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Strategic Planning of Cultural Tourism Development in Historic City of Yazd (Case Study: Fahadan Neighbourhood)

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ABSTRACT

This paper aims to propose a strategic plan for cultural tourism development in Fahadan neighbourhood, located in the historic city of Yazd. In this regard, the SWOT matrix was used to analyse the current situation. Based on the elicitation of 12 experts' opinions, the IFE and EFE matrices were calculated, and then initial strategies were presented. Analysis of the findings in the IE matrix revealed that the offensive strategies have priority for implementation. According to the results, establishing eco hotels, holding walking tours, extensive national and international advertising, strengthening social capital and supporting NGOs, setting up handicraft fairs, providing financial facilities and enacting tax laws, and preparing a comprehensive plan for rehabilitation and renovation, should be considered.

Keywords: Strategic Plan; Cultural Tourism; Tourism Development; Historic City; SWOT

Introduction

Tourism, as defined by the World Tourism Organization, refers to all activities of individuals who go to places outside their usual environment to spend their leisure

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time, business and other purposes for less than one year (WTO, 1995, p. 10) and includes all the phenomena and relationships derived from the interaction of tourists, suppliers and sellers of tourism products, governments and host communities in the process of attracting and welcoming tourists (McIntosh, Goeldner, & Ritchie, 1995, p. 9). Tourism since the Second World War has been one of the most dynamic sectors of the world economy (Coccosis & Constantoglou, 2008, p. 2) and in recent decades, its importance internationally is steadily and unprecedentedly rising both in terms of the number of tourists and of foreign exchange earnings (Thomas, Pigozzi, & Sambrook, 2005, p. 18). By the year 2030, more than 1.8 billion people in the world are expected to travel (UNWTO, 2011). The development of this industry in industrialized countries leads to a variety of incomes and a reduction in inconsistencies in the economy and it is an opportunity for export, currency production and employment in developing countries (Hall, 1994, p. 457).

The development of tourism in Iran can reduce the dependence of the economy on oil revenues. Regarding this subject, adoption of tourism development strategies based on identification of existing capacities and limitations will provide an economic boom in the long term.

At present, Iran's share of international tourist arrivals is negligible compared to pioneer countries based on the worldwide statistics, and about 5 million foreign tourists every year. However, according to an order endorsed by the Islamic Consultative Assembly, the number of incoming foreign tourists should reach 20 million by 2025 (Vice-Presidency for Strategic Planning and Supervision, 2010) but it seems is not possible with current conditions.

One of the appropriate fields of tourism development in Iran, which also has some unique potential and capacities in this field, is targeting on the development of cultural tourism. The inscription of the historic city of Yazd, as the first city of Iran on UNESCO's World Heritage List, has provided a good opportunity for this purpose. This area is a collection of neighbourhoods with diverse attractions to attract tourists and can be considered as one of the tourism hubs of Iran, especially cultural tourism in the future. But the existing gap on this way is the absence of theoretical and specified frameworks in related processes for tourism planning.

Strategic planning can play an important role in achieving the goals of tourism development due to features such as the rational decision making process, encouraging managers to foresee and determining how to move towards optimal future. This study seeks to provide an appropriate pattern for strategic planning of the cultural tourism development in the historic city of Yazd, based on the SWOT method.

1. Literature Review

1.1 Cultural Tourism in Historic Cities

Given that culture is a component of every aspect of human life, it can be assumed that everything is cultural, so all tourism is somehow cultural tourism (Mousavi, Doratli, Mousavi, & Moradiahari, 2016, p. 70). Therefore, cultural tourism covers all types of culturally-motivated tourism (Richards, 1996, p. 24).

Cultural tourism is defined by the World Tourism Organization as "trips, whose main or concomitant goal is visiting the sites and events whose cultural and historical value has turned them being a part of the cultural heritage of a community" (WTO Report, 2012 as cited in Mergos & Patsavos, 2017).

Zeppel and Hall (1992) and Richards (2001) considered heritage tourism as a subset of cultural tourism. Jamieson (1998) offered a definition of cultural heritage Tourism as "travel concerned with experiencing the visual and performing arts, heritage buildings, areas, landscapes, and special lifestyles, values, traditions and events". In this sense, cultural and heritage tourism is an activity that results from the interaction between the tourist, supplier and place of heritage (Boniface, 1995, p. 17).

Cultural and heritage tourism forms important parts of global tourism demand (Richards, 2000, p. 9). The interest in culture, heritage and history has increased the number of visitors to historic sites, and many urban areas use such an interest for the benefits of tourism and economic reconstruction (Richards, 1996 as cited in Brezovec & Bruce, 2009). The tourist attraction of a historic city or of particular urban areas, in general, depends on the characteristics of the built environment, architecture, urban forms, artefacts and public spaces (Pearce & Butler, 1999, p. 93).

In this way, cities are seeking to attract tourists and investors, an image depicting their historical and cosmopolitan character. This needs a strategy that is a combination of a set of representative historical buildings with new pieces of singular architecture (Barrera-Fernandez, Hernández-Escampa, & Vázquez, 2016, p. 383).

1.2 *Strategic Planning of Tourism Development*

Strategy is the basic pattern of present and planned objectives (Sarfaraz, Shariatmadari, Hedayat, & Vadoudi, 2013, p. 1082). The success of each strategy includes its capacity to achieve specific objectives in a coherent framework that reflects the development potential of the area (Popescu & Corboş, 2010, p. 81). Development and promotion of tourism in absence of a guiding framework and pre-defined strategies for achieving development objectives is not feasible (Hall, 1998).

The combination of these objectives and measures cannot happen by chance or as a collection of decisions by public and private sectors. To ensure that the future of the destination reflects a clear vision, it should be positioned, qualified and promoted. This requires an accurate and comprehensive process-oriented strategic planning, which is important for the sustainable development of tourism, whether at national, regional or local level (Ladeiras, Mota, & Costa, 2010, p. 358).

The impact of the tourism development in any specific areas could and must be controlled through appropriate planning and management (Valeriu & Iştoc, 2007, p. 96). The adoption of strategic planning for tourism development is essential, because it often takes a long time to mitigate the effects or control of the development process after observation of tourism development and appearance of unwanted social and environmental effects. Strategic planning implies to the process of establishing long-term conformity between managerial objectives and changing market opportunities. All practices and activities regarding to tourism must be based on a strategic plan (Asadi, 2011, pp. 1021-1022).

The reason that strategic planning refers to strategy as a process is continuous change of environment. Hence, for various phenomena, we have to plan in such a way that they can respond to and adapt to new conditions (Evans, Stonehouse, & Campbell, 2012, p. 4).

Strategic planning is a cyclic process that commonly includes of three major steps.

- The first step involves: deciding to start the planning process; preparing and approving a prospect statement; establishing a framework for stakeholder involvement; analysing and reviewing; and defining a strategy.
- The second step is more repetitive and is related to the formulation of the strategic action plan.
- The third step of the strategic planning process is when the plan is implemented and monitored (UNEP, 2009, pp. 71-72).

Through the analysis of strategic process, formulation, implementation and evaluation, tourism planning, at both local and regional levels, is an appropriate tool for public policies, guiding tourism destinations with respect to the long-term vision of society (Simão & Partidário, 2012, p. 373).

Strategic planning of cities on a neighbourhood scale can help local governments to achieve systematic and sustainable planning through the understanding of opportunities, threats, capabilities, strengths and weaknesses, and so on (Moradi Masihi, 2005, p. 58). Nevertheless, it is expected from the national, regional or local governments to have strategic interventions in order to achieve sustainable tourism development, taking into account the available resources of the destination (Simão & Partidário, 2012, p. 373).

Several studies have been conducted on strategic planning and tourism development in the heritage sites, cities and historic centres around the world such as Brasov in Romania (Popescu & Corboş, 2010), Charleston in United Kingdom (Harrill & Potts, 2003), Almeida in Portugal (Fonseca & Ramos, 2012), Macau in China (Wan & Pinheiro, 2014) and also Santiago de Compostela in Spain (Pérez Guilarte & Lois González, 2018).

1.3 *Implications of SWOT matrix*

The acronym SWOT stands for Strengths, Weaknesses, Opportunities and Threats. SWOT analysis is a tool for understanding the threats and opportunities in the external environment of a system and recognizing its weaknesses and strengths to measure the situation and to compile strategy for guiding and control of that system (Golkar, 2005, p. 3). If the SWOT is properly used, it can provide a good basis for setting the strategy (Kajanus, Kangas, & Kurttila, 2004, p. 499). The main message of the internal and external strategic analysis of the system (SWOT analysis) is to progress and move forward based on strengths, to minimize weaknesses and provide improvable fields, not to lose opportunities and to thwart threats (Byars, 1991; Garner, 2005). The information obtained from this analysis can be displayed systematically in a matrix (Ülgen & Mirze, 2004).

In some cases, researchers have also used SWOT technique as one of the strategic planning tools.

Iliopoulou-Georgoudaki, Theodoropoulos, Konstantinopoulos, and Georgoudaki (2017), in an article titled "Sustainable tourism development including the enhancement of

cultural heritage in the city of Nafpaktos – Western Greece" applied sustainable tourism management and development framework, including the enhancement of cultural heritage is presented for the city of Nafpaktos (Western Greece) and the surrounding area. Through a qualitative SWOT analysis and a quantitative Limits of Acceptable Change (LAC)–Tourism Carrying Capacity (TCC) framework, an attempt is made to establish thresholds, monitor current conditions, and upgrade tourism activities, with simultaneous development of the tourism-associated economic sectors and the cultural heritage of the city. Activity zones are identified and 18 indicators are selected to describe the environmental/cultural, economic, and social conditions of the area. Results reveal high potential for sustainable tourism development of the area, as 9 of 18 indicators received high scores, indicating sustainable conditions, and a variety of underdeveloped tourism endpoints were identified, including the castle of the city, which could potentially support a 90-fold increase in tourism flow. However, restricting factors of development were detected, related to the lack of a tourism management plan, the weak on-site protection of the natural and cultural heritage and the lack of awareness for sustainability among the local people. A strategic plan is finally proposed to provide managers, stakeholders, and the local communities with a guiding framework to upgrade the tourism flow in and around the city within a step-by-step sustainable process.

Pissourios and Sioulas (2017) in an article entitled "Cultural heritage and spatial planning in Cyprus: The integrated urban Development Plan of Pafos municipality" presented the integrated urban development plan of Pafos, for the historic town centre of Pafos, by the Municipality of Pafos. Given that Pafos had been the cultural capital of Europe for 2017, the importance of cultural heritage monuments and sites of the town in the preparation of this plan is self-evident. The purpose of their article is twofold. On the one hand, the article aims at identifying the methodological peculiarities of including the historical monuments and sites in the integrated urban development plan, something that allows for a better understanding of the complex nature of such plans. On the other hand, the article presents the proposed actions, which, though focused on the protection and promotion of the cultural heritage of the historic town-centre of Pafos, ultimately form a comprehensive scheme that enhances the economy and the social life of this part of the city.

Roslan, Ramli, and Choy (2018) in an article entitled "The Potential of Heritage Tourism Development in Jugra, Selangor, Malaysia, using SWOT Analysis" focused on the SWOT analysis of the study area which is rich in heritage resources in both perspectives of cultural and natural heritage. This study revealed that the study area has a large potential to be developed as a heritage tourism site once identifying its strengths, weaknesses, opportunities and threats. The strengths and opportunities are maximums compared to the weaknesses and threats. The areas rich in both cultural and natural heritage elements include old buildings, monuments, royal mausoleum, archaeological site, jetty, reserved forest, river, mangroves and physical landform of hilly mountain. All these can be utilised as tourism products.

In this study, SWOT method with a quantitative approach is used and the basis for decision making is a set of experts' opinions, so that the results are acceptable.

2. Methodology

In this research, after field and survey studies and with the help of SWOT analysis method, the internal and external factors affecting the development of cultural tourism in Fahadan neighbourhood in the historic city of Yazd were identified. Accordingly, a questionnaire including strengths, weaknesses, opportunities and threats with a score of 1 to 4 and a weight of 0 to 1 was prepared and provided to 12 experts. The profile of experts is described in (Table 1).

Table 1. Sources of Information for the Experts

Occupation	Education	Age	Gender
Academic Staff	Doctorate	58	Female
Academic Staff	Doctorate	53	Male
Academic Staff	Doctorate	47	Male
Academic Staff	Doctorate	30	Male
Architect	Master	42	Male
Director of Tourism Education Institute	Bachelor	38	Male
Expert of Cultural Heritage, Handicrafts and Tourism Organization of Iran	Master	38	Female
Expert of Cultural Heritage, Handicrafts and Tourism Organization of Iran	Master	37	Female
Expert of Cultural Heritage, Handicrafts and Tourism Organization of Iran	Bachelor	41	Female
Hotel manager	Master	46	Male
Tour guide	Master	36	Male
Tour guide	Master	34	Female

Source: personal data

To determine the sample size, the non-probability snowball sampling method was used. That is a judgment approach to sample special populations of respondents (Churchill & Iacobucci, 2006) because the statistical community or people who are familiar with the general aspects of the subject are limited. The scores reflect the affect intensity of factors, thus scores 1 (low negative affect) and 2 (high negative affects) were assigned to weaknesses and threats, and score 3 (low positive affect) and 4 (high positive affect) were assigned to strengths and opportunities. For weighting each of the factors, the weights were given from range 0 (no matter) to 1 (very important). Then the average of scores and weights were calculated individually. Since the total average weights should be equal to 1, the following equation was used for normalization:

$$d_{ni} = \frac{d_i}{\sum_{i=1}^n d_i} \quad (1)$$

Where d_i is the initial weight-average (not normalized) of each of the internal or external factors, $\sum_{i=1}^n d_i$ is the sum of the averages of the internal or external factors

and d_{ni} is their final weight after normalization. To determine the final score of each

factor, the final weight was multiplied by the average score of that factor.

Then, the final scores of the internal factors in the internal factors evaluation matrix (IFE) and the external factors in the external factors evaluation matrix (EFE) were individually summed up, which these numbers indicate the current status of cultural tourism in the Fahadan neighbourhood. In the next step, the initial strategies were compiled using the SWOT matrix into four categories, including offensive, conservative, competitive and defensive. Finally, according to the total final scores of the external and internal factors in the IE matrix, it was specified which type of strategies have priority. The steps of the study are shown in **(Figure 1)**.

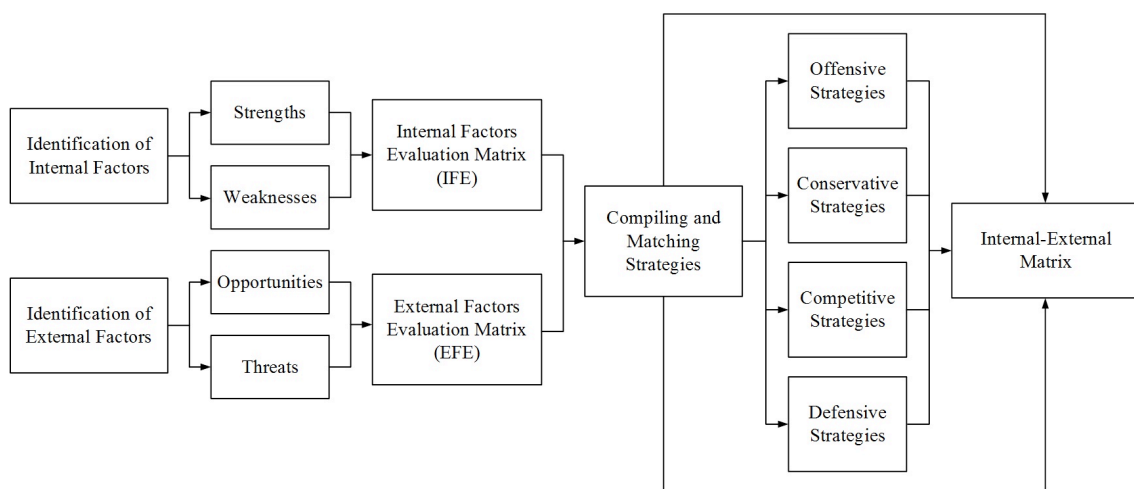


Figure 1: Research model of the study

Source: by author

3. Case Study

3.1 Yazd Province

According to the archaeological researches carried out in this area, Yazd province **(Figure 2)** has been one of the most important centres of prehistoric civilization that some of its villages and towns dating back to 5000 years ago (Ja'fari, 1964). Yazd region in the Medes era played the border guard role of the states and guarded the many ways to the four corners of Iran as a regional intersection. During the Achaemenid period until several centuries before the invasion of Alexander the Great to Iran, Yazd was a civilized region with the special strategic and communicative position. During the Sassanid period, Yazd developed. In this period, Historic fabric gradually developed until it was occupied by the Muslims. According to the experts and historical sources, the historic fabric of Yazd in the pre-Islamic period was the only area that today is called Fahadan Neighbourhood (Kateb Yazdi, 1979).



Figure 2: Location of the Yazd province

Source: Source: by author

3.2 The Historic City of Yazd

The historic city of Yazd (**Figure 3**), with an area of 195 hectares, inscribed as a first World Heritage Site of Iran at the 41st session of the UNESCO World Heritage Committee on July 2017 in Krakow, Poland. Previously, the Dolat Abad Garden and Zarch Qanat which are located in this area, were also listed in the UNESCO World Heritage List in 2011 and 2016, respectively (UNESCO, 2017).

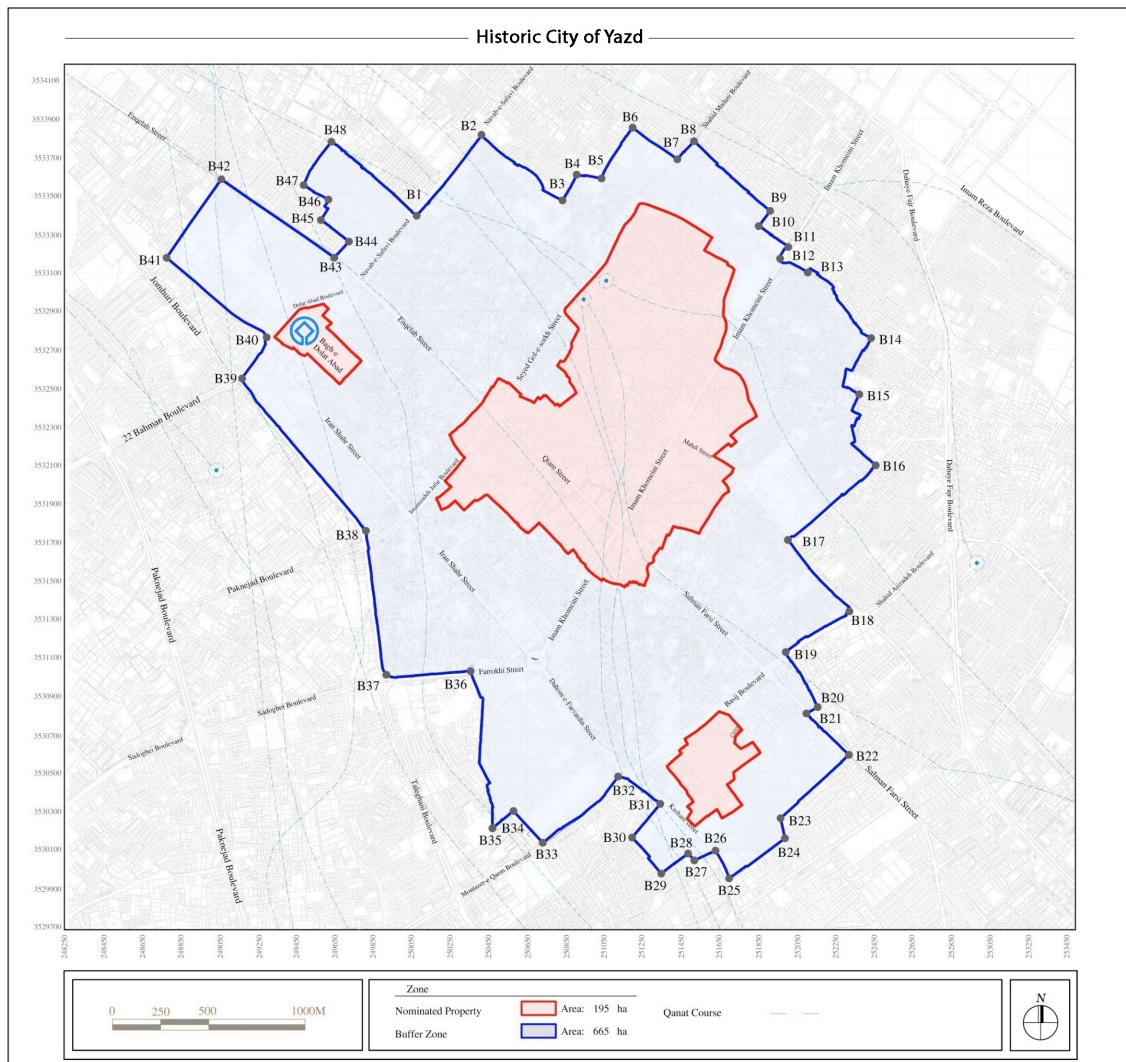


Figure 3: Area of the Historic city of Yazd
Source: UNESCO, 2017

3.3 Yazd Neighbourhoods

The historic city of Yazd consists of 9 main neighbourhoods and 49 sub-neighbourhoods, which, the existence of the dominant culture that directing in all aspects, each one within itself has a special identity and personality in terms of anthropology, which is somehow dependent on the type of people professions. These neighbourhoods, which are in fact micro-urban areas, usually have organic growth and gradual development. Usually, the number of neighbourhoods is added by urban development. Often, they don't have the specific form and geometry and the boundary between them is not completely detectable (Shamseh Consultant Engineers, 2006, pp. 83-86).

In the city of Yazd, each neighbourhood has a central zone within itself that daily people needs are provided on the scale of walking distance. In these centres, there were usually a bazaar, a public bath, an abanbar¹, a mosque, a lard², a hussainia³, small workshops and a hidden creek to access the qanat waters. The city related gross

activities and commercially often has been passing through in the centres of these neighbourhoods. The central zone of the neighbourhoods frequently forms either alongside of connectively pathways and directed ways or in joining intersections. Therefore, in many cases the central zone is not located in the physical and geometrical centre of neighbourhood and also the units accessibilities are not the same (Afshari Sistani, 1999, p. 103).

3.3.1 Introduction of Fahadan Neighbourhood

Based on historical records, "Fahadan" (**Figure 4**) is the oldest neighbourhood of Yazd. Also, the most valuable historic buildings registered on the National Heritage List are located in the Fahadan Neighbourhood (Shamseh Consultant Engineers, 2006, p. 84 and 86).

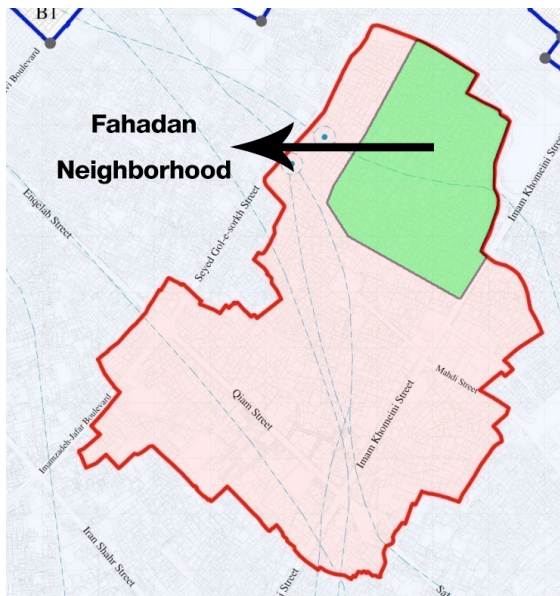


Figure 4: Location of Fahadan Neighbourhood in the Historic city of Yazd

Source: by author

It is bounded to Zangian Neighbourhood from north, to Bazare-e-No Neighbourhood from south, to Shah-Abol-Qaesem Neighbourhood from south-west, to Imam-Khomeini Street from the east and Kousk-e-No from the west.

It should be said that the presence of several historical structures in this neighbourhood such as: bazaar-che, hussainia, mosque, abanbar and traditional workshops reveals the significance of this neighbourhood. Today in addition to historical aspects, it should be said that this neighbourhood is an important asset socially and culturally. This neighbourhood in the heart of the historic urban fabric is still alive and dynamically functional (Khademzade, 2009, p. 219).

4. Findings

4.1 Internal Factors Evaluation Matrix (IFE) and External Factors Evaluation Matrix (EFE)

All internal and external factors do not have the same importance, so all of these factors must be evaluated and more important factors identified. Strategic planners can evaluate the economic, social, cultural, ecological, environmental, political, and other factors using the External Factor Evaluation matrix and also using Internal Factor Evaluation Matrix, they can identify and evaluate the relationships between the different subjects and provide solutions for them (David, 2011).

The sum of the final scores of the factors in the IFE matrix is the total final scores of the internal factors, and the sum of the final scores of the factors in the EFE matrix is the total final scores of the external factors, which is a number in the range of 1 to 4 and the average is 2.5 as presented in (Tables 2 and 3).

Table 2: Internal factors evaluation matrix (IFE)

	Factors		Average of score	Weighted average	Final weight	Final score
Strengths	S1	Availability of living in the neighbourhood because of existence of primary urban infrastructures	3.500	0.625	0.040	0.140
	S2	Existence of greenery and green spaces in the neighbourhood	3.666	0.616	0.039	0.142
	S3	Suitable furniture and lighting on the pathways	3.416	0.462	0.029	0.099
	S4	Appropriate visibility and vista on the pathways and the presence of monuments	3.583	0.545	0.035	0.125
	S5	Holding various religious ceremonies and rituals during the year	3.666	0.766	0.049	0.179
	S6	Existence of the sense of belonging and collective identity among residents	3.750	0.787	0.050	0.187
	S7	The desire and interest of residents to attend various events in the neighbourhood	3.500	0.791	0.050	0.175
	S8	Existence of handicraft workshops in the neighbourhood	3.666	0.683	0.043	0.157

	S9	Residents' willingness to participate financially in local projects	3.083	0.391	0.025	0.077
	S10	The Fahadan neighbourhood as a part of the world heritage sites	3.916	0.862	0.055	0.215
	S11	Existence of scattered historic and valuable buildings in the fabric	3.750	0.716	0.045	0.168
Weaknesses	W1	The impenetrability of the historic fabric and existence of unsustainable urban buildings against the natural disasters	1.666	0.700	0.044	0.073
	W2	Elimination of ecological coverage of the courtyards due to demolition or abandonment	1.416	0.625	0.040	0.056
	W3	Inappropriate urban vista due to physical deterioration of some adobe buildings and existence of abandoned buildings	1.750	0.591	0.037	0.064
	W4	Noncompliance of urban infrastructures with desirable standards	1.583	0.629	0.040	0.063
	W5	Leaving the neighbourhood by a part of the indigenous residents	1.833	0.954	0.061	0.111
	W6	Residence of non-native residents and illegal immigrants	1.833	0.866	0.055	0.100
	W7	Lack of specific frameworks to conserve the architectural heritage	1.750	0.858	0.055	0.096
	W8	Ignoring opinions of residents and their pessimism to responsible organizations	1.500	0.566	0.036	0.054
	W9	Deficiency of service, cultural, lodging land uses	1.416	0.583	0.037	0.052
	W10	Some historic buildings and monuments of the	1.750	0.700	0.044	0.077

		neighbourhood are not accessible for visitors				
	W11	More value of building site than standing property	1.500	0.654	0.042	0.063
	W12	High rate of youth unemployment	1.333	0.600	0.038	0.050
		Total			1.000	2.523

Source: personal data

Table 3: External factors evaluation matrix (EFE)

Factors		Average of score	Weighted average	Final weight	Final score	
Opportunities	O1	Feasibility of tourist accommodation in the neighbourhood	3.666	0.716	0.043	0.157
	O2	Increasing the sense of vitality and happiness of residents	3.666	0.641	0.038	0.139
	O3	Reducing environmental pollution	3.416	0.637	0.038	0.129
	O4	The residents and tourists` presence at night and increasing the feeling of security	3.416	0.595	0.036	0.122
	O5	Establishing the tourism routes with pedestrian priority	3.916	0.800	0.048	0.187
	O6	Good urban legibility to avoid confusion of people	3.583	0.720	0.043	0.154
	O7	Ability to attract the cultural tourists at various events in the neighbourhood	3.666	0.633	0.038	0.139
	O8	Possibility of consultation and dialogue among residents to improve the conditions of the neighbourhood	3.500	0.570	0.034	0.119
	O9	Inviting the help of the neighbourhood's benefactors to restore historic buildings and public utilities	3.166	0.462	0.028	0.088

	O10	Trying to attract people who have left the neighbourhood to return and live in it again	3.583	0.512	0.031	0.111
	O11	Possibility to reuse existing handicraft workshops to gain economic benefits for residents of the neighbourhood	3.666	0.629	0.038	0.139
	O12	Possibility of participation of residents in the process of tourism development plans	3.500	0.554	0.033	0.115
	O13	Ability to attract universal tourists and investors according to existing capacities and potentials	3.666	0.729	0.044	0.161
	O14	Increasing value added property in the intended area	3.500	0.625	0.037	0.129
	O15	Consideration of responsible organization regarding to local issues and problems	3.583	0.754	0.045	0.161
	O16	Ability for adaptive reuse of the historic buildings in direction of tourism development	4.000	0.845	0.051	0.204
Threats	T1	Failure to provide emergency reliefs to residents and tourists after unexpected accidents	2.000	0.875	0.053	0.106
	T2	Generating different kinds of environmental pollutions	1.166	0.462	0.028	0.046
	T3	Creating visual anarchy in the urban vista	1.416	0.500	0.030	0.042
	T4	Creating undesirable mental image in people's mind and driving out tourists who want to visit or stay in the neighbourhood.	1.416	0.570	0.034	0.048

T5	Reducing quality of life in the neighbourhood	1.833	0.570	0.034	0.062
T6	Decline of local traditions and customs which attract tourists	1.583	0.645	0.039	0.061
T7	Forming social anomalies	1.666	0.625	0.037	0.061
T8	Using unsuitable restoration methods and techniques in contrast with the historical identity	1.750	0.675	0.041	0.071
T9	Failure to achieve predetermined aims in urban projects	1.500	0.675	0.041	0.061
T10	Unwillingness of tourists to select the intended area as a destination	1.333	0.441	0.026	0.034
T11	Unwillingness of investors to invest in tourism	1.666	0.666	0.040	0.066
T12	Negative consequences due to poor destination management on attracting tourists	1.750	0.841	0.051	0.089
T13	Illegal demolition of historic buildings in the neighbourhood and unauthorized construction in order to obtain financial benefits	1.833	0.866	0.052	0.095
T14	Decreasing economic boom and lack of improvement of business environment in the neighbourhood	1.166	0.662	0.040	0.046
	Total			1.000	3.142

Source: personal data

4.2 Compiling and Matching Strategies

At this step, initial strategies are compiled through the SWOT matrix (**Table 4**). Regarding the current situation, four categories of strategy can be compiled:

1- Offensive strategies (SO) which utilize the external opportunities using the internal strengths.

2- Conservative strategies (WO) which improve the internal weaknesses using the external opportunities.

3- Competitive strategies (ST) that reduce the effect of external threats using the internal strengths.

4- Defensive strategies (WT) that direct at reducing the internal weaknesses and avoiding the external threats (Golkar, 2005, pp. 8-10).

Table 4: Recommended strategies based on SWOT matrix

		Internal environment	
		Strengths (S)	Weaknesses (W)
		Offensive strategies (SO)	Conservative strategies (WO)
External environment	Opportunities (O)	establishing eco hotels in the neighbourhood (S1, S2, O1, O2, O3) holding walking tours especially at night to the prosperity of the neighbourhood (S3, S4, O4, O5, O6) extensive national and international advertising to introduce tradition and religious ceremonies (S5, O7) strengthening social capital and supporting local NGOs (S6, S7, O8, O9, O10) setting up handicraft fairs to familiarize tourists with the steps of handicraft production and purchasing products (S8, O11) providing financial facilities such as loans or grants to indigenous residents and enacting tax laws to support the private sector to participate in tourism activities (S9, S10, O12, O13, O14, O15) preparing a comprehensive plan for rehabilitation and renovation of valuable and historic buildings (S11,O16)	layout and designing furniture and urban elements in accordance with the characteristics of historical fabric (W5, W11, O1, O4, O5, O6, O7, O10, O14) training and learning skills for residents in order to work in the field of tourism (W5, W6, W9, W10, W12, O1, O7, O10, O11, O12, O16) familiarizing managers of hotels and travel agencies with new methods of advertising and marketing (W10, W12, O7, O12, O13)
	Threats (T)	Competitive strategies (ST) Holding events such as tournaments and local hobbies with the participation of tourists and residents (S5, S6, S7, T4, T5, T6, T10) Using neighbourhood residents as tour guide (S6, S7, T4, T6, T7,	Defensive strategies (WT) Anticipating emergency measures in the field of civil defence in order to reduce mortality and financial losses (W1,T1) Conservation and revival of cultural landscapes in the neighbourhood (W2, W3, T 2, T3,

	<p>T10) Establishing tourist services and information centres (S9, S10, S11, T4, T5, T10, T11, T13, T14)</p>	<p>T4) Promoting Good Governance by Urban Services Organizations in order to satisfy residents (W4, W5, W 6, T5, T6, T7) Attempting to invite residents to participate in conservation and revival projects and justify them to cultural heritage values. (W7, W8, W 11, T8, T9, T13) Implementing incentive projects of tourism development to encourage investors (W9, W10, W 12, T10, T11, T12, T14)</p>
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Source: personal data

4.3 Internal-External matrix (IE)

The total final score of the internal factors and the total final score of the external factors are transferred to the IE matrix (**Figure 5**). In this matrix, which is similar to a mathematical coordinate system, IFE is the x-axis (horizontal axis) and EFE is the y-axis (vertical axis). The point of intersection of the two-axes represents current strategic situation.

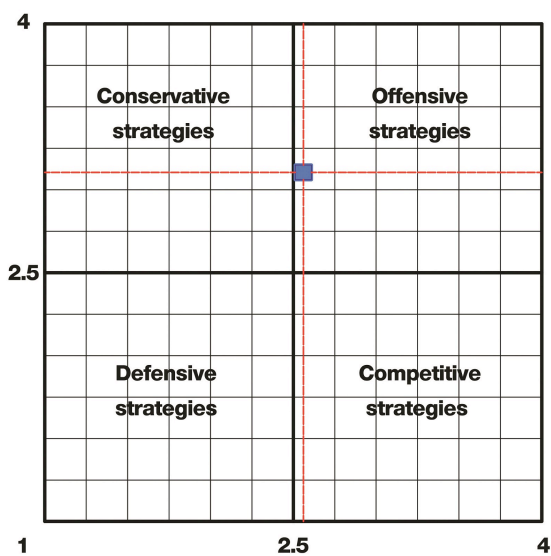


Figure 5: Internal-External matrix (IE)

Source: by author

Conclusion

In this study, Fahadan neighbourhood in Yazd city was evaluated by the SWOT method. For this purpose, a questionnaire containing strengths, weaknesses, opportunities and threats was prepared and provided to experts in order to obtain the impact of each of the internal and external factors. Then, the final scores of the internal factors in the IFE matrix and the external factors in the EFE matrix were calculated to determine the current status of cultural tourism in the Fahadan neighbourhood. In the next step, 18 initial strategies were compiled into four categories, including SO strategy for turning opportunities into strengths, WO for converting weaknesses into opportunities, ST for turning threats into opportunities, and WT strategies to eliminate weaknesses and threats. According to the results of the IE matrix, offensive strategies include "establishing eco hotels in the neighbourhood", "holding walking tours especially at night to the prosperity of the neighbourhood", "extensive national and international advertising to introduce tradition and religious ceremonies", "strengthening social capital and supporting local NGOs", "setting up handicraft fairs to familiarize tourists with the steps of handicraft production and purchasing products", "providing financial facilities such as loans or grants to indigenous residents and enacting tax laws to support the private sector to participate in tourism activities", and "preparing a comprehensive plan for rehabilitation and renovation of valuable and historic buildings" have priority. Also, the values of IFE= 2.523 and EFE= 3.142 in the IE matrix indicate that the internal factors are in a situation close to the average and the external factors are in a better situation than the average. Hence, conservative strategies include "layout and designing furniture and urban elements in accordance with the characteristics of historical fabric", "training and learning skills for residents in order to work in the field of tourism", "familiarizing managers of hotels and travel agencies with new methods of advertising and marketing" are at the second level of priority. Since the purpose of this research is to provide cultural tourism development strategies only for one of the neighbourhoods of the historic city of Yazd, so the results of the research cannot be generalized to other neighbourhoods. Therefore, it is suggested that in the future researches, the internal strengths and weaknesses factors and the external opportunities and threats affecting the development of cultural tourism in other neighbourhoods should be evaluated and proper strategies should be compiled according to the conditions. Other researchers can extend the effective factors and the statistical sample size of experts, and use methods such as the quantitative strategic planning matrix (QSPM) to evaluate alternative set of strategies and select the best strategy from among them. The findings and results of this research can be considered as a basis for tourism development planners and local policy makers, especially government organizations such as the Cultural Heritage, Handicrafts and Tourism Organization within the desired range.

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1 Drinking water reservoir

2 Resting caravan area

3 Memorial place