

Economic sustainable development strategies based on urban tourism (Case study: Malayer city)

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Abstract

At the beginning of the third millennium tourism industry has obtained a special place in countries economy and plays an active and effective role in the promotion of cultural structure specially in developed countries. Generally the cities have several tourism attractions and attract many tourism among leisure activities the urban tourism has the highest variety and soul in one hand the most extensive spatial and local width on the other hand, perhaps it can be said that the tourism specially the urban tourism is along with leisure activities such as purchase, walking and at all and accordingly the tourism planning and management is one of the sensitive, complex and multidimensional tasks that has attracted the urban managers attention, nowadays the tourism is considered as an economic affair. Thus identify of work, activity and it's purpose is very important because the cities are considered as a place for appearance of economic, political, social and cultural power and stimulus arm of the government. In the present research that is a descriptive-analytic study by means of swat model the pros and cans, opportunities and threats in the Malayer urban tourism have been explained and the obtained strategies of model have been presented. The obtained results indicate that Malayer city as the second city of Hamedan province inspire of having environmental capacities and historical and cultural background is not in suitable conditions from urban tourism point of view.

Keywords: sustainable development- urban economy- urban tourism- swat model- Malayer city.

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Introduction

Now day the tourism is one of the most important field in urban sustainable development that has a valuable place and role in economic development and job and income opportunity increase of urban settlements urban tourism creates a basic opportunity for our cultural, social and economic development in the cities and middle cities in the regional scope. The tourism is one of the most important activities of contemporary human that in addition to changes in ground appearance, changes the political, economic, cultural and life style of societies and creates basic changes in people's economic, cultural and conventions. (Mahalati,13,2001)

Many of countries consider this dynamic industry as the main income source, employment, private sector growth and infrastructural development and always the tourism is regarded as an important factor of economic development. (Ebrahim, and khosravian 2005)

Sustainable tourism development due to it's importance and economic, social, cultural, political and environmental positive and negative potential effects is not possible without planning. Generally, the planning can play a key role in resolve contradictions of this development. Tourism development in one hand can have positive economic, cultural and environmental effects and benefits in tourism community and can have negative effect in different dimensions specialty in environmental dimension. Creation of balance in this area in such a way that the positive effects be more than positive effects needs to basic policy making through planning and management process. (khaksari, 52: 2003)

In developed countries the valuable benefits of tourism have led to creation of beautiful, clean, high income, rich cities and sustainable development of tourism based cities. On the other hand this should be mentioned that the cities sustainability is considered one of the factors of tourism development. According urban tourism development is sustainable if on is not descriptive and provide natural and human

source conservation for the future generations and has benefits for local communities (Maleki, and Delir 2010)

In the urban economy it has been afforded to by means of economic tools, the problems of an urban area be examined and analyzed. One of the subsections in urban economy is tourism and development of it's sections.

As we know each occupational until that has been created in tourism industry can lead to creating effective economic fields in different area such as urban transportation, accommodation, hotels and restaurants and other tourism services. Employment rate in each city is a function of investment rate in different Economic sectors specially urban tourism.

Problem statement and it's importance

Basically economic development in each country needs to investment in different economic sectors and activities in that country and without investment in infrastructure and superstructure designs we can not expect the employment economic welfare (shakeri and salami 2006: 1)

Now day tourism is one of the widest service industries of the world and has a special industries of the world and has a special place in economic – cultural – social and political fields. Tourism industry with 200 million employee (%8 of employment of the would) and yearly turn over and yearly turn over about 5/4 trillion dollars has converted to the most variable industry in the world such that in more than 150 country the tourism is one of the five important sources of earning foreign exchange and in 60 country has the first rank.

The total number of tourism from 25 million people in 1950 has reached to 760 million people in 2004 and it is predicted that this number reach to 1/56 billion people in 2020 (UNWTO, 2001, 14-15-16).

Therefore now day the tourism can effect on economic social, cultural and political life of the societies. Accordingly the tourism development as a set of economic activities has high effect on the communities' economic bases and the tourism role as a new source for creating hob, making money, more tax income, attraction of currency and social infrastructure empowerment that lead to other industries

development has been confirmed by different studies (Kazemi, 2008: 1)

Urban tourism is one of the economic development areas in the cities. In the Malayer city in spite of existing environmental capacities and abilities and cultural historical buildings, the urban tourism conditions and its services in different areas is not desirable. There are many problems in this area:

Economic infrastructure weakness, financial sources limitation, investment shortage and lack of integrated management in tourism area and urban management.

Literature review:

Balaguer and Kantavela (2002) have investigated the tourism role in Spain economic long-term growth. Their results indicate that the economic growth in Spain has led to international tourism sustainable development during three recent decades.

Yousefipour (2000) in a study under the title of tourism industry role in Iran economy have done a statistical comparison between Iran and University tourism incomes and their result show that Iran's share of these incomes is only percent and it shows that in developmental and country development programs the tourism has not been under attention too much. In addition, tourism income balance in Iran shows that it has many fractions and the tourism incomes even not covers half of its costs.

Sabaghi Kermani and Amirian (2002) investigated the economic effects of tourism in Iran by means of the obtained data analysis. Their results show that the restaurant and food industries, clothing and leather industries, handicrafts and internal transportation have gained highest effect and share of production, and employment of expenditure of foreign tourists. Also the government income and import incomes is increase with tourism development in Iran, of course the restaurants and leather clothing industry for fulfilling the foreign tourists needs is dependent to imports more than other sectors. In addition, the calculations show that the tourism development in Iran led to improvement of income distribution.

Zibayi and Dadros (2010) in a paper under the title of <<Investigation of the tourism designs on economic, social and cultural conditions of different areas of Gilan province>> concluded that the tourism

designs finally lead to tourism development and can be regarded as valuable source for employment and income and also are regarded as a suitable bed for Gilan's economic and social development.

Ghafari and Torki (2001) in a study have examined the tourism role of economy social development in cheharmahal o bakhtiari province (Saman district). The obtained Findings indicate that there is a significant relationship between increasing the tourists number, tourism boom and improvement of social – economic indices.

Theatrical discussion

Urban tourism industry creates a position that replay a set of individual and social needs and strongly from it's major sources ie the urban community has been confirmed, Indeed the urban community only has not relay on the changing of industrial and service production instead has had a deep effect on economic, social, cultural and religious life. Chugging of old habits and creating new needs is special family members and different social classes of urban community, one of the most changes of culture propagation and recreational and touristic spaces is individual and group services that has been created as a result of economic, social and cultural development.

Urban tourism

Urban tourism is displacement and travel of the individuals to urban environments except convectional inhabitancy place, in order to data gathering, experience obtaining and fulfilling a set of requests that the traveling is done with their motivation. Urban tourism is a expanding activity that recently has to an important economic source and has an effective role in area development policies. But it's growth in addition to creating significant changes in urban system leads to a set of operational and organizational problems (Kazes, 2004:20)

Tourism economy

In the tourism economy area this question is advised that why people prefer traveling to a special place instead of the other places or like to be in their house instead of traveling or why a person decide to investment on traveling?

Micro economics is a branch of economy science that studies the method of economic special sectors selection such as hotels, motels, restaurants, aircraft lines and other tourism sectors. Macroeconomic is a branch of economy science that studies social macro scale

phenomena specially tourism total expenditure, multiplier factor and other effects of tourism macroeconomics.

Tourism economy measures and examines the rate of travels and their economic effect and consequences such as divest and induced effects. Industrial tourism industry is very complex and many private and governmental sectors are active in them. Each of this organizations are different from each other and we cannot separate tourism industry Activities and identify it's role in the general system. Although the companies that make tourism industry are very different but totally the can be classified in industrial or economy sectors and in each economic sector there are some of these companies that the main sectors are: inns, guest houses and lodging houses

Food supply:

Motels and the companies that supply food for passengers and respective organizations according to the contract.

Transportation: Airlines, picnic officers and administrations and car hire companies.

Distributors: Travel Services organizations and wholesalers.

Tourism organizations: recreation places and, reception organization and stores tourism expert organizations: cultural heritage and tourism organization Business tourism council and tourism and state (local) offices.

The theory of urban tourism development in employment

Tourism development can have an significant effect on incomes creating and employment. Considering this fact that urban tourism is a part of tourism great industry and can play an important role in urban areas economy tourism development can be an important and new source for income creation. Food supply, providing room for tourists, hotels and motels, retails, transportation.

And recreation and new jobs, treatment caves, handicrafts and traditional industries in small and medium cities are some of works that are related to tourism. Opportunity creation and investment and exact planning in this Field can be an important factor for employment of people in urban centers and supplying of crafts and native industries, pronation of villagers migration to city, empowerment of local people and employment opportunity creation in close relation to the other economic sectors according to statistics and predictions of

tourism would organization in 2017 that have been created by tourism have had a 59 percent growth.

The universal tourism council has estimated that from , workers or employees in the world one people work in tourism industry. In many of countries this industry has assigned the highest human force to itself. Tourism lead to direct and indirect employment of people, the airlines, tourism organization inns , motels workers and the stars that work in this field are in connect with the companies that directly create job in this industry. Therefore it is observed that the tourism directly and indirectly lead to creation job opportunity and income for the people of urban and rural people and it is clear that one of the effective procedures in small and medium cities economic development and growth that has been under attention of urban, and regional experts and geographers is urban tourism development and it's economic infrastructions.(Zarabi,Kiani,2001)

Sustainable development and sustainable tourism

In order to obtaining a deep understudying of sustainable development and tourism industry it is necessary that the related subject of this field be discussed. Since these concepts have been a confusion source for many of authors and researchers many of pundits that a suitable definition of sustainable development can not be presented. However now days the sustainability as a basic sector of the would order has altercated the authors and pundits attention because this concept is based on the future life level standards that we face to them. (Ranjbarian and Zahed,2009,173)

The concept of sustainable tourism includes three dimensions:

1- Environmental conservation 2- Economic efficiency 3- social equity that are showed in the following figure.

There dimensions of sustainable tourism (Swarbrook 1999)

Tourism economic effects

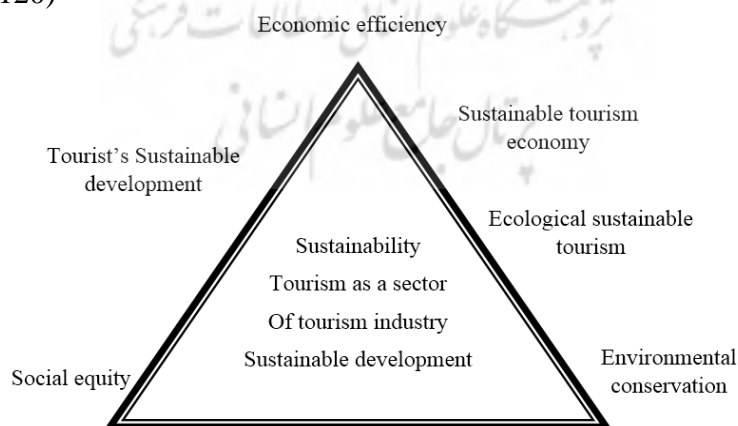
The most important reason of tourism development in the most countries is using of economic source, but other reasons show that it has lower importance.

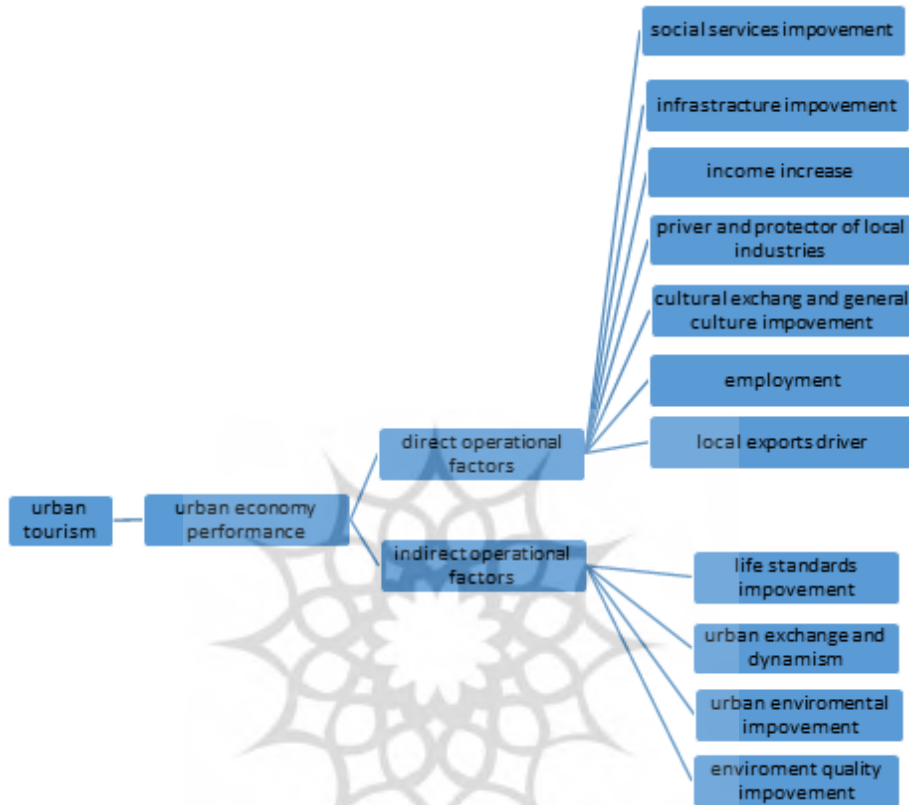
Although during 1970s the negative consequences of tourism industry has been under attention but the fact is that now day the economic and social importance of tourism and it's effects in host community is

clear but we can find the tourism economic effects in the following fields:

- 1- The obtained benefit from employment
- 2- Tourism income creation
- 3- The obtained benefit of the received taxes from tourism activities and creating facilities for community.
- 4- Conservation of antiquities and historical building, ecological attraction as making many sources and cultural heritage conservation
- 5- Handicrafts development and activation of the old and forgotten industries.

What has led to different viewpoints of experts in tourism economic effects field is the vote and way of its appearance in community that is examined in different forms. For example some people calculate the tourism direct costs rate that is payed in host community and the other attend to demand change effect as a result of tourist presence on the market system and market changes rate, and other group attend to its effects on the group attend to its effects on the whole country and national income. Usually the costs that are payed by a tourist is investigated as economic effect that include: Food cost, recreations cost, transportation costs, residence cost, tours and internal travels, post, telegraph and telephone cost, purchasing native goods for source and etc, that the tourist performed by his currency that is similar to merchandise exports and services and since is not calculable exactly this economic follow is named invisible exports. (Movahed, 2007,120)





Graph 1: the effect of urban tourism on the urban economy performance (source: Abdolazadeh, Zand hesame. Et al 2010, 43)

Research method

The present study is developmental and its examination method is descriptive- analytical

The population of the study include the urban population and the people of Malayer and the managers of tourism services and also tourists survey in Malayer. The sampling was done in simple random method for questionnaire completion. The samples of this study were selected among the tourists and managers and experts in tourism area and urban planning and the sampling method was possibility method or random method. In parks, hotels and restaurants and recreation and tourism centers because of more visitors more questionnaire were completed by researchers after field observations and also by considering existing information's in the respective offices and also

interview with the respective offices employee. The obtained data of instrumental and field examination (questionnaire distribution and observation) by means of SWOT qualitative model were examined and processed.

Research scope

Malayer city as the second city of Hamedan province has a population of 297/062 people and a breadth about 3210 square kilometers, Malayer city is placed in east-south of Hamedan province and in proximity of Nahavand and Toyserkan and Hamedan metropolis and Arak and Boroujerd of Markazi and Lorestan province. Malayer city position and bridth Malayer city with area of 3210 square kilometers from 16/89 percent of Hamedan province and is placed in south-east of this province and is adjacent with Tooyserkan and Nahavand (west) and Hamedan (North) and Boroujerd-Lorestan (south) and Arak-Markazi province (east)



Map 1: map of political divisions of Hamedan province
(Source: Malayer Municipality)

historical background and appellation

Hamdolah mostoofi divides gebal old state to two sectors, the great part that is named as Ajam Iraq in khavar and the smaller part named as Kordestan in Bakhtan and Malayer city in placed in the second part. The area in which Malayer is built in has a longer and more important than city it self from long time ago this has been a thriving and crowded and villages of Manizan Goorab and Noshijan show the ancient antiquity of this area. Establishment of Malayer is spite of other residential centers do not has a long history. Some areas in Hamedan province and it's cities such as Malayer before Christ have been mad and Hakhamaneshi government realm such that in edges of Dolatabad there is records of pre historical period. The area of Hamedan province always has been the center of civilizations and location of government and has been placed in the relationship route of old times.

In vestigation of tourism facilities and services

Tourism attractions alone do not provide incentives of traveling or the boom of this industry, instead provide the equipment's and conditions for displacement and tourists inhabitancy. Tourism industry is a coherent system that it's elements are correlative it means that although the accommodation in residence is not the main purpose of a tourist but with out being available of residence facilities there is not tendency for visiting a attraction therefore demand for using of residence facility is a derived demand. Of course there are some exceptional cases for this rule. Sometimes the habitation conditions in a historical building is providing that it's visiting is the main purpose of tourist:

Providing residential equipment's that hospitality creates include the facilities and organizations that is one of the dynamic sectors of tourism industry. The passenger in any place need to a place for resting and sleeping.

The conditions of residential equipment's and restaurants of Malayer city

Unfortunately an exact and comprehensive data and statistics about residential equipment's do not existed about Malayer city and currently using of field results and questionnaire results are in agenda

and in province. Level the extracted statistics and data of statistical almanac have been used.

The conditions of residential facilities in Hemedan province and Malayer city indicate that residential facilities is one of the most basic needs of tourism development in this area has not been under attention seriously and any effort has not been done on order to improvement of the conditions of these facilities according to the existed standards.

Thus priority of the providing different accommodations such as hotels, hotel apartments motels and tourism complexes can be regarded as a necessary and rational for attraction more tourists.

Since the installations and accommodations are effective factors of tourism reinforcement thus emphasize on them and qualitative and quantitative development of this residential units should be under attention of tourism petitioners. In planning's of the installations the residences the place quality subject and the necessity of providing all of the recreational and sport facilities should be considered. Unfortunately Malayer city level and the rural collection along the way of communication paths adjacent to hills of Malayer has low residential facilities or if have the facilities the are weak or undesirable Malayer has too 2-stary hotel and a 1-degree inn and three 3-degree inns, and 9 saloons. En route dining rooms and restaurants are very few and servicing conditions and space quality and facilities are weak. There are weak and scattered restaurant and dining room with low quality in Malayer. This is one of the limitations of Tourism industry development in Malayer that we hope that with encouragement and investment on tourism development the restaurants and food dining be development.(source: Malayer Islamic Guidance office)

urban tourism analysis according to SWOT model

Recognition and analysis of strengths and weaknesses, opportunities and threats as basic measurements are regarded in condition and analysis of the proposes and are used for conclusion and determination of economic and tourism development of Malayer. In analysis stage SWOT method (strengths and weaknesses, threats and opportunities) was used and in continue the external (strengths and weaknesses) were identified.

The internal factors or strength were considered as controllable activities in internal environmental that are done in an excellent or weak method in this study it is regarded as a condition that belong to controllable forces in under study range the strengths and weaknesses can be created as a result of geographical economic, cultural – social and infrastructure and marketing.

External factors or opportunities and threats are economic, social, cultural, ecology, environmental, political, legal governmental, technological and competitive processes and events that can be out of control of area thus the external word is used. Biotechnology population displacement, changing the attitudes, inflation and work values are some of samples of opportunities and threats that can be created for performing any plan.

Table 1: strengths and weaknesses, opportunities and threats of tourism development of Malayer city

Main fields of examination and analysis	Internal environment		External environment	
	strengths	weaknesses	External threats	External opportunities
Social features	S1-Young population of city S2- existence of residence areas with different classes of people	W1- existence of social anomalies and insecurity in some of urban locations W2- existence of poverty in marginal neighborhoods W3- addiction specially among the youth W4- High street harassment in some neighborhood	T1- being defenseless and insecurity of parks and public places from social viewpoint and it's damage T2- migration because of undesirable biological conditions. T3- high rate or rural-urban migration and unofficial residence development in city margin	O1- the managers and experts viewpoint about the tourism O2- using of the participation of different classes of people by Mosque and university centers and geographical and tourism planning O3- city people tendency for corporation in economic and tourism development

Economic futures	S5- self-employment through activities of handicrafts and traditional industries S6- Technical and vocational activities S7- Tourism industry boom in the city due to historical buildings and cultural and historical places S8- low price of housing and rent	W5- shortage and limitation of touristical active and modern recreational agencies W6- Intense weakness of tourism skills and it's services W7- high unemployment between city youth W8- increase of false employment of people due to lock of infrastructures such as street peddler in streets and urban passages physical	T4- Decrease of service and production activities of private sector in favor of general sector T5- lack of investment by government and investors in city due to people disaffiliation T6- unprobability of people talking part in high economic capabaility T7- untendency of private sectors for investment	O4- existence of recreational and touristic places and buildings in the city and rural areas. O5- Existent of industrial units of furniture and embroidered and other handicrafts O6- Economic facilities of the business enters owners and business owners for using in tourist services.
Physical features	S9- existence of business usage proportionate to daily need such as in city center S10- The possibility of existence usages change such as worn out residential to landscape or recreational and touristic spaces in the historical and old texture of city	W9-physical texture micro lithic and it's usage W10- texture compression W11-undiscipline and observation of physical organism and standards. W12- unobservation of basic construction based on municipality license in historical and old texture.	T8- Antiquity of buildings and their destructivity in historical and old and marginal textures of city T9- using of materials in buildings and residential business and services buildings	O7- Reinforcement of people participation potential in order to economic and tourism activities development O8- the possibility of social culture realization and institutionalize of traveling and catering from the tourists

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Service features	S11- having suitable fields for recreational and tourism spaces S12- Existence of tourism services centers and touristic places.	W13- shortage of city recreation facility W14- shortage of city training facilities W15- shortage of city sport facilities W16- shortage of landscape and sport facilities in city parks.	T10- people and educated youth due to the facilities and recreational and cultural spaces.	O9- Existence of public spaces and also accesses and passages proportionate to new and internal texture of city O10- changing the work ship-developmental units in the center sector of city to training institutions of handicrafts skills. O11- assignment a part of historical and old texture to a traditional restaurants
Environmental features	S13- Existence of parks and landscapes in the city and their relation distribution in city level.	W17- The pollution of workshops in the vicinity of residential texture and city entrances W18- releasing in the district and city passages in some of city neighborhoods W19- unsuitable trash disposal and it's pollution W20- Air pollution and noise pollution of industrial workshops	T11- shortage of unutilized and open space for development of landscape and urban parks. T12- city swage disposal problem T13- Imperfect gathering of wastes by municipality specially in old and marginal parts of city T14- weakness of urban management in city beautification and environmental pollution decrease	O12- Assignment of unutilized and worn out texture of city to parks and creating urban landscape and recreational and touristic and leisure spaces.
Main fields of examination and analysis	Internal environment strengths weaknesses		External environment External threats External opportunities	

Infrastructure features	<p>S14- Existence of installations an initial facilities in city such as utilities and gas and telephone</p> <p>S15- Asphalted roads and alleys of city.</p> <p>S16- using of sewage networks in the channel or absorbent well from by most households.</p>	<p>W21- unsustainability of road cover in the main accesses of city and urban neighborhoods</p> <p>W22- The problem of surface waters in roads and streets and watering the passage ways</p>	<p>T15- out break because of run off and release of sewage in some of neighborhoods of city water network aging and watering supply in old and historical textures.</p>	<p>O13- Existence gentle slope of urban lands</p>
Urban management features	<p>S17- Tendency rate to high participation in organizing and improving the city districts</p> <p>S18- Local committee existence</p> <p>S19- Existence of trusted persons in city and neighborhoods</p>	<p>W23- Lack of communication and notices to people and tourists</p> <p>W24- weakness of developmental measurement and separating different neighborhood of city.</p> <p>W25- Lack of responsibility between the neighborhoods residents.</p> <p>W26- Lack of sense of belonging to neighborhood among the youth and city residents.</p> <p>W27- unsatisfaction of residents of municipality and other operational organiations.</p>	<p>T18- unattention to people participation and notices to expert forces in municipality cadre</p> <p>T19- shortage of expert forces in municipality cadre</p> <p>T20- weakness of local management authority</p> <p>T21- lack of integrity of urban management and inconsistency in presenting service and cultural and recreational organizations services</p> <p>T22- shortage and defect of rules and criteria of urban planning and buildings architecture and constructions.</p> <p>T23- mismatch of urban management districts with physical and social facts of city neighborhoods</p> <p>T24- Low dependency and limitation of the authority of cultural heritage department and municipality.</p>	<p>O14- Decision making by authors for interfere in improvement and reconstruction of urban districts and investment attraction and increase of investment in the sector of hotel and restaurant and land scape and parks</p> <p>O15- The possibility of forming and genesis of governmental organizations in different social and cultural areas</p> <p>O16- Existence of common cooperation fields of municipality and cultural heritage organization</p> <p>O17- Possibility of performing collaborative plans. And community based in touristical and cultural areas.</p>

In continue the matrixes are extracted that the strategies of so. ST , W0 and WT are extracted from them and the SWOT matrix was obtained. As you can see the obtained strategies of SWOT analysis is divided in to four groups:

Table 2 shows the internal and external factors analysis matrix. The stage of providing this matrix are as follows:

In this matrix strategic factors or external prioritized factors in the frames of (opportunities and threats) and internal frames (strengths and weaknesses) have been presented, Then in the column of weight considering the importance rate of each factor and comparing the factors with each other the significance rate of (0-1) are assigned to them. The assignment of these coefficients should be in that the sum of coefficients in internal factors and external factors do not be more than one.

In the ranking column considering the being important or normal, the opportunities or threats are in 3 or 4 ranking strengths and weaknesses) and the weaknesses and threats are in 1 or 2 ranking. The ranking is in such a way that if the strength or opportunity be an excellent case the rank of 4 and if they be normal the rank of 3 is assigned to the intended factors. And if the weakness or threat be normal the rank of 2 and if be critical the rank of 3 will be assigned to them. As you can see the process of ranking is in such a way that if we move from excellent conditions toward critical side the ranking rate is decreased from 4 to 1.

In score column the ranking and weight of each factor are multiplied in each other so that the score of that factor for the city be obtained. The final score of the city from having strength or weakness and opportunity or threat is determined.

If the final score in internal and external factors be move than $\frac{2}{5}$ it means that according to the predictions the strengths of city development are dominant on the opportunities and threats and if this score be less than $\frac{2}{5}$ it shows the dominance of the weaknesses on strengths, threats and opportunities. (E' rabi 2008,22)

Internal and external matrix (IE)

In order to investigation of the internal and external factors in this plan, the four-cells matrix that is observed in the following graph has been used: In this matrix if the city position is placed in the cell I from

internal and external factors scores the conservative strategy (Maintenance interval protection), if be in the cell II the aggressive strategy (growth and development) if be in cell III the defensive strategy (removal, assignment, decrease and dissolution and if be in cell IV the competitive strategy (maintenance- external protection) are recommended (Houben, 1999, 17).

Table 2- Analysis matrix of internal and external factors.

W.S	Weight	Rating	Points	T. O	Weight	Rating	Points
S1	02/	3	06/	O1	0.05	4	0.20
S2	03/	3	09/	O2	0.08	4	0.30
S3	03/	4	12/	O3	0.08	4	0.30
S4	04/	3	12/	O4	0.04	3	0.13
S5	04/	4	15/	O5	0.03	4	0.13
S6	05/	3	14/	O6	0.05	4	0.20
S7	09/	4	35/	O7	0.08	3	0.23
S8	09/	4	35/	O8	0.05	4	0.20
S9	07/	3	20/	O9	0.04	3	0.13
S10	05/	4	19/	O10	0.05	3	0.15
S11	03/	3	09/	O11	0.03	4	0.13
S12	04/	4	15/	O12	0.08	3	0.23
S13	05/	3	14/	O13	0.03	3	0.08
S14	06/	4	23/	O14	0.08	3	0.25
S15	02/	3	06/	O15	0.08	4	0.30
S16	04/	3	12/	O16	0.08	3	0.23
S17	10/	3	29/	O17	0.08	4	0.34
S18	10/	3	29/	T1	0.04	2	0.07
S19	09/	4	35/	T2	0.06	1	0.06
W1	0.05	2	0.10	T11	0.06	2	0.11
W2	0.03	2	0.06	T12	0.04	2	0.07
W3	0.06	2	0.11	T13	0.03	2	0.06
W4	0.02	1	0.02	T14	0.06	1	0.06
W5	0.03	2	0.07	T15	0.03	2	0.06
W6	0.05	1	0.05	T16	0.06	2	0.11
W7	0.05	1	0.05	T17	0.01	2	0.01
W8	0.02	2	0.03	T18	0.01	1	0.01
W9	0.02	1	0.02	T19	0.04	2	0.09
W10	0.01	1	0.01	T20	0.03	1	0.03
W11	0.01	2	0.01	T21	0.04	2	0.09
W12	0.05	1	0.05	T22	0.04	2	0.04
W13	0.05	2	0.10	T23	0.04	2	0.06
W14	0.05	2	0.09	T24	0.04	2	0.04
W15	0.04	2	0.08	Total			2.63
W16	0.05	1	0.05				
W17	0.02	2	0.05				
W18	0.03	2	0.06				
W19	0.02	1	0.02				
W20	0.02	1	0.02				
W21	0.03	2	0.06				
W22	0.02	1	0.02				
W23	0.05	2	0.09				
W24	0.05	1	0.05				
W25	0.06	2	0.11				
W26	0.06	1	0.06				
W27	0.06	2	0.11				
Total			2.52				

Table 3- The final score of internal and external factors analysis matrix.

W0 Conservation (maintenance internal protection)	S0 Offensive (growth, development)
WT Defensive (delegation, dissolution)	ST Competitive (maintenance external protection)

the obtained results of information drawing of internal analysis matrix (2.52) and external factors. It means that Malayer city from problems and city from problems and city problems and tourism is placed in cell it that should the offensive strategies based on (development and growth) in order to decrease internal weaknesses and avoiding of the treats of external environment be selected.

The city and urban and tourism subjects and it's position in internal and external factors matrix is aggressive, indeed the so strategy is performed This means that the city and urban service conditions are not in desirable conditions and developing position.

Treats, opportunities, strengths, weaknesses Matrix (SWOT)

This matrix is one of the most important instruments in strategy compilation process that by which the informations are comprised or 4 kinds of strategies can be presented by that.

Table 4- strengths, weaknesses, opportunities and threats (SWOT) matrix.

W. weaknesses	S. Strengths	
In this table the internal factors analysis matrix dominant on city out tourism urban service organizing and weaknesses has been explained	In this table analysis matrix of internal matrix of internal factors dominant on city and tourism urban service organizing and weaknesses has been explained	
Wo. Strategies	So. Strategies	o. opportunities
1- empowerment and reviewing the kind and method of usage of people participation in city in order to development and equip of urban neighborhood and assignment the works to people of each neighborhood 2- Decreasing the social problems in 3- Improvement of city neighborhood facilities and installation infrastructures 4- Using of durable materials in building construction. 5- Preventing of inhabitants activity in false jobs and creating employment opportunities for high rate of unemployment in city and urban neighborhoods.	1- Increasing people's responsibility in urban affairs considering the decision of authorities for city conditions changing. 2- possibility of changing the usage of historical old textures to the necessary usages such as increasing urban landscape and park and recreation places 3- using of expert human forces in order to creating people organizations considering the young people of city and neighborhoods 4) Strengthen the identity making elements of a neighborhood considering the low rate of responsibility and belonging to neighborhood affairs between the city residents	In this table the external factors evaluation dominant on city and tourism urban services and opportunity are presented.
WT Strategies	ST. Strategies	T. threats

<p>1- Fixing deficiencies the service features in the city such as recreational, training, religious and sport facilities. 2- Police force action for security creation in urban neighborhood and security for people, tourists and passengers 3- Providing low insert loans to business and residential units owner for rebuilding the units and preventing from more wearing out in historical and old urban textures</p>	<p>1- Changing the incompatible usages and matching of the usages for increasing resident's welfare. For example noisy workshops should be separated from residential, recreational and touristic place 2- Establishment of facilities and installations and fixing deficiencies in gas piping and sewage and road pavement and as a result increasing land value. 3- considering a place for neighborhood people gathering specially the neighborhood trustees for increase of residents participation in social and cultural affairs 4- creating security in urban neighborhoods</p>	<p>In this table the external factors analysis that are dominant on city organizing and tourism urban services and threats are presented</p>
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Summery and conclusion

The objective of this section is not determination of the best strategies of Malayer city from tourism point of view but is identify of operatable strategies.

Thus all of the strategies in threats, opportunities, strengths and weaknesses that are presented will not be selected and performed. Operatable strategies of Malayer city and it's urban neighborhoods considering the urban tourism development are as follows:

SO strategies

- 1- increasing sense of responsibility of the inhabitants in neighborhood affairs considering the authors decision for changing the urban neighborhoods
- 2- the possibility of historical texture usages changing to the necessary usage such as increasing landscapes, parks and recreational and touristical public spaces.
- 3- Using of expert human force for establishment of popular organization considering the young people of city
- 4- Reinforcement of the identity making elements considering low level of responsibility and belonging to urban neighborhoods among the inhabitants.

WO strategies:

- 1- Improvement and review of the kind and usage method of people participation in the city affairs in order to development and equipping each neighborhood and assignment the works to local people.
- 2- Decreasing the social problems in the neighborhoods such as theft, addiction and crime

3- Improvement of the installations and facilities and public organizations and welfare services and also leisure spaces.

4- using of durable materials in construction of residential, business, cultural and touristic buildings.

5- Preventing of inhabitant activities in false jobs and creating employment fields in different areas of urban tourism for them considering high rate of unemployment in city and different urban neighborhood

ST Strategies

1- Changing the incompatible usages and usage matching for increasing the inhabitants welfare. For example noisy workshops should be transferred from residential, cultural, recreational and touristic places to other places.

2- Establishments of installations and urban facilities and fixing defects in gas piping, sewage and road pavement and etc. and as a result increasing land value

3- Considering a space for gathering neighborhood inhabitants of specially neighborhood trustees for increasing inhabitants participation in neighborhood affairs and solving the problems of the people and neighborhood

4- creating security in city neighborhoods.

WT Strategies

1- Fixing deficiencies and providing general services in city such as recreational, cultural, training, religious and sport facilities shortage.

2- Police force measurement for creating security in neighborhoods and creation of security for urban districts people and passages.

3- Providing low interest loans to business and residential unit owners for rebuilding the units and preventing from wearing out in historical and old urban textures.

Decision making stage

In this stage the obtained information of (SWOT) matrix and internal and external (IE) matrix are compared. With each other In (SWOT) matrix four classes of suitable strategy for internal an external condition were identified on it was determined in (IE) matrix that Malayer position in four-cells table (IE) is placed in aggressive cell. (Ali Görener ,2012, 42).

Accordingly with emphasis on aggressive strategies the conservative strategies were placed in the next priority. Thus acceptable strategies for urban development and urban neighborhood organizing from public services, public installation and urban tourism services of Malayer city are as follow:

The first priority :SO strategies

So1- Increasing the responsibility of inhabitates in residence and work affair considering the author's decision making for changing the city and urban neighborhood's conditions from urban services and urban tourism.

So2- The possibility of changing historical and old and worn out textures usages in each neighborhood to necessary usage such as increasing landscape and urban parks and recreational and touristical spaces.

So3- Using of expert human force in order to creating people organization considering the young people of city and urban neighborhood population.

So4- Reinforcement of local identity making elements considering the low responsibility and belonging to neighborhoods belonging among the city inhabitates and different neighborhood.

The second priority: WO strategies

Wo1- Improvement and reviewing the kind and usage method of people participation in neighborhood in order to development and equipping of urban neighborhoods and assignment the affairs to people.

Wo2- Decreasing the social problems in neighborhoods such as theft, crime and addiction

Wo3- Improvement of infrastructures of installation and public facilities in urban neighborhoods.

Wo4- Using of durable materials in construction of residential, business, cultural and recreational buildings.

Wo5- Presentation of inhabitant's activities in false jobs and creation of employment opportunities in different areas of urban tourism considering high rate of un employment in city and urban neighborhoods.

Quantitative strategic planning matrix(SQPM)

By using of this technique the relative attraction of the selected

S11	.03	*	*	*	*	4	0.12	0	0	*	*	*	*	3	0.09	*	*		
S12	.04	*	*	3	0.12	*	*	*	*	*	*	*	*	*	*	*	*		
S13	.05	*	*	2.5	0.125	*	*	*	*	*	*	*	*	*	*	*	*		
S14	.06	*	*	2.5	0.15	*	*	*	*	*	*	*	*	*	*	*	*		
S15	.02	*	*	3.5	0.07	*	*	*	*	*	*	*	*	*	*	*	*		
S16	.04	*	*	*	*	*	*	4	0.16	1	0.04	*	*	*	*	2	0.08		
S17	.10	4	0.4	*	*	*	*	*	*	*	*	*	*	*	*	*	*		
S18	.10	*	*	4	0.4	*	*	*	*	*	*	*	*	*	*	*	*		
S19	.09	*	*	3.5	0.315	*	*	0	0	*	*	3.5	0.315	3	0.27	*	3.5	0.315	
W1	.05	*	*	*	4	.02	*	*	*	*	*	*	*	*	*	3	.15		
W2	.03	*	*	*	*	*	*	*	*	*	*	*	*	*	*	2	0.06		
W4	.02	2	0.04	2	0.04	*	*	3	.06	*	*	*	*	3	.06	*	*		
W5	.03	*	*	*	4	0.12	*	*	*	*	*	*	*	*	*	3	0.09		
W6	.05	*	*	4	0.2	*	*	*	*	*	*	*	*	*	*	*	*		
W9	.02	*	*	3.5	0.07	*	*	0	0	*	*	3.5	.07	3	.06	*	3.5	0.07	
W10	.01	*	*	3.5	0.035	*	*	3.5	0.035	0	0	2.5	0.025	2	0.02	3.5	0.035	*	
W12	.05	*	*	2	0.1	*	*	*	*	2	0.1	2	0.1	*	*	*	*		
W15	.04	*	*	3.5	0.14	*	*	0	0	*	*	3.5	0.14	3	0.12	*	3.5	0.14	
W17	.02	1	0.02	3	0.06	3.5	0.07	2	0.04	*	*	3.5	0.07	3.5	0.07	2	0.04	3.5	0.07
W18	.03	4	0.12	*	*	*	*	*	*	*	*	*	*	*	*	1	0.03	*	*
W20	.02	3	0.06	*	*	*	*	*	*	*	*	*	*	*	*	2	0.04	*	*
W21	.03	3.5	0.105	3	0.09	3.5	0.105	4	0.12	*	*	3.5	0.105	3.5	0.105	4	0.12	2.5	0.075
W22	.02	*	*	3.5	0.07	*	*	0	0	*	*	3.5	0.07	3	0.06	*	*	3.5	0.07
W23	.05	4	0.2	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
W24	.05	3	0.15	*	*	*	*	*	*	*	*	*	*	*	*	*	2	0.1	*
W25	.06	*	*	2	0.12	*	*	4	0.24	*	*	3	0.18	3	0.18	4	0.24	*	*
W26	.06	2	0.12	2	0.12	*	*	2	0.12	*	*	2	0.12	2	0.12	2	0.12	2	0.12
W27	.06	2	0.12	2	0.12	*	*	3	0.18	*	*	*	*	*	*	3	0.18	*	*
Total			3.56	4.32	1.87		2.445	.38		3.13		2.87		2.415		3.61			

Reating a Critical Criterion Table

In this stage after investigation of capabilities and talents system investigation according to SWOT model the abilities and talents are classified and each ability and talent that obtain the highest mean score (critical standard) are selected as interfere strategy and the others are placed in the priority

It should be mentioned that the suggested programs and projects considering the priority of interfere strategy along with strategy determination, administrative policies and administrative projects, Bernroider (E2002, 54)

Table 6: Abilities and Talent critical standard (SQPM)

row	Ability and talent	Total score total	Average rating Ability and talent	Difference each score Ability and talent with mean
1.	So1	3.13	2.7	More than average
2.	So2	2.87	2.7	More than average
3.	So3	2.41	2.7	Less than average
4.	So4	3.61	2.7	More than average
5.	Wo1	3.56	2.7	More than average
6.	Wo2	4.32	2.7	More than average
7.	Wo3	1.87	2.7	Less than average
8.	Wo4	2.44	2.7	Less than average
9.	Wo5	.38	2.7	Less than average

In this stage of adjustment of sustainable economic development strategies based on Malayer urban tourism, the selected strategies in the comparison stage (At the first the aggressive strategies and then conservative strategies) were analyzed and were prioritized by means of the method of quantitative strategic planning matrix (SQPM) and critical standard table forming.

W02: Decrease of social problems of the city and urban neighborhoods such as theft, crime and addiction.

S04: Strengthening the identity making elements considering low responsibility and attachment of the inhabitate to urban affairs and urban neighborhoods.

W01: Improvement and review of the kind and usage method of people participation in order to development and equipping of neighborhoods and assignment the affairs to the inhabitates of neighborhood.

S01: Increasing the inhabitate responsibility or urban and neighborhood inhabitates in the life place affair considering the author's decision for changing city and urban condition.

S02: Possibility of changing the worn out and old and historical textures and neighborhoods to the necessary usage such as urban parks, land scape and recreational and touristical spaces.

W04: Using of enduring materials in construction of residential, business and tourist buildings.

S03: Using of expert human force in order to creating people organizations considering the young people of city and urban neighborhood population.

W03: Improvement of the infrastructures of facilities and urban public installations.

Table 7: Periodization of the selected talents and abilities according to the score

Priority	The mark of strategy	Talents and capabilities	Score
1	2WO	Classification of talents and capabilities In terms of points, to formulate an intervention strategy	4.32
2	4SO		3.61
3	1WO		3.56
4	1SO		3.13
5	2SO		2.87
6	4WO		2.44
7	3SO		2.41
8	3WO		1.87
9	5WO		.38

W05: Prevention of inhabitants activity in false jobs and creation of employment fields in different areas of urban tourism services for them considering high rate of unemployment in neighborhood.

In this stage considering the previous investigation the talents and desirability of selection interfere and are analyzed and then their periodization according to the relation score is done.

Considering above table information we concluded that four aforementioned strategies should be considered in short-term and is a striking way 4 strategies is considered in middle-term and 1 strategy is considered in long term.

In a striking (short-term strategies) method

-Decrease social problems of urban neighborhoods such as theft, addiction and strengthening the identity making elements of considering low responsibility and attachment to neighborhood among the city inhabitate and different neighborhoods.

- Improvement and review of the kind and usage method of people participations in urban neighborhood in order to development and equipping of each neighborhood and assignment of the affair to inhabitates of each neighborhood of the city.

- Increasing inhabitants responsibility in neighborhood affairs considering decision of the authors for changing the city and urban neighborhoods conditions.

Middle –time strategies

Possibility of changing worn out historical and old textures usages to necessary usages such as increasing parks and landscapes and recreational and tourist spaces.

Using of durable materials in construction of residential, business and recreational tourist buildings.

Using of expert human forces in order to creation of people organizations considering the young people of urban population.

Improvement of the infrastructures of the installations and public facilities of urban neighborhoods.

Long-term strategies

Prevention of the inhabitants activity in false jobs and creation of employment fields in different areas of urban tourism for them considering high rate of unemployment in Malayer city.

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