external strategic factors that are the basis of strategy formulation. Ultimately, Four strategies or solutions have been proposed by combining these factors with each other : (SO); (ST)); (WO) and (WT)) (Taqvaie , 2010: 68). Hierarchical Analytic Technique (AHP) is one of new methods of multi-criteria decision making (Ghafari et al., 2010, 61). The SPSS software and AHP-Topsis models and SWOT matrix have been used to analyze the information and the QSPM matrix has been used to prioritize the strategies, and field studies were used to complete the information of this research. Also, Expert choice software and QSPM matrix were used in order to examine the effect of changes in the weight of criteria (priority) on the ranking of tourism strategies in the district 12 of Tehran and examining the way of being realistic the final results in the prioritization of strategies; the sensitivity analysis in the environment. The statistical sample in determining the priority of research strategies, experts and specialists in tourism, urban management is 40 people and paired comparisons

had been in order to determine the priority of strategies based on the questionnaire.

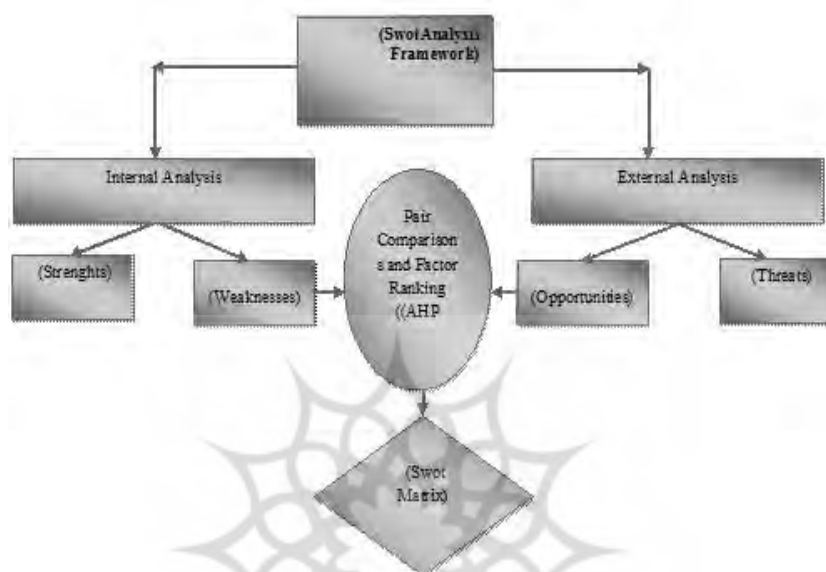


Diagram No.4: Computational Process of Planning and Strategic Management of Tourism Development
Source: Writer, 2016

5. Tourism Effects of District 12 of Tehran

The district 12 is considered one of the oldest districts in Tehran, which has been located in the center of this city. This district with an area of 91.16 square kilometers consists of 6 districts and 13 neighborhoods. Among the most important features of this district is placing the Tehran market and many cultural places, centers and government agencies, ministries and embassies in it. District 12 from the north to Enqelab Street, has the turning points of Ferdowsi Square, Shemiran , Laleh Zar, Wooden Bridge from west to Hafez Street and Vahdat-e-Islami Street with the turning points of Hassan Abad Historical Square (Hasht Gonbadan), Wahdat-e-Islami Square (Shahpour), crossroads of Vahdat-e- Islami (Shahpour crossroads) and from south to Shosh street with the turning points of Takhty Pahlavan Street, Yakhchal and Ghar Square and from the east of Shahrivar Street 17 (Shahbaz-e Sabegh) with the turning points of Shahid Kafaie Amani Street and Khorshid street, Mojahedin Street , under the

passage of Amir Kabir and Shahid Mahallati highways dating back to Tehran's history and beautiful buildings that its commercial texture has found overcome insurmountable in this district, but still the intimacy of its neighborhoods brings to mind the remembrance of old Tehran. A district with blessed and beautiful mosques with the Imam Zadeh of the Imams (as), and more important than those who love the five holy ones of Ismat and purification, which religious sites and Hosseinieh and Tekiyeh have been established alley to the alley and neighborhood to the neighborhood to the affection of Five holy ones (as). Its churches, synagogues and fire temples are also the religious and pilgrimage for our dear religious minorities of the country, despite the ancient history. Khanat Caravanserai is very interesting and spectacular on the crossroads of Maulvi near the Agha tomb, that is known as the jewelery of Tehran Tourism. The district 12 is a strategic, district with less coherent cultural and ethical planning has been done by all relevant centers (Municipality,

Cultural Heritage and Tourism Organization, Cultural and Artistic Organization, Ministry of Guidance, Education, and Police, etc.) with strategic view. There are many buildings in this area that are the cultural heritage of the country, and the same is not even seen in the world, which belongs to all the Iranians. (Information Region Data base of the 12th District of Tehran, 2016).

From the Cultural Heritage and Tourism Organization, 100 buildings in Tehran have been introduced as valuable and valuable buildings in the book "The Cultural Heritage of Tehran" to domestic and foreign tourists, that 64 percent of them are in the district 12. The most important features of this area are the Tehran market and many cultural places, government centers and institutions, ministries and embassies. Valuable elements of Tehran's collective memory around the corner of this district can reveal the 200-year political history of the city, and perhaps the entire country, to the audience. Considering that about 300 valuable buildings in this district have been identified by the Cultural Heritage and Tourism Organization and most of them have been registered, this district of the capital can be considered as one of the most exclusive areas of the country's tourism. In order to better understand this district, we take a glimpse of the specific historical and tourism features of this district:

The existence 22 historic and valuable markets, small markets and tiles, that some of them have been located in the heart of the big market, which is also one of the most important cultural, historical and economic attractions.

The existence 49 old houses, all of which belong to the most important and prominent people of the country, and a paper of our country's history has been happened in most of them. Such as: the house of Reza Khan, Qavam al-Saltanah, Parvin Etesami, Fakhr al-Douleh, Ayatollah Kashani, Ayatollah Madres and ... The existence of seven Imamzadeh from sons of the Imams (AS) and five holy places of the Imam Zadeh Yahya (AS) and Imam Zadeh Zayd (AS) with the history of 600-700 years old, and the tomb of haft dokhtaran who are said to be the tomb of seven cousins of Imam Musa Kazem (AS). The existence of 44 mosques and schools that are being used today. The most famous of them is the mosque of Imam Khomeini (Raha) (shah mosque) dating back to 150 years old and the Arg mosque and The Golestan Palace's huge complex, with its beautiful and luxurious halls, the head of the National Garden and its historic buildings, are all memorable elements for the people of this city. There are 177 valuable buildings registered and 131 valuable buildings not registered in this district. These elements and dozens of other cases can create an important distinction between this district and other districts in terms of tourism (Rahnamie et al., 2011: 88).

6 – Analysis

Experts' opinions about the strengths, weaknesses, threats and opportunities of tourism of the studied district, their coefficient and rank were collected after investigations and studies conducted using the Delphi method. In this section, the raw material research (S1-28, W1-26, O1-21, T1-19), calculations and strategies related to the potential and capabilities of tourism in Tehran's district 12 were extracted and determined in the form of evaluation tables for internal and external factors governing the district's tourism (Table 1 and 2). In the next step, the final total score was calculated using Expert Choice software in relation to the criteria (by applying experts' opinions). First, validity and content confirmation of the questionnaires have been confirmed by experts with Cronbach's alpha 0.91.

Table (1): Assessment matrix of the Internal Factors of Tourism in the District 12 of Tehran (IFAS)

General factors	row	factor	Final score	rank	Weight score
strengths	1	1S presence of various and valuable historical, cultural, natural elements such as mosques, Husseiniyahs, the old market, Imamzadeh ... In the studied range of district, and the capacity of the region for the development of tourism	0.0361	4	0.141
	2	2S membership and association with the WTO	0.0534	1	0.208
	3	3S The beliefs of officials on job creation through the development of tourism as one of the most important and proper mechanisms for the development of the district	0.0307	3	0.117
	4	4S conducting researches of previous years, including the National Tourism Program	0.0302	5	0.109
	5	5S Security Force to Secure the Regional Tourism	0.0289	7	0.110
	6	6S the percent of places with potential for tourism in the district level	0.046	7	0.179
	7	7S Macro Investments in Tourism Section	0.0297	6	0.119
	8	8S Growth in recreational expenses in tourism	0.0261	10	0.104
	9	9S Existence of extensive tourism services and infrastructures	0.0273	9	0.109
	10	10 S Suitability and availability of the district for investment and tourism planning for the use of natural and human resources and introducing it as an important tourist pole	0.004	54	0.016
	11	11 S Relatively suitable distribution of various parks and recreation centers in the area	0.005	53	0.020
	12	12 S The existence of large shopping malls for tourists	0.0237	12	0.090
	13	13 S The existence of some influential social informal institutions and organizations	0.0158	40	0.060
	14	14 S Having people specializing in research and research	0.009	50	0.035
	15	15 S Increase motivation for travel for tourists	0.018	23	0.072
	16	16 S The reputation of historical and cultural tourist attractions for tourists	0.0165	32	0.066
	17	17 S The authorities believe in more job creation by expanding tourism	0.0157	36	0.063
	18	18 S The existence of Tourism Research Institute for Research, Evaluation and Supervision on it	0.0167	43	0.067
	19	19 S The existence of a sense of potential affiliation in the district	0.0159	44	0.064
	20	20 S The existence of a sense of hospitality in the district	0.0173	26	0.066
	21	21 S Use of the most efficient, cost effective management facilities, services and systems	0.007	51	0.027
	22	22 S Tehran International airports and metropolises and organizing the national airline lines.	0.0156	41	0.058
	23	23 S Placing the largest market in this district	0.0166	30	0.066
	24	24 S The low cost of on-site visits in comparison with similar samples	0.01	47	0.040
	25	25 S The existence of various handicrafts and products for sale to tourists	0.0213	16	0.081
				26	
				27	
				28	
Weaknesses	29	1W lack of field of activity and the lack of optimal use of educated people and specialist of city in tourism field	0.022	14	0.064
	30	2W Intensive dependence of Turing Agency to other large agencies in tourism marketing activities	0.0249	11	0.080
	31	3W Weakness in identifying target markets and advertising	0.0168	15	0.042
	32	4W The weakness of capital and investment structure and its flexibility and cost of capital in comparison with industry and competitors	0.0227	13	0.077
	33	5W Community vulnerability to tourists due to lack of preparation and lack of training to maintain traditional and religious foundations	0.0281	8	0.084

34	6W The lack of readiness to accept a tourist, and in particular his service needs, and his vision, expectations and expected activities from the environment	0.0164	33	0.052
35	7W Lack of applications for managing attractions and the lack of integrated advertising and marketing plans for the district's tourism industry.	0.002	48	0.007
36	8W The lack of full familiarity of some guides and most staff in the catering sector with international languages, especially English	0.0138	37	0.043
37	9W Not understanding the benefits of attracting tourists and its effect on the district's economy	0.003	49	0.009
38	10W lack of adequate informing at the level of district	0.0162	31	0.044
39	11W Uncertainty about returning capital to invest in this sector	0.0128	42	0.038
40	12W Little private investment in tourism projects	0.0178	25	0.043
41	13W The lack of comprehensive and accurate calculation of the benefits of the econometric tourism economy at the regional level in the comprehensive tourism plan.	0.0176	24	0.044
42	14W fewer quality tourism and tourism facilities and the distance with standards	0.0183	20	0.048
43	15W Lack of integrated management in the use of regional tourist attractions	0.0171	28	0.058
44	16W no consolidation in the management positions of the departments involved in the development of tourism and its effect on political and electoral changes .	0.0117	39	0.033
45	17W Existence of social insecurity for tourists, especially in the old neighborhoods	0.0201	17	0.070
46	18W Lack of Tourism Management Strategy	0.011	38	0.037
47	19W Lack of sufficient competency in sustainable management of the tourism sector	0.016	34	0.045
48	20W Long time to carry out research projects due to rapid change in customer needs	0.0181	21	0.043
49	21W no consolidation in the management positions of the departments involved in the development of tourism and its effect on political and electoral processes and changes.	0.0174	22	0.045
50	22W Failure to implement, follow up and maintain the principles and methods of sustainable development in relation to the effects of tourism on the natural, social and economic environment	0.0186	18	0.056
51	23W many difficulties in trading and changing currencies for the arrival of tourists	0.017	29	0.041
52	24W short stay tourists in the area and district	0.006	52	0.018
53	25W Failure to exploit and attract the capabilities of the penetration area for development	0.0206	27	0.078
54	26W lack of an aware guide tour to the tourist abilities of the district and its presentation to tourists, especially foreigners	0.0185	19	0.054
	total	1	-	3.48

Source: Field Studies and Writer's calculations (2016)

The total final score of the internal factors for planning and strategic management of tourism development in the district 12 is in the Internal Factor Assessment Matrix (3.48). This score means that the tourism system of the district is in terms of internal factors prone to development and role playing in tourism sustainability (Table 1); As a result, macro strategies in management, development of regional tourism should be designed in order to use strengths to fix the weaknesses and, can move towards sustainable tourism given the strengths of the five structures in district.

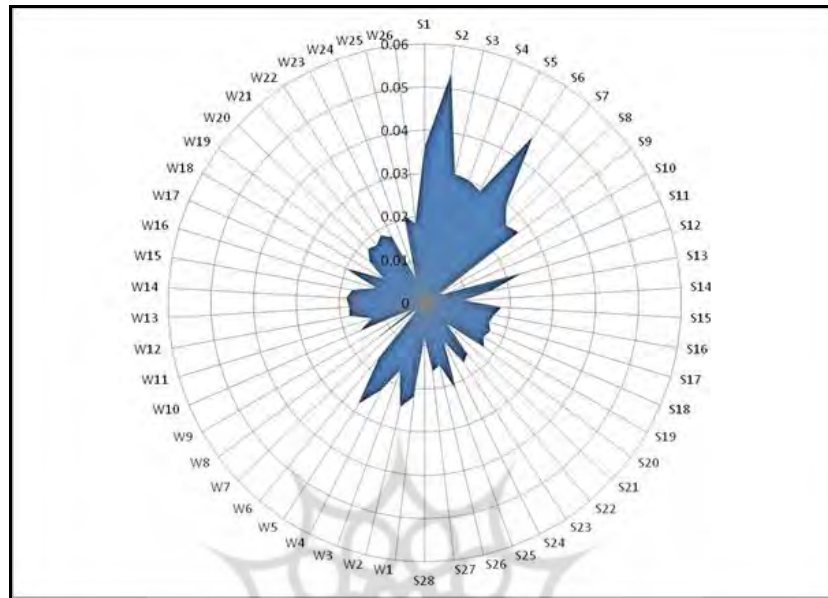


Diagram (5): Calculation of the score of each of the factors related to the strengths and weaknesses of the source: the output of the hierarchical model (AHP), the computations of the author; 2016

Table (2): Assessment Matrix of External Factors Governing on Tourism in the district 12 of Tehran (EFAS)

general factor	row	factor	Final Score	rank	eight score
opportunities	1	1O Support managers of tourism related organizations, especially in the field of private sector attraction	0.037	4	0.148
	2	2O close to the main population centers of Qazvin, Alborz and ...	0.038	3	0.12
	3	3O Preparation of the private sector for accepting tourism related education, including in the field of new marketing techniques and attracting tourists.	0.037	5	0.124
	4	4O Changes in economic growth and rising people's incomes and increasing tourist spending by them	0.073	1	0.128
	5		0.026	16	0.104
	6	5O Being region's prone for investment and tourism planning in order to use its natural resources and human resources and introducing it as a tourist destination.	0.018	27	0.068
	7	6O The target markets in this industry, including recreation, pilgrimage, cultural markets, participation in business, sports, therapeutics and social communication conferences and meetings	0.027	12	0.094
	8	7O Increase of the educated and expert population of the country and its effect on the demand for tourism	0.02	22	0.069
	9	9O a capability to turn to an important tourist pillar in the country and internationally	0.022	20	0.076
	10	10O - attracting tourists through new marketing and	0.032	8	0.292

		advertising practices			
	11	11-O Creation of accommodation facilities and increasing tourist reception	0.019	25	0.063
	12	12-O Convenient communication and access systems in the region (asphalt, railways, air)	0.022	19	0.088
	13	13-O Training and awareness in public and professional way to promote the culture of attracting tourists	0.018	30	0.069
	14	14O Possibility to increase income and job opportunities through the multiple effects of tourism	0.016	34	0.061
	15	15 O Infrastructures necessary for tourism facilities and its development in the district	0.021	21	0.082
	16	16O Cooperation of the authorities and related institutions with the private sector for the introduction and maintenance of tourist attractions	0.02	23	0.067
	17	17O Existence areas required for decision-making documents and spatial management, such as pilot projects and ... tourism	0.026	15	0.101
	18	18-O Become young the people's population structure and increasing tendency to travel	0.018	31	0.068
	19	19-O The availability of computer reservation systems and databases of the tourism industry	0.015	36	0.057
	20	20 O Positive trend in policy makers and legislators in relation to tourism	0.014	38	0.126
	21	21-O Increasing the demand for tourism products and services.	0.017	32	0.064
threats	22	1T The existence of fluctuations in exchange rates- the currency equality rate - and its relation to the buying power of tourists	0.033	7	0.056
	23	2T Being traditional advertising and informing systems to raise awareness in the tourism field	0.035	10	0.144
	24	3T The weakness of the granting of banking facilities for the mobility of the private sector for the applicant of tourism activities	0.015	6	0.06
	25	4T Raising the cost of energy carriers and their effect on costs of transportation in case of subsidy targeting	0.017	33	0.068
	26	5T Iran's boycott by industrialized countries and its effect on supply and demand for tourism in the region	0.013	39	0.048
	27	6T Traditional advertising and information systems to increase awareness of tourism	0.027	13	0.103
	28	7T Competition of neighboring provinces in attracting tourists	0.013	40	0.047
	29	8T Prevailing warm and dry weather for most of the year	0.053	2	0.198
	30	9T The presence of foreign rivals due to sanctions against Iran such as Turkey, Malaysia and...	0.028	11	0.090
	31	10T Possible cultural damages to various cultures of tourists	0.018	28	0.061
	32	11T The possibility of increasing social anomalies due to the arrival of the tourist	0.016	35	0.064
	33	12T Instability of the prices level in the market and the rise of inflation and its effect on the attractiveness of tourism destinations and places	0.03	37	0.105
	34	13T Inequalities in the distribution of income among social classes and their effect on the amount of travels	0.019	26	0.038
	35	14T The prevailing governmental economy and the	0.018	29	0.036

weakness of the private sector				
36	15T The budget deficit of the governments and attracting the constructive budgets and tourism development	0.025	18	0.045
37	16T Weakness of legal structures for the implementation of tourism	0.02	24	0.03
38	17T An increase in cost of some tourist goods and services by travels of tourists	0.031	9	0.114
39	18T Lack of providing authorization and facilities by Government	0.026	17	0.052
40	19T increase in land prices and land stock exchange of land and, consequently, increasing financial burden for tourism facilities and their not being cost-effectiveness	0.027	14	0.051
total		1	-	3.483

Source: Field Studies and Writer's calculations (2016)

The final conclusion of the external factors assessment matrix related to planning and strategic management of tourism development in the district 12 (total score of 3.483) is that the opportunities for optimal management and tourism development in the district are more than the threats surrounding it, and as a result ,the planning strategies and strategic management of tourism development of district should be developed in such a way that the various types of opportunities, capabilities and potentials in different fields can be used effectively.

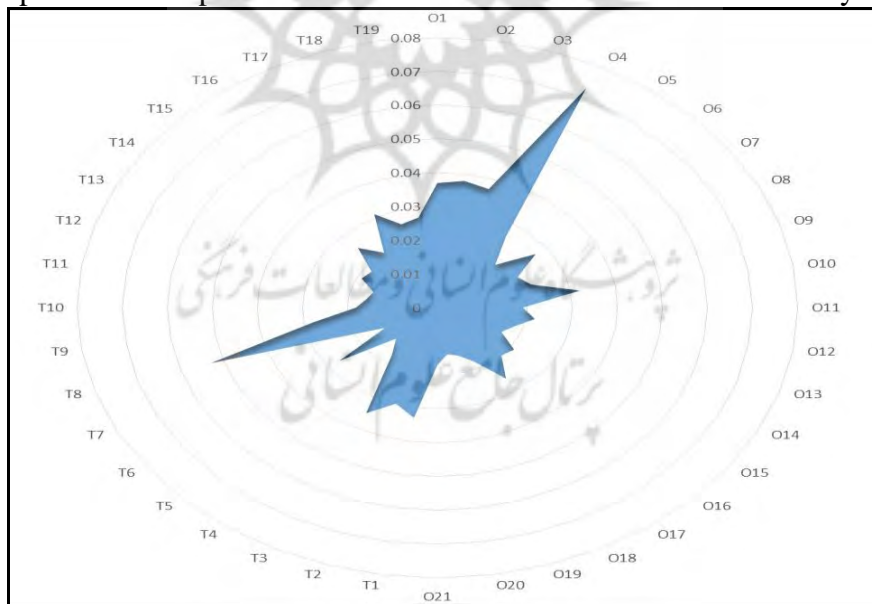


Diagram No.6: Calculating the Score of each external factor affecting strategic planning and strategic management of tourism development in the district 12 (Opportunities and Threats) Source: AHP Hierarchical Model Output
 Source: writer's calculations, 2016

According to the conducted calculations, the output of quantitative research models indicates that the final score of the internal factors assessment is 3.48 and the final score for the external factors assessment is 3.48. Therefore, considering these outputs, acceptable strategies for strategic planning and management of tourism development in the district 12, considering the placement in the first quarter of the internal and external matrix, are aggressive strategies (Figure 7). Based on this, in the current situations, for development of tourism in the district emphasizes SO strategies, and strategies are sought in order to be able to exploit the benefits, potentials and opportunities that come from the external environment of the tourism system. Also, the endogenous strength that there are inside the tourism system can be used efficiently. By relying on the aggressive strategies for optimal and efficient tourism management, while developing this system, it can be added different structures in the district and move towards sustainable tourism.

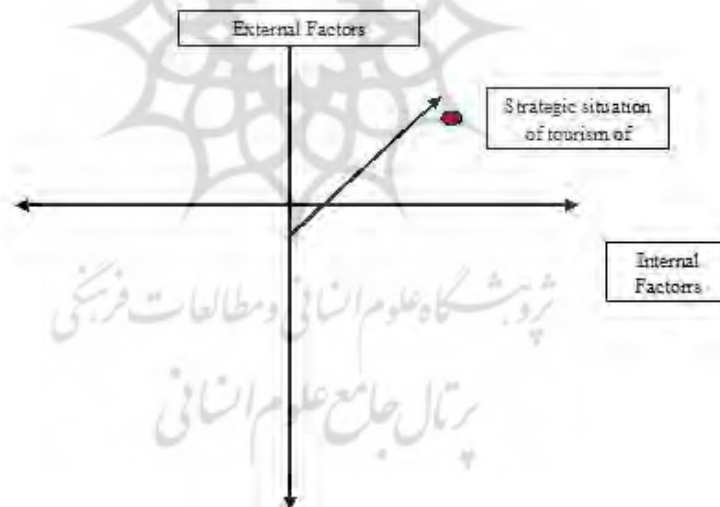


Diagram No. (7): Strategic planning and strategic management situation of tourism development in the district 12, Source: calculations by the Writer, 2016

8- Conclusion and presenting strategies

In the present era, the development of tourism at all levels, nationally, regionally and internationally, has attracted the attention of governments and the tourism industry has become a competitive

region among countries. For a country like Iran that is dependent on oil revenues, and this is considered as one of its main economic weaknesses, tourism development has led to the country's withdrawal from the single-product economic system and cause to create generous revenues to the country. This paper, by its own part, tried to identify the internal and external factors affecting the tourism space of Tehran's district 12 in terms of strengths, weaknesses, opportunities and threats faced by studied area in order to realize sustainable income. According to the conducted calculations and matrix outputs (QSPM), the prioritization of the tourism strategies of Tehran 's district 12 can be summarized as follows:

Table (3): Prioritizing Tourism Strategies in Tehran's District 12

Strategy priority	final score of attractiveness	Total external factors		Total internal factors		Strategy
		T	AS	T	AS	
		A	S	A	S	
second	3.865	3.865	118	3.363	102	-Acceptance of international changes in order to enter the field of global competition and change the views and attitudes existing in the field of tourism; and thereby to penetrate the market, especially the neighboring countries, and to seize a larger share of the market of current products and services: According to the studies conducted of experiences of the world and Iran in drawing the tourism axes in the historical contextes for the development of tourism, and examining the status and development capabilities within the scope of the present plan, the most appropriate public use for the studied area, is the cultural-historical complex and tourism that to be able to attract tourists and maintain valuable historical contexts
third	3.809	3.809	115	3.333	100	Use of information technology to increase the level of informing and communicate more warmly and better with customers through the introduction of tourism portals of the region and the country through: "Shoma:" Broadcasting and the news network; the introduction of official tourism portals of the country on official government sites; Promotion of portals and tourism capacities of the country on internationally-broadcasting TV channels; Establishment of a Virtual Tourism Development Center at the Cultural Heritage and Tourism Organization;

SO-1

SO-2

						Designing and establishing a virtual undergraduate course in country universities; Granting virtual tourism cards through the country's banks to encourage the use of tourism services; Developing the capacities of issuing electronic visas by Ministry of Foreign Affairs; Facilitating Reserving Residential Centers through Comprehensive Virtual Tourism Portal of Iran; Central Bank Support and Ministry of Communications and Labor and Welfare, of Digital Entrepreneurs in Virtual Tourism	
first	4.1025	4.102	123	3.507	106	Training the organization's human resources to create a learning organization through: 1. Adapting the skills that are acquired during the training with the expectations and needs of tourism demand. 2. Providing an updated tourism education system related to the present. 3. Ensuring individual and collective efficiency by coordinate Educational Goals 4. Familiarity with those who are applying for educational systems that are actually achievable 5- Guarantee maximum efficiency by optimizing the use of resources. 6. Creating quality guidance that can eliminate existing defects and update the content of educational programs.	SO-3
fifth	3.379	3.379	101	2.970	90	Attracting of subsidized facilities for the development of tourism facilities: tax deductions, not receiving of taxes, the establishment of necessary rules to facilitate licensing procedures, etc., are among the ways in which the government can support the tourism industry through them.	SO-4
eighth	2.612	2.612	80	2.326	70	Cooperation and participation with domestic universities in the field of education and research to improve the productivity of the tourism organization of the region from the transfer of tourism development plans to universities, supporting the tourism dissertations of the region, employing trained universities in the organization and...	SO-5
fourth	3.548	3.548	108	3.221	97	Technological follow-up and use of the experiences of WTO member countries and savings in research and research costs through this.	SO-6
seventh	2.879	2.879	86	2.565	77	Special attention to marketing and informing programs for tourism markets: In order to better implement tourism development projects in the region, first of all, its audience should be identified and	SO-7

	<p>plans for encouraging these people to visit the attractions of the region. These plans should be such that make the inhabited and floating population of the area curious to visit. Plans such as: inter-way advertising on the paths leading to the region, discounting coupons for other goods, or attaching them to advertising banners of specialized magazines and newspapers for tourism , and offering discount bans and free visits to student and student of university groups.</p>
<p>sixth 3.112 3.112 95 2,839 86</p>	<p>. Giving variety to the region's tourism products (creating exhibitions for the sale of local clothing and shoes, cultural and artistic items, handicrafts, special souvenirs and children's toys in the vicinity of tourism sites can create employment and increase income and as a result, can cause to city's economic development .Therefore, it is suggested that the establishment of such facilities near the tourist sites will further enhance the prosperity of the city economy. The 12th district of Tehran is one of the most important tourist areas of Tehran historically and culturally. Unfortunately, there are some weaknesses in the provision of services to tourists. The best way to improve this situation in the district is to collaborate with the private sector with government institutions. Such as the project: Improving the distribution of tourism services provided by travel agencies and tourists and trying to continually distribute the tourism product through these channels.</p>

SO-8

Source: writers calculations; 2016

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