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Strategy Planning For Sustainable Urban Tourism; Case Study: Baneh city

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Abstract
World Travel and Tourism Council has estimated that contribution of tourism sector to global economy and employment will be increasing in the next 10 years. Travel and tourism contributes to various areas of economy and Tourism is accounted as one of most significant industries of 21st century. If countries provide the required capacity for development of tourism industry, they would be able to take remarkable steps in flourishing their own economy. In view of the natural and human attractions of Baneh city, attracting tourist would be one of essential requirements for sustainability of this city. In the last few years; tangible change of direction in city of Baneh economy has taken place. The descriptive, analytical and applied research methodology was applied in the present study to identify capacity and limitations of Baneh city in terms of tourism attraction by utilizing quantitative model of SOWR-QSPM. The results of the research indicates that the total score of internal environment has been 2.58 and external environment has been 3.46 i.e. Baneh city has an aggressive situation (relying on its own capabilities to use the opportunities). In the next step, the final strategies were planned, using SOWT model, and categorized according to QSPM model and the rate of tourism attraction, with the promotion of infrastructure as the most important priority for tourist attraction (score of 6.17). In the last part of the present research, the following suggestions have been made: preparing a strategic document for tourism of Baneh city and making policies and plans for tourist attraction in order to fulfill the aforementioned strategies.

Key words: *Tourist, urban suitable tourism, consequences of tourism, SOWT-QSPM model, Baneh City*

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Introduction

The Tourism industry has been noticeable for men for many years and has a specific role in the national and international economy. This industry is an affective factor in cultural interaction, in the dialogue among the civilizations, and stabilizing affinity and affection among the nations (Parsaeean, 2002: 24). One of the effects of attracting tourists is the diversification of the local economy, since it produces commodity and services and as far as it is linked with work force, capital, and added values, it can be considered as an industry (Aghaee, 2011: 9). On the other hand, the services which were provided by this industry in some cases like the satisfaction of the tourists and their experiences are untouchable and because of this, it is not comparable with other industries, consequently it could be concluded that a new approach to tourism should an industrial approach not a traditional one, because this industry from an individual amatory phase turned to be a professional group activity. Moreover that because of the advancements in the electronic commerce, marketing, advertisements, transportation (aerial, shipping, GROUND) it has become a dynamic industry (Tavalaee, 2006: 19). The establishment of the World Tourism Organization (WTO) has a great effect on both the guidance and the planning for tourism industry internationally (Rezvani, 2007:31). The studies show that the tourism industry is the third most profitable industry just after petroleum and automobile industries in the world. Based on the existing statistics 3.5 billion travels are done in each year, of which 700 million are outbound travels and 1.8 billion are domestic travels (WTO, 2006). Although Iran is one of the most attractive destinations of the world, which is among the top 5 countries in terms of tourism attractions and among the top 3 countries in terms of hand craft, but out of the 700 million outbound travels its portion is 1.5 million travels which constitutes 2 % of the whole travels. The conducted studies in different places show that with the quick growth of tourism, its negative effects are also increasing. So the policy makers and the programmers of each country should plan for increasing the income of the tourism industry, meanwhile they should consider that this increase must not endanger the sustainable development of the tourism (Chiang Lee, 2008:180). Most of the cities in Iran has the potentiality to become touristic and are in high need of planning for this goal. One of the cities which has been a popular destination for the foreign and domestic tourist in the recent years is Baneh city in the Kurdistan province. This city has the whole natural and human potentialities and considering the virgin nature of the region and the trading centers, and the bazars on the border were being noticed by the tourists but it has not used its capabilities to attract the tourists. The dynamism of tourism industry needs long term planning, cooperation with relevant offices, building proper and stable infrastructures with the environment to attract tourists. Considering the mentioned issues, the objective of this research is to investigate the weak weaknesses, strengths, threats, and the opportunities of the region which finally lead to plan strategies for sustainability of the tourism industry in this area. The main questions of the research are as follows:

-What are the main strengths, weakness, opportunities, and the threats of the Baneh city?

-What are the most important prioritized strategies for a sustainable tourism industry for Baneh city?

Researches Objectives

Since the benefits of using the capabilities and the potentialities of a region in tourism attraction lead to the sustainable development of that region, and the high demand to attract tourists is considered as the urban and regional planning priorities, the research objectives are as follows:

-Identifying the internal and external situation (Weakness, Stengths, Opportunities, and Threats of Baneh city.

-Planning strategies for utilizing the potentiali-

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ties.

-Prioritizing the sustainable tourism strategies for Baneh City.

Research Methodology

In this study the descriptive-analytical and applied mythology is used. The data are collected through archival method using documents and statistics. Surveys, observation, and interviews are used to determine the internal and external points and to plan the strategies. The opinions of tourist and local residents are used for scoring the survey questions, alongside with 24 experts who are working in Baneh's municipality, tourism and cultural heritage organization, gubernatorial, and the council of Baneh city.

Review of Literature

The SWOT analytical method has been regarded widely in researches on domestic and foreign tourism in the recent decades, and many researches has been conducted with the use of this method. Valdi (2014) in his research titled: "Tourism Development Strategies, SWOT analysis and improvement of Albania's image." It investigated the tourism in Albania and analyzed its image in the world, and it used the SWOT analysis to plan strategies and analyze the communications of Albania. The result of his study shows that the growth of communications, marketing, and long term tourism sustainable development strategy planning are the requirements for a better place in tourism for Albania. (Valdi, 2014: 167-178). Sariisik and et al. (2011) through using qualitative methodology, meta-analysis, and SWOT analysis to investigate the management and development of yacht tourism in Turkey, it concludes the topic by presenting some strategies (Sariisik, 2011: 1014-1025). Narayan (2000) by using the SWOT analysis investigated Fiji tourism regarding the building a database for future policy makings (Narayan, 2000, 15-24). Sadr Mosa and Dakhili Kahnemoee (2004) in research titled "an assessment of facilities conditions of Eastern Ajarbaijan province from the tourists point of view", the cases of Kandovan, Ghal'e Bab, and Sharafkhaneh, investigated the distribution of tourism infrastructure in the mentioned regions and they concluded that distribution of the tourism infrastructures are not equally and properly done. Ezatollah Mafi and Mahdi Saghaee (2009) in research titled "the usage of SWOT model in analyzing the tourism management in Mashhad metropolis" showed that the only office that had the most proper and useful functions in the tourism management of Mashhad city was its municipality, but the tourism and cultural heritage organization, and the Astan Quds Razavi organization had weak actions in the tourism management of Mashhad city and they were countering a number of out-system challenges and threats. Based on the results some strategies and suggestions are made for creating a focused tourism management in Mashhad city. Masoud Taghvaee, Hamidreza Varesi, and A'zam Safarabadi (2010) in a research titled "the effective factors in tourism development of Kermanshah city" using SWOT model identified the potentials and the limitations of tourism, they finally concluded that although the Kermanshah city has a great natural and human resources potentials, but has management and infrastructure crisis and could not had a proper outcome in the development of tourism. Asghar Zarabi and Mohammad Reza Mahboobfar (2013) in a research titled "the usage of SWOT model in planning tourism development strategy of Kashan city" studied the capabilities and the problems of Kashan city and after analyzing the city's conditions, they categorized the strategies. They concluded that the Kashan city has not been successful in tourism attraction despite of its abundant natural and man-made sites.

Concepts, Approaches, and Theoretical Framework

The Definition of Tourism

The most useful and most comprehensive definition of tourism is suggested by Erik Cohen; a temporary and volunteer traveler in hope of enjoying a new and different experience going on a relatively long and unique round-trip (Lee,

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1999:5). Tourism is the a collection of events and communication resulted from interactions among the tourists, government's investment and host communities, universities and non-governmental organizations, in the process of attraction, transportation, service and managing the tourists and the visitors (Papli Yazi and Saghaee, 2006: 12). The term 'tourism' was coined in the nineteenth century, during those days the French nobles had to travel for studying abroad and getting the required experiences in life, these nobles were called 'tourists' at that days, later on this term was used for anyone who goes on a trip for such purpose (Rezvani, 2007: 15). Tourism is a phenomena which is based on human's motion and displacement; the nature of human is mixed with traveling and exploring the far countries (essay collection on the role of tourism industry in the development of Mazandaran, 2005: 20). Edward et al. (2008) believe that the tourism industry presents and manages a wide spectrum of products and experiences to people with wide range of motivations, preferences and cultural attitudes living in a dialectical conflict with the host society. The outcome of this conflict is a collection of consequences for the tourist, the host community and the industry (Edward et al. 2008: 1038). Przeclawski (1993) believes that tourism is a set of events relating to voluntary spatial displacement, temporal place changes, life pattern and its surroundings, it also includes personal contact with the natural, cultural and social environment of the visited location (Przeclawski, 1993).

Urban Tourism

The concept of urban tourism entered the researches in the 1980s, when it was clear that many cities were developing and progressing toward important destinations, business travel and urban travels are ongoing in the whole year. But the leisure time has become important and the number of the urban tourists have been increased day by day (Dinari, 2005: 3). Urban tourism is a complicated combination of various activities that is created out of the environmental features and the level of ability and the capacity of the city in tourism attraction and service providing (Movahed, 2007: 34). Because of the abundance of historical and cultural attractions, the urban areas are amongst the important tourists destinations. Urban tourism is the mutual interaction of the tourist/host and creating a tourism space regarding travels to the urban region with different motivations and sightseeing, and using the facilities and the services of tourism which has different effects on the space and the urban economy (Papli and Saghaee, 2006: 190).

Nowadays tourism activities are popular in small and big cities. Cities includes a wide range of historical and cultural attractions, with shopping, restaurants and hustle and bustle of city life. Most of the attractions and the facilities are basically developed for the citizens (Haidari, 2008: 40). The main purpose of sustainable tourism is to provide logical methods in exploiting the natural and human resources and to preven the excessive consumption of these resources (Fani and Mohamadnejad, 2009: 9). Considering the urban tourism two important issues should be mentioned: 1. the space for urban tourism: it is a space in which the touristic resources could be found, and the tourists' behavioral pattern is a follower (subordinate) of tourism resources such as attractions, settlement, and the facilities and the services which its manifestation forms the space for urban tourism (Movahed, 2007: 34). 2. The resources of urban tourism: the resources of urban tourism are constructed of three main parts. The primary elements of tourism which in fact are the main factor to attract the tourists including the historical monuments, urban open space, parks, cinemas, theatres, and cultural complexes (Timothy, 1999: 28).

The top one and the most popular tourism is the urban one, so that the city is success key regarding the special place of city in the successful countries regarding urban tourism. The reconstruction of abandoned and antiquated places in order to restoring the historical as-

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pects are the effects of the development of urban tourism (Supplementary issue of Pazhoheshgah Magazine, 2007: 18).

Sustainable Tourism

Following the mentioned concepts, there is no unanimous definition of sustainable tourism because of the complicated entity and the diversity of tourism. Aronsson, (2000: 40) believes that the sustainable tourism does not damage the natural environment and is sustainable ecologically and:

o Mainly consist of small-scale development and it is community-oriented.

o Does not colonize the local residents.

o It emphasizes on the cultural sustainability and it is the supporter of the architecture and cultural heritage (Aronsson 2000).

The updated definition of sustainable tourism which was provided by the UNWTO in the 2014 emphasizes on the following issues:

1)Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.

2)Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.

3)Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

The principles of the sustainable tourism in the Encyclopedia of Ecotourism is defined which consist of: the sustainable using of natural, social and cultural resources, reducing the excessive consumption and garbage, protecting the biodiversity and improving the natural, social, and cultural diversity. Bramwell and Lane (1993) defined the principles of sustainable tourism as follows:

1.Holistic planning and strategy formulation.

2.Preservation of ecological processes.

3.Protection of human and natural heritage.

4.Development in which productivity can be sustained over the long term for future generations.

It could be said that the sustainable tourism is achieved only when the nature, the scale, and the place of the development of tourism would not be beyond the capacity of the natural environment. It should also fulfill the economic, social, aesthetic and environmental demands. It should not excluding the relevant activities in the destination meanwhile it should preserve the cultural unity, the vital ecological processes, the environmental diversity and the life protector systems and it should keep the opportunities for the future generations.

Tourism Consequences

In the recent decades, many studies on the identifying and proving the economic and socio-cultural and ecological effects of the tourism are done which for many years it has become the main topic of research in the tourism. According to Mason (2003), the studies on the social and environmental effects are mainly related to the analysis of the negative impacts of tourism on the local societies and the physical geography (Mason, 2003). In contrast the economic studies are mainly focused on the analysis of the useful impacts (like the power of the product income and employment) (Swarbrooke, 199). In other words the development of the tourism is like a double-edged sword: from one point it provides grounds for growth and flourishment, but from the other point its quick and uncontrollable growth could be a destructive force. The destruction of the natural sites, local identities and the traditional cultures, the fall of political autonomy and economic independence, destructing the natural environment, harmful effects on the social values are examples of the negative impacts of the unplanned development of the tourism industry (Frederico, 2002, Fraitag, 1994). For example in 2001, tourism

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consumed 3.2 % of the total energy consumption in the world and had 5 % of the climate changes caused by human activities (Scott, 2011). In tables 1 and 2 the negative and positive effects of tourism on the society and their destination have been presented.

The case study territory

Baneh is a historical city in the Kurdistan province and the history settlement in this region goes back to the pre-Islamic period. Baneh is located in a wild mountainous area in the west part of the Kurdistan. According to the census held in the 2011, the population in the urban region was 90304 and 42261 in the non-urban region, and it has a land of 5550 square kilometers area. It meets the Gorg altitudes from the north, and from the east to the Khor Khore, from the west to the Shler and Ghelejeh plain, and from the south it reaches the Sheler valley which limited by Baneh's altitudes. The main economic income of the Baneh city is agriculture, livestock and animal husbandry for many years, and this was continuing until the late 1950s. Baneh went through the process of urbanization during the 1956 to 1966 and later it became a center. The industry, mining, and

	Economic	Social and Cultural	Environmental
Society (Reeves, 2002)	. Great local, regional and national income generator, foreign investment support . Creating various job opportunities. In some region it is the main source for employment	. The cause for raising the consciousness, improvement of the natural heritage, encouraging the civic pride and accessibility to the favored place. . making opportunities for individual empowerment and self-actualization from accessibility to a wide spectrum of educational, environmental and cultural experiences	. the cause for improving the environmental supervision on the visitors sites
Tourism destination (adopted from UNEP, 2008)	. foreign currency benefits . helping government revenue . providing job opportunities . provoking investment for infrastructures . helping the local economies	. tourism as a means for peace . improving the communities . developed facilities for tourism could benefit the local residents . reviving the cultures and the traditions . encouraging the partnership and civic pride	. financial aids . improving the management and environmental planning . raising the environmental consciousness . preservation and maintenance . temporary jobs . regulatory measures

Table 1. the positive effects of tourism on the society and the destination

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	Economic	Social and Cultural	Environmental
In the society and the tourism destination (adopted from Ritchie and UNEP, 2008)	. the economic dependence of the local communities on tourism . raising the prices for the local residents . decreasing of the incomes Infrastructural expenses . economic exploitation of the selected cast	. Cultural crashes, like tendency to defensive treatments towards the host: the high probability of misunderstanding which leads to changing the level of tourist/host hostility . extreme crowds . ethnic issues . the changing or disillusion of identity and local values	. rise of pollution . increasing demands for energy (fossilized fuels) . exhaustion of natural resources and environmental destruction . land usage shift and pressure on the environment

Table 2. the negative effects of tourism on the society and the destination

services added to the economic activities of the city. Following the population increasing, and the expansion of the city and the political and military requirements, it obtained new economic functions. It could be said that trading became the main economic activities of the Baneh city. The urban trading is active in two sectors, the first part of this process is the certain products imported from Iraq, and the second part is the new services, touristic economy, and non-local and unofficial economy consist of minor jobs, retailing, malls and big bazars, trading centers are the outcome of this economic growth. The main attractive tourism sights of Baneh city are Dokanan Park, Pirmorad Park, Mojasameh Village, Najbeh Village, Nezho Village, Shoy Village, Shoy Cave, Shilat complexes, Baneh border bazar, trading complexes (Saral, Berelyan, Morvarid, …), Baneh Dam, Soreen recreation complex, local products, local customs.

SWOT (Strength, Weakness, Opportunity, Threat) Model of analysis

SWOT analysis is a tool used to identify the internal strengths and weaknesses and external opportunities and threats of a system. SWOT analysis identifies the factors that are most favorable to the employed strategy. Based on the rationale of this method, an effective strategy must optimize the strengths and opportunities and minimizes the weaknesses and threats of the system. This rationale, if employed correctly, will lead to positive outcome as for selecting and planning an effective strategy (Piers, 2002: 155). This method is a tool used for analysis of situation and planning a strategy. These affairs, in fact, can be carried out through: identification and classification of internal strengths and weakness, identification and classification of current opportunities and threats in system external environment, completing a SWOT Matrix and planning diverse strategies for system coaching in future. SWOT analysis tool can contribute significantly to identifying and planning strategies. SWOT method is a key tool for formulating strategic plans with help of which EFEM and IFEM are compared

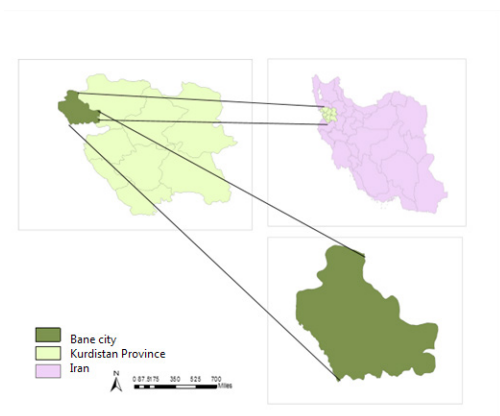


Figure 1. Case Study Territory

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with one another. Strengths and weaknesses of the urban area withstand or overcome the threats faced by this area and use the available opportunities; moreover, strategies act as a medium between internal and external factors. The objective of this method is not to identify the top strategy but the objective is to identify applicable strategies; therefore all the strategies presented in the matrix of strength, weakness, opportunities and threats (SWOT) will not be selected and employed. This method is undertaken in 3 steps: evaluation of external environment, evaluation of internal environment and planning strategies. In this method through comparing the opportunities and weaknesses, strategies of opportunity-threat (OT) are formulated. Accordingly, by comparing strengths and threats, strategies of Strength- threat(ST) are devised, by comparing weaknesses and opportunities, strategies of weakness-opportunity(WO) is planned and by comparing weaknesses and threats strategies of weakness-threat(WT) is formulated and in each phase, the two factors are compared with each other.

First step – Determining the Existing Weaknesses, Strengths, Opportunities, and Threats (Input Level)

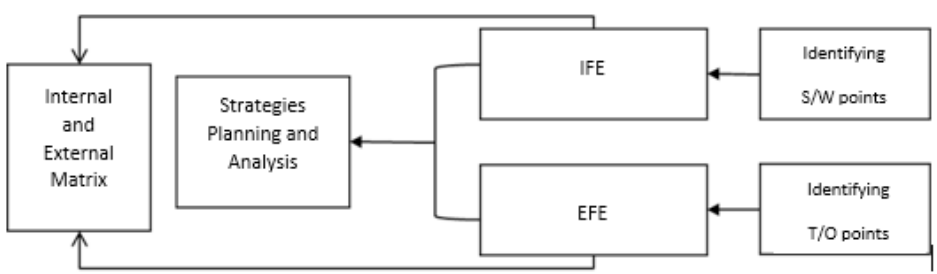
•Determining the Weakness and Strengths

In this phase the weakness and strength's points have been identified, and they are located in the Matrix columns in the evaluation phase of the internal environment. This evaluation is done to define these strength and weakness points. These points are a part of the controllable activities within the area which are either beneficial or detrimental in various intervals. The process of evaluation of the internal environment is in parallel with the process of evaluation of the external factors. The priorities of the residents and the condition of the partnership are among the external factors.

•Determining the Opportunities and the Threats

In this phase, the opportunities and the threats have been identified, and they are located in the Matrix columns of opportunities and the threats in the evaluation phase of the external environment. This phase is explaining and describing the external environment in order to determining the opportunities and the threats which the local area is encountering. In this regard, the political, economic, social and technological events and process alongside the nature and the position of different beneficiary groups such as the citizens, investors, and other involving factors that can have either advantages or disadvantages for the future of the case study, are assessed.

The rank is a number from 1 to 4 which is assigned to the factor according to the positivity of that factor in the system so that the weak points are ranked from 1 to 2 and the strength points are ranked from 2 to 4. The final score is calculated by multiplying the rank by the coefficient. If the final mark is something from 1 to 1.99, shows the weakness within the system, if the mark is something from 2 to 2.99 shows the moderate condition of the system and if the mark is something from 3 to 4 shows the excellent condition of the system. The situation of Baneh city is as follows.



The levels of SWOT Analysis

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W	Weakness	Coefficient	Mark	Score
W1	The lack of powerful Management for tourist attraction	0.05	2	0.10
W2	Lack of health and medical centers (Emergencies, Pharmacies, lavatories and …)	0.03	1	0.03
W3	The low qualities of the restaurants and hotels	0.04	2	0.08
W4	Inadequate services for the tourist	0.03	2	0.06
W5	Lack of appropriate information	0.03	1	0.06
W6	The inappropriate distribution of service use	0.01	1	0.01
W7	Lack of proper communicational networks	0.03	1	0.03
W8	The low security of the city for the women specially during the Night Hours	0.04	2	0.08
W9	Pollution and Heavy traffic in the city	0.03	1	0.03
W10	Lack of Parking lot in the city	0.04	2	0.08
W11	Lack of active NGOs for tourism attraction	0.03	2	0.06
W12	Lack of public transportation in the city	0.02	1	0.02
W13	The lack of revival of cultural and historical places like the city's border Bazar	0.03	2	0.06
W14	Lack of open spaces and camps for the family camping	0.04	2	0.08
W15	Lack of helping and guiding the tourists	0.04	2	0.08
W16	The early closing of the Bazars and Shopping centers, especially on holidays	0.04	2	0.08
W17	Lack of financial centers (exchanges) in touristic places like Bazars and promenades	0.03	2	0.06
	Total	0.56	-	1
S	Strength	Coefficient	Mark	Score
S1	The good climate of the area	0.02	3	0.06
S2	The natural and beautiful tourism attractions	0.02	3	0.06
S3	The rich and unique culture of the area	0.03	3	0.09
S4	The existing religious places like the mosques and bazars	0.05	4	0.20
S5	The proper encounter of the local residents with the tourists	0.04	4	0.16
S6	low priced products	0.03	4	0.12
S7	The outstanding villages and sites of tourism (like Soorin Plain, Najba Village, and Sabadloo)	0.02	3	0.06
S8	The transportation system and active post offices (facilities for tourists' orders)	0.02	3	0.06
S9	The economic prosperity of the city during the year	0.02	3	0.06
S10	The various hand crafts of the area like local shoes (Klash)	0.03	4	0.12
S11	The unique costumes and rituals like Music and local ceremonies	0.04	4	0.16
S12	Local foods like Cheese, Oil, Soup and so on	0.02	4	0.08
S13	The blooming and active bazars both in the city and on the border	0.02	4	0.08
S14	The Forest Parks of Pir Morad and Dokanan	0.03	4	0.12
S15	Centers with trading goals like Fish Farming (Mojasameh)	0.03	3	0.09
S16	The active economy of Herbs in the area like Pistacia Atlantica, Liquorice and Thyme	0.02	3	0.06
Total	1	-	2.58	

The levels of SWOT Analysis

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Treatment		Coefficient	Mark	Score
T1	The cultural invasion into the area and the elimination of the local culture	0.02	3	0.06
T2	The environmental problems made by the tourists	0.03	3	0.09
T3	The existing opposition groups on the borders with the Iraqi Kurdistan and its effect on decreasing the sense of security for the tourists	0.03	4	0.12
T4	The low safety of the border roads	0.03	2	0.06
T5	The existing contrabandists in the city	0.06	4	0.24
T6	Business Broker and Resellers	0.02	2	0.04
T7	The attack of terrorist groups on the military basis and police stations	0.01	3	0.01
T8	The negative advertisements for the area	0.03	3	0.09
T9	Failure in attracting the private sector and foreign investors	0.03	3	0.09
T10	The closure of the border for political and security reasons and its effect on the bazars and tourism	0.03	4	0.12
T11	The lack of aerial transportation with the other regions in Iran	0.06	4	0.24
T12	Weak advertisements	0.03	3	0.09
T13	The lack of tours for this area	0.02	4	0.08
Total	40	-	1.35	
O	Opportunities	Coefficient	Mark	Score
O1	Conjuncture communication			
O2	The great economic events of the region	0.04	4	0.16
O3	High capacities for investments in the area like Shahrvand Project	0.04	4	0.16
O4	Government's attention on the development of tourism in the recent years	0.03	3	0.09
O5	Ethno-religious correlation in the area	0.04	4	0.16
O6	The improvement of tourism sites and infrastructures and providing service for the tourists	0.5	4	0.20
O7	The distributing the local culture of the natives	0.04	3	0.12
O8	Employment and the high income of the locals	0.04	3	0.12
O9	Exporting the city's products to the other parts of the world	0.06	4	0.24
O10	The improvement of the services and the employment in this regard	0.05	4	0.20
O11	Great investment projects like Behesht Cultural and recreation complex and the Aftab Shopping Center in order to absorbing work force and investor	0.04	3	0.12
O12	Turning Baneh into a center for tourism development of the Kurdistan province	0.05	4	0.20
O13	Increasing the well-being and the standard of living of the locals via the tourism incomes	0.03	2	0.06
O14	The existing wild life and the virgin forests in the area	0.03	4	0.12
O15	Vicinity with Sanandaj's population	0.04	3	0.12
Total	1	-	3.46	

The levels of SWOT Analysis

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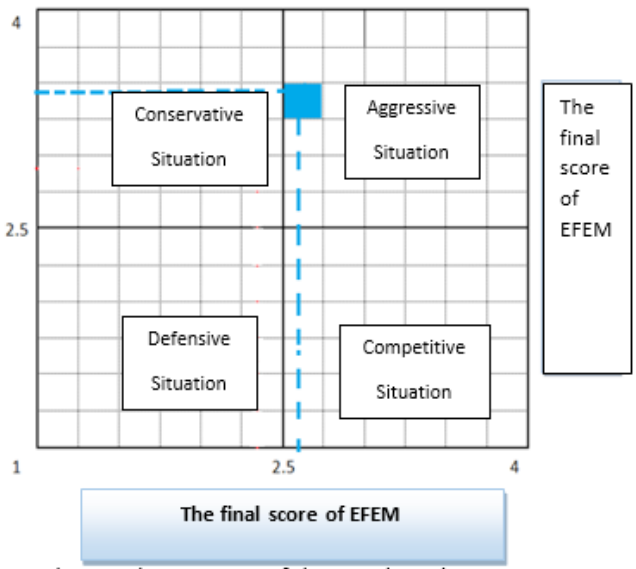


Chart 3: the Situation of the area based on SWOT

The Second Step – Strategy Planning (Comparison Level)

In every phase of the SWOT matrix two factors are compared and the objective is not to determine the best strategy but to determine the practicable one.

Third Step – Presenting the Quantitative Strategic Planning Matrix (QSPM) (Decision Making Level)

Firstly the final strategies are selected by prioritizing the accepted strategies, which were deducted through Intuitive judgment in the previous level and the final score of each criteria is determined by using the quantitative strategic planning matrix (QSPM). In conducting the quantitative strategic planning matrix, the analyses of the first step and the results of the external and internal factors comparisons of the second step are used in order to determine the practicable strategies. This matrix is used to determine the level of the attraction of the planned strategies, and by the use of this matrix, the various strategies which are amongst the best ones could be defined objectively.

• To weight the factors from zero (insignificant) to 1 (very significant). The coefficient shows the relative importance of the factors. The total sum of the coefficients must equals with 1. Usually the opportunity factors have the highest coefficients. (this is done in the previous step)

• Each factor gets a rank from 1 to 4 according to their significance. This rank shows the level of effectiveness of the existing strategies indicating the reactions against the mentioned factors. 4 indicates most excellent reaction, 3 indicates the upper-moderate reaction, 2 indicates a moderate reaction, and 1 indicates a weak reaction.

• The final mark is calculated by multiplying the coefficient of each factor by its rank. The total marks for each variable is calculated in order to determine the sum of the score for each strategy.

Conclusion

Nowadays, tourism especially urban tourism, as one of the economic basis, has a great role in advancement and development. Most of the countries in the world are using the most of their resources and capabilities to have more income of the tourism industry in a fiercely close competition with each other. Since the urban areas have more cultural and historical attractions so they are among the important places for tourism. Baneh city which is one of the historical cities in the Kurdistan province, and the evidences of human settlement are related to the pre-Islamic period, it has

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Internal Factor Matrix	Strengths	Weaknesses
	S1	W1
	-	-
External Factor Matrix	-	-
	S16	W17
Opportunities	SO Strategies	WO Strategies
O1 - - O15	-Creating appropriate backgrounds for the private sector, and foreign investment in order to bring dynamism in to the tourism industry (O2, O3, O8, O9, O10, O11, O13, S6, S9, S10, S15, S16) - Providing more security for the tourists (O1, O4, O5, O12, O15, S5, S11) - Advertisements for introducing Baneh's tourism potentialities in the country and worldwide (O7, O12, O14, S1, S2, S3, S4, S7, S10, S11, S12, S14) - Strengthening the Infrastructures for tourist attraction (O6, O11, S8, S13)	-Institutes and Organization's help to the development of sustainable tourism (O4, O12, W1, W11, W17) -activating the non-governmental organizations in order to tourist attraction (O5, O7, W8, W11, W15) -Providing proper services and facilities for tourists (O4, O6, O12, W2, W3, W4, W6, W9, W10, W12, W14, W17)
Threats	ST Strategies	WT Strategies
T1 - - T13	-Enrichment and preservation of the local culture (S3, S5, S11, S12, T1) -The quantitative and qualitative improvement of the communicational accesses both in the region and out of the region (S8, T3, T4, T11)	-attempt to bring more security inside and out of the region by the official and non-official institution (T3, T4, T7, T10, W8) -to eliminate the factors of economic unsustainability in the region (T5, T6, T9, W1, W16, W17) -to improve and to reconstruct the historical and natural environment, and the tourism attraction sites (T2, W13, W14)

proved itself to be an important trading center and tourism attraction in the west part of the country. Identifying the potentialities and the indoor and outdoor tourism limitations in this city are the key questions of the article. Regarding the research objectives, three levels are investigated. In the first level, the weaknesses, strengths, opportunities and the threats were defined (input level). In the second level the mentioned strategies were defined, and in the third level, the Quantitative Strategic Planning Matrix (QSPM) was presented (Decision making level). The results of the research indicates that the touristic location of Baneh city is aggressive and in a good condition which means that it should use its potentialities in order to utilize the opportunity. The strategy planning for this research were selected based on the SWOT, and finally the prioritization of the strategies after allocating the attraction scores for each of them were conducted based on the QSPM method,. The results of the QSPM model show the prioritization for the suggested strategies as follows:

-Strengthening the Infrastructures for tourist attraction (Score: 6.17).

-Advertisements for introducing Baneh's tourism potentialities in the country and world-

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Strategies (Aggressive) SO									
Strengthening the Infrastructures for tourist attraction		Advertisements for introducing Baneh's tourism potentialities in the country and worldwide		Providing security for the tourists		Creating appropriate backgrounds for the private sector, and foreign investment in order to bring dynamism in to the tourism industry			
Sum	Attrac-tion Score	Sum	Attrac-tion Score	Sum	Attrac-tion Score	Sum	Attraction Score	Coefficient	Main Factors of Position Determining (Locating)
*	*	*	*	*	*	*	*	*	Opportunities
0.12	4	0.09	3	0.03	1	0.06	2	0.03	O1
0.09	3	0.09	3	0.06	2	0.09	3	0.03	O2
0.12	3	0.08	2	0.08	2	0.12	3	0.04	O3
0.08	4	0.06	3	0.02	1	0.08	4	0.02	O4
0.02	1	0.08	4	0.04	2	0.02	1	0.02	O5
0.16	4	0.04	1	0.08	2	0.12	3	0.04	O6
0.04	1	0.16	4	0.12	3	0.04	1	0.04	O7
0.12	3	0.12	3	0.04	1	0.08	2	0.04	O8
0.12	4	0.09	3	0.06	2	0.06	2	0.03	O9
0.12	3	0.16	4	0.04	1	0.12	3	0.04	O10
0.12	3	0.08	2	0.08	2	0.12	3	0.04	O11
0.12	4	0.09	3	0.06	2	0.09	3	0.03	O12
0.08	4	0.06	3	0.04	2	0.08	4	0.02	O13
0.06	2	0.12	4	0.03	1	0.03	1	0.03	O14
0.09	3	0.12	4	0.03	1	0.09	3	0.03	O15
1.43	*	1.44	*	0.81	*	1.20	*	0.49	Sum
*	*	*	*	*	*	*	*	*	Threats
0.06	2	0.06	2	0.12	4	0.12	4	0.03	T1
0.16	4	0.08	2	0.16	4	0.08	2	0.04	T2
0.06	2	0.06	2	0.09	3	0.09	3	0.03	T3
0.16	4	0.04	1	0.12	3	0.08	2	0.04	T4
0.04	1	0.08	2	0.16	4	0.08	2	0.04	T5
0.06	2	0.06	2	0.06	2	0.06	2	0.03	T6
0.04	1	0.08	2	0.16	4	0.16	4	0.04	T7
0.06	2	0.12	4	0.12	4	0.09	3	0.03	T8
0.16	4	0.16	4	0.16	4	0.08	2	0.04	T9
0.10	2	0.10	2	0.15	3	0.15	3	0.05	T10
0.20	4	0.20	4	0.10	2	0.10	2	0.05	T11
0.16	4	0.16	4	0.12	3	0.12	3	00.04	T12
0.20	4	0.20	4	0.20	4	0.10	2	0.05	T13
1.46	*	1.40	*	1.72	*	1.31	*	1	Sum
Weak-ness	*	*	*	*	*	*	*	*	*
W1	0.03	2	0.06	2	0.06	4	0.12	4	0.12
W2	0.03	3	0.09	2	0.06	2	0.06	4	0.12
W3	0.04	3	0.12	3	0.12	3	0.12	4	0.16
W4	0.03	4	0.12	3	0.09	2	0.06	4	0.12
W5	0.04	3	0.12	3	0.012	4	0.16	3	0.12
W6	00.03	2	0.06	1	0.03	2	0.06	4	0.12
W7	0.03	2	0.06	2	0.06	2	0.06	4	0.12

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W8	00.03	3	0.09	4	0.12	3	0.09	3	0.09
W9	0.03	1	0.03	1	0.03	2	0.06	4	0.12
W10	0.04	1	0.04	2	0.08	1	0.04	4	0.16
W11	0.03	2	0.06	3	0.09	2	0.06	4	0.12
W12	0.02	4	0.08	2	0.06	2	0.04	4	0.08
W13	0.02	3	0.06	2	0.04	1	0.02	4	0.08
W14	0.02	1	0.02	1	0.02	1	0.02	4	0.08
W15	0.04	3	0.12	1	0.04	2	0.08	4	0.16
W16	0.03	3	0.09	3	0.09	1	0.03	4	0.12
W17	0.04	2	0.08	2	0.08	2	0.08	4	0.16
Sum	0.51	*	1.30	*	1.18	*	1.16	*	2.05
Strength	*	*	*	*	*	*	*	*	*
S1	0.02	3	0.06	2	0.04	3	0.06	2	0.04
S2	0.04	2	0.08	2	0.08	3	0.12	2	0.08
S3	0.003	3	0.09	2	0.06	4	0.12	3	0.09
S4	0.02	4	0.08	1	0.02	3	0.06	4	0.08
S5	0.02	3	0.06	1	0.02	4	0.08	1	0.02
S6	0.04	2	0.08	2	0.08	4	0.16	2	0.08
S7	0.03	2	0.06	3	0.09	3	0.09	2	0.06
S8	0.03	3	0.09	1	0.03	3	0.09	4	0.12
S9	0.02	3	0.06	2	0.04	4	0.08	1	0.02
S10	0.04	3	0.12	2	0.08	4	0.16	2	0.08
S11	00.03	4	0.12	3	0.09	4	0.12	2	0.06
S12	0.04	1	0.04	3	0.12	4	0.16	3	0.12
S13	0.04	3	0.12	1	0.04	3	0.12	4	0.16
S14	0.04	2	0.08	3	0.12	4	0.16	3	0.12
S15	0.03	2	0.06	2	0.06	3	0.09	2	0.06
S16	0.02	2	0.04	2	0.04	4	0.08	2	0.04
Sum	1	*	1.18	*	1.01	*	1.67	*	1.23
Total Attraction Score	*	*	4.99	*	4.72	*	5.67	*	6.17

wide (Score: 5.67).

-Creating appropriate backgrounds for the private sector, and foreign investment in order to bring dynamism in to the tourism industry (4.99).

-Providing security for the tourists (4.72).

The suggestions below are planned to achieve the mentioned strategies:

-Defining tourism strategic plan of the Baneh city and making policies and scheduled plans for tourist attraction.

-Identifying the unsafe locations, and then establishing think tanks including official administrations and non-governmental institutions to increase the security of these locations.

-Holding music fairs, hand-craft and local foods exhibitions, and so on in order to decrease the seasonal tourism demand.

-Allocating extra facilities and tax deduction in order to attracting the foreign and private sector investment.

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