



Analyzing Service tourist performance appraisal of Isfahan using SWOT model

Ebrahim ASHRAFI¹, Nasrin ESLAMIAN^{1,*}

¹MA in Tourism management, Azad University of Najaf Abad

Received: 01.02.2015; Accepted: 06.06.2015

Abstract. Because of the great monuments of Isfahan, it is one of Iran's most important areas of tourism and in addition to Iran, it is also known internationally. A large number of domestic and foreign tourists are always welcomed. Isfahan has a great potential to attract domestic and foreign tourists that multiplicity of historical and natural attractions, cultural diversity, also relatively good infrastructure and urban public transport, especially in urban and suburban areas, lodgings and catering, tourism offices and shopping centers, etc. can be mentioned. The role of travel agencies in the provision of services to tourists is very important. The city has more than 130 offices tourism working at adjustment of programs in the field of travel, travel tickets, store locations, visa, setting domestic and foreign travel and other work group. However, the offices of the problems, shortcomings and obstacles in providing a variety of services and attract tourists. This study has been developed to evaluate the city's tourism offices using SWOT model and covered to assess the strengths and weaknesses of the offices and provides strategies to improve the quality of services. Thus steps have been taken to improve services and met the needs of tourists and develop and grow the tourism industry, especially in the service sector. Research method in the study is analytical-descriptive in which, library research and field data collection needed to be addressed. To analyze the data and to draw the relevant tables and charts, Excel and SPSS software and GIS for mapping are used. Analysis of the results of SWOT model, reflect the relative satisfaction of tourists of Isfahan tourism facilities and services offices. At the same time, also identified weaknesses in these offices. The results show that despite the power of the city, great capability in the field of tourism, both natural and man-made attractions, as well as the infrastructure required for this industry, due to poor management and planning and lack of optimal use of the potential and possibilities has not yet been successful in terms of attracting tourists' satisfaction. Existence of numerous tourism offices cannot be a factor in attracting tourists and develop the tourism industry, but several other factors also are effective that this can provide tourists satisfaction and cause the thriving in tourism industry, and provide economic development of the country. Attention to the development and promotion of quality of the tourism services can be fundamental to the growth and the city tourism.

Keywords: tourism industry, service providing agencies, Isfahan city, SWOT,

1. INTRODUCTION

Today's world faces rapid and extensive developments in all dimensions and the tourism industry is not out of the norm. The industry has changed widely and capture rate and has many effects on all aspects of human society. Revealing the importance and necessity of development of tourism in the country and existing capabilities, it should be acknowledged that the investment for the creation, completion, development and equipment related to the most appropriate facility related to tourism should be increasingly on the agenda of policy makers and planners and providers. The most important factor to assess tourism industry is the number and performance of the agencies. Naturally the growth of travelling agencies has direct relationship with tourism growth both domestic and foreign.

These offices are creating a chain of activities through providing packages for travel planning and scheduling, adjustable travel programs, selling tickets, storing locations, visa, setting other domestic and international travel group. Development of tourism offices can provide numerous jobs in the labor market and the direct and indirect employment. Today, survive of tourism services office depends on improving the quality of offices and facilities and managers should be

* Corresponding author. *Email address:* Eslamian.1976@yahoo.com

pay attention to the establishment of a comprehensive system in order to meet the needs of customers at an optimal level.

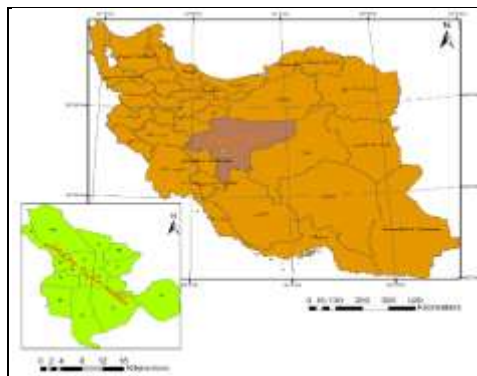
Tourism offices and institutions

Tourism and travel agencies and offices have a major role in the evolution and development of the tourism industry. These large institutions try to provide activities and travel activities and everything for tourists. Most important action of tourism offices is to estimate demand or create demand toward tourist attractions and forecasting motivation for people to travel. Advertising in the mass media, preparation and distribution of maps, advertising brochures, travel guides and travel programs for travelers are the most important duties of this office to provide information to tourists and to compete with other institutions. Tourism agencies are trying new attraction or something original to introduce to the public and tourists to hijack outstripped rivals. These measures increase public awareness and the development of the tourism industry as well (Rezvani, 45: 1373).

Office services is active in planning travel programs, selling tickets, storing locations, obtaining a visa, planning and setting domestic and international travels and serving tourism services. In the marketing, travel agency is an intermediate office that beyond the transport firm, prepare a preliminary feasibility for traveling (Garenejad, 1386: 102). Travel agencies are tourism companies that their main activity is selling tourism products to consumers with commission (Vela, François and Yonel Birchryl, 1384: 145). Travel and tourism agencies are as intermediaries between providers of services such as tour and transport companies and hotels on one side and tourists visit on the other hand. They are the front face of applicants and the tourism industry. Success or failure of the intermediaries is highly effective on the success or failure of programs for tourism destinations and tourism service providers (Ranjbariyan and Zahedi, 1384: 86).

Isfahan's geographical and political location

Isfahan (Sepahan) is the provincial capital; area is about 215 kilometers, located in the heart of the Iranian plateau. The city is about 15 to 15 kilometers in length and width and height of 1575 meters above sea level, with a minimum of 51 degrees 41 minutes of east longitude, or a maximum of 51 degrees 50 minutes east and minimum latitude of 32 degrees 32 minutes or a maximum of 33 degrees North and 51 minutes north, after Tehran and Mashhad, it is Iran's third largest city (Sajjad Naini, 1387: 12). Isfahan limited to Shaheen Shahr and Dolat Abad from the north , the city of Khomeini Shahr from east, Gort an Branch Khorasgan in south east and suburb villages from east(Omrani, 1384: 33).



Map No. 1: Map of the location of study area

Drawing: authors

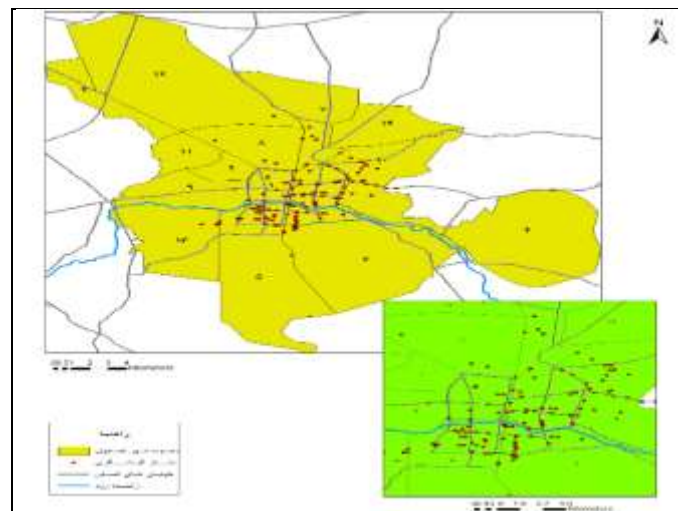
Travel & Tourism Service Offices in Isfahan

According to the information obtained from the Cultural Heritage, Handicrafts and Tourism, more than 130 units of Travel & Tourism Services are located in Isfahan and 40 offices are working in the cities of the province. Some of these offices have licensed tour (Section B). a number are under the Civil Aviation Authority, and are permitted the sale of airline tickets (Section A), some are under the auspices of the hajj pilgrimage to Mecca and charity, Karbala, Syria, and other organizer (Section C), and other departments are active under Raja company to sell train tickets (paragraph e). In addition, some offices at the same time have more than one license (Cultural Heritage, Handicrafts and Tourism Organization, 1392).

Location of Tourist offices in Isfahan using GIS

Today it is a world of information and optimal management. A major part of decisions are made by managers and planners of development in projects of the environment, defense and security, service, etc., are related to the location. Thus the existence of accurate, reliable and timely geographic information and optimal management are major issues in the success of these decisions implementation. Researchers and planners need using the most advanced science and technology to manage and deliver services in less time and geographic Information System (GIS) which is location information science technology and optimal management reference, and one of the information systems that respond to the needs.

The use of GIS in the preparation of the development plan of Isfahan tourism office should be organized with the aim of spatial information related to the tourism industry. In order to achieve the goal, after collecting all the information needed to describe and place related to the city's tourism office, the location of offices are selected through Google Earth and to build a base of information, using data collection software Arc GIS, Excel and SPSS have been logged and layers were formed and at the end , the relevant information was extracted in the form of a map in order to show, explain and perform the necessary analysis on the data, location of Isfahan tourism office. According to the map (2) it can be concluded that tourist offices have not spread with a balance and proportionate in Isfahan. Most of tourist offices in Isfahan are concentrated within the city center and the historical and tourism context. The study of distribution and spatial distribution of tourism offices is in order to achieve the best possible environment for the development of the desired pattern and more equitable distribution of the benefits of these offices to meet the needs of applicants.



Map No. 2: Map of the distribution of tourism services in Isfahan

Drawing: authors

Legend

Boundary of Isfahan

Tourism offices

Main roads

Zayanderud River

Evaluation of Isfahan's tourism offices using (SWOT)

SWOT analysis is a term used to identify the strengths and weaknesses of internal and external opportunities and threats facing the system. SWOT analysis is to identify systemic factors that should be the best strategy for coping with it. The logic of the approach is that effective strategies should maximize and minimize strengths and weaknesses, opportunities and threats to the system.

The logic if applied, the results are very good to choice and design an effective strategy. SWOT, is one of the strategic tools to match the strengths and weaknesses opportunities and threats within the system and outside the system. From the perspective of this model, a good strategy maximize strengths and opportunities and minimize weaknesses and threats. For this purpose, strengths and weaknesses, opportunities and threats are linked in 4 groups of SO, WO, ST and WT and Strategy is elected among them (Hekmatnia and Mousavi, 1385: 293).

This technique is a tool for identifying threats and opportunities in the external environment of the system and recognize the internal weaknesses and strengths, in order to assess the current situation and develop a strategy to guide and control system. In fact, this is the best strategy for organizing space. The most common use of the SWOT model is to provide a logical framework for conducting a systematic discussion of the system, different strategies and the selection of a strategy. The SWOT matrix, strengths, weaknesses, opportunities and constraints of each project or topic can be analyzed and the decision is made with a more complete understanding of the facts related to the topic or project (Zahedi, 1385: 157).

The main elements of the SWOT matrix are:

S: the internal strength in the target or subject

W: operating or internal weakness in the target or subject

O: possible external opportunities on the target or subject

T: possible external threat about target or subject

SWOT model fit four particular pattern associated with the object and the subject of internal and external position:

SO: strengths and opportunities, zone one is the best position, the system faces a number of environmental opportunities and many forces that use encourages opportunities. This is suggested with growth strategy.

ST: strengths and threats in 2nd region have a key strength, however, faced with the environment threat. In this situation, the existing strategies use strengths to make long-term opportunities in other cases.

Analyzing Service tourist performance appraisal of Isfahan using SWOT model

WO: weakness and opportunities in the third area, the system is facing a good opportunity but suffers from a number of internal weaknesses.

WT: weakness or threat in the fourth, the system is not faces chance, nor power, but faced weak internal environment and numerous threats of external dimension. In this case, the best strategy would be reduced strategy.

Table 1. Matrix SWOT, and how to determine strategies.

weaknesses W	strengths S	Matrix SWOT
WO strategy	strategy SO	opportunities O
WT strategy	strategy ST	threats T

Eftekhari and Mahdavi 1385:9

The key point of this model is the analysis of the situation of all aspects in the system. Thus providing a useful framework for the selection strategy. (Mobaraki, 1386: 126) SWOT analysis designed in tables and procedures are:

1. Preparing a list of opportunities, threats, strengths and weaknesses of the system and describing and interpreting them in the form of tables.
2. SWOT matrix form in the most important internal factors, (strengths and weaknesses) and external (opportunities and threats) are in Table column 1 matrix, is named about the object or purpose.
3. Column 2 (weight) relates to each of these factors with regard to the possible effect on current and future strategic positioning of weight from 1 (very important) to zero (insignificant). The more the weight, the higher the role of this factor in the performance of current and future systems (Sum of column 2, regardless of the number of factors, is 1).
4. Column 3 (grading), relates to each of its current position with regard to the importance and location of specific factors point from 5 (excellent) to 1 (poor). This assesses the grading system of each internal and external factor.
5. in column 4 (rated weight), weight is multiplying by each factor rating (column 2 multiplied by column 3) to achieve the weight score. In this way, each operating weight is rating from 5 (very good) to 1 (poor), which the average rating is 3.
6. The added weight of all internal and external factors is summed and weigh of all the factors in column 4 rating is obtained. Finally, to complete SWOT matrix, various strategies have been developed to guide future system (Golkar, 1384: 49).

Internal growth strategy WO	External growth strategy SO
Defensive strategy(reduction strategy) WT	Strategy of verity is recommended ST

Figure 1. Diagram of the four dimensions of SWOT analysis

Internal and external factors affecting the functioning and development of Isfahan tourism office

In this section, the most important internal factors (strengths and weaknesses) and external factors (opportunities and threats), which are effective on the city's tourism office and the development of tourism in the city, is identifying and are mentioned in tables (2) and (3).

Table 2. Internal factors affecting the functioning and development of Isfahan tourism office.

weaknesses	strengths
<ul style="list-style-type: none"> - Inadequate and inappropriate residential centers for accommodation of foreign tourists, especially during peak demand - lack of public interest from the private sector to invest in tourism projects - the lack of planning for localization and distribution services tailored to tourism in the city and focus of most offices on one area - the poor performance of the residential sector in the field of services and facilities catering to foreign tourists - Lack of civic spaces and services related to tourism demand in the domestic and foreign tourists peak time - There are all kinds of environmental pollution, especially air pollution in the city. - Drying of Zayanderood river water and negative effects on historic bridges, gardens and landscape of Isfahan. - Lack of strong and integrated communication among the tourism offices with the Agencies of international tourism. - There are cumbersome rules in administrative activities of tourism agencies. - Lack of coordination and integration in the program-planning and management of tourism offices. - The lack of diversity in the services and facilities by Isfahan's tourism office. - The poor performance of tourism offices in Isfahan about accurate and timely information to tourists. - Lack of knowledge of the majority of employees in the tourism offices to international falconer, such as English, French, German, Chinese and so on. - Introduction of Isfahan with single international language, especially English to tourism office staff - lack of a pleasant and expected deal with foreign tourists by the office staff and guides tours of Isfahan - Poor performance of tourism offices in planning and the good performance of tourism offices - high price of some services and facilities provided by the tourism offices of Isfahan - poor performance of some tourism offices to fulfill their commitments about the tourist - City's tourism offices are not equipped with updated facilities to provide services to tourists - International weakness and poor performance in marketing and advertising and global competition by tourism offices in Isfahan - lack of training courses for staff in the offices of tourism in Isfahan - lack of local leaders and specializes in organizing tours of Isfahan and visits of tourist sites for foreign tourists 	<ul style="list-style-type: none"> - There are plenty of tourist human and natural attractions in Isfahan - there are various areas to encourage investment in various sectors of the tourism industry - the good weather during the year to attract domestic and foreign tourists - there are many cultural and artistic attractions, such as customs, handicrafts, souvenirs, local cuisine and ... - A beautiful view of river with historical bridges and recreation on the river - there is office and services space to meet the different needs of tourists - relatively good infrastructure and enough potential for the development of the infrastructure in the city - several recorded places of the city's World Heritage List - nearness of offices of the city to tourist attractions and lodgings - The presence of tourist police to provide security at the heart of the city historic-tourism - Iranian traditional architectural patterns with historical roots for studies and research of foreign tourists - tourism reputation of Isfahan is due to a sister contract with a number of important historical and tourist cities of the world - Isfahan known as the cultural capital of the Islamic world in the Muslim world. - The existence of adequate infrastructure in the air and land transport (rail, road) - Tourist offices with various functions (offices paragraphs a, b, c) - the approach to use managers and staff with a university education in the Tourist offices in Isfahan - willingness to invest in the private sector to develop tourism services in Isfahan - easy access to the city's tourism office because of the focus of most offices in a given area - the use of an expert tour guides to help foreign tourists visit tourist sites in Isfahan - providing information to tourists through brochures and posters in both Persian and English at ticket offices of tourist services - booking tickets and hotel reservations and delivery of services electronically by Tourism office in Isfahan - proper behavior of office staff with domestic and foreign tourists - ability of some Isfahan tourism office staff to speak international languages - proper prices of some services provided by the tourism offices of Isfahan for foreign tourists

Analyzing Service tourist performance appraisal of Isfahan using SWOT model

Table 3. External factors affecting the functioning and development of Isfahan tourism office.

threats	Opportunities
<ul style="list-style-type: none"> - There are numerous organizations responsible for decision-making in the tourism division with duties vague. - Lack of enough funding and credit for foreign tourism development. - Tourism industry downturn and the loss of healthy competition in this area due to dominate of all aspects of government and the private sector in the field of tourism development. - There are laws and bureaucratic red tape governing the country's tourism industry. - The impact of political problems and negative publicity about the social and security situation on tourism in Iran. - Lack of awareness and knowledge of foreign tourists and workers in the tourism offices of each other's culture. - Problems of economic crisis and reduced demand for tourism. - Non-professional activities and knowledge in the field of tourism - Monopoly of foreign agencies and the unwillingness to cooperate with local tourism offices. - Absence of Providing extensive and targeted advertising to introduce the attractions and city tourism at the international level. 	<ul style="list-style-type: none"> - introducing rich culture of Iran and Shiism internationally and neutralizing the negative propaganda of the West and foreign tourists. - Local and foreign Exhibitions for tourists to learn about the city, services and activities of the tourism offices. - Setting up a dedicated training center for enthusiasts and professional courses for employees of the tourism sector. - Create new jobs by expanding the number of offices and the increasing diversification of the tourism offices. - Increasing revenues and improving the economic situation of foreign and invisible export. - Improving the quality of air and ground transportation facilities and subway plans to facilitate the operation of urban public transportation. - Guiding and encouraging private sector investors to invest in tourism projects. - Creating opportunities for participation and constant contact with the local tourism offices in the field of international tourism. - The development of electronic communications networks and the Internet for advertising and international services of tourist offices.

According to the table (2) and (3), it is concluded that the tourism industry and tourist offices of Isfahan with 24 strengths and 9 opportunities have high potential for growth and development of tourism which can be integrated with a detailed plan on tourism services to reduce the weaknesses and threats to provide the industry in Isfahan and provide Service sector development and increasing tourism attraction to the city.

Preparing the internal and external factors affecting the operation and develop of Isfahan tourism offices

To provide internal and external matrix factors, tables (4) and (5) are in the following steps:

- In column 1, the most important internal (strengths and weaknesses) and external (opportunities and threats) factors is named about tourism offices around the city.

- in Column 2 (weight), each of these factors is given weight from 1 (very important) to zero (insignificant) due to the effect of the current strategic position and tourist offices future in Isfahan. The more the weight, the higher the role of these factors in the current and future performance of Isfahan tourism office. (Sum of column 2, regardless of the number of factors, is 1).

- In column three (grading), each of factors is given 5 (excellent) to 1 (poor) with regard to the importance of specific factors and current position. This is how the grading system assesses each internal and external factor.

5	4	3	2	1
Very good	Higher than average	Average	Less than average	poor

Figure 2. Diagram ranking position of any internal and external factors in the SWOT model.

- In column four (rated weight), the weight of each factor (column 2 multiplied by column 3) multiplying by its weight to achieve the rated weight. In this way, each operating weight is rating of 5 (very good) to 1 (poor), which the average rating is 3.

The weighted scores for all internal and external factors obtained with the sum of all the weighted scores obtained in column 4 which shows that the total weight of Isfahan tourist office how Isfahan respond to factors and potential forces of internal and external factors, and external potential of environment. Average Weighted rating of the entire system in one area always is 3 (Hangry and Vilen, 1384: 90 and 92).

Table 4. Matrix analysis of internal factors (IFAS).

Weight rating	rating	weight	Strengths	
0/3	5	0/06	Abundant human and natural tourism attractions in Isfahan	1
0/04	4	0/01	There are various areas to encourage investment in various sectors of the tourism industry	2
0/08	4	0/02	the good weather in most of the year to attract domestic and foreign tourists	3
0/1	5	0/02	beautiful Zayanderood landscape with historical bridges and recreation surrounding	4
0/1	5	0/02	There are many artistic and cultural attractions such as customs, handicrafts, souvenirs and local products	5
0/06	3	0/02	office and services space to meet the different needs of tourists	6
0/12	4	0/03	the relatively good residential infrastructure, and enough potential to develop the infrastructure in Isfahan	7
0/12	4	0/03	There are several registered places of Isfahan in World Heritage List	8
0/04	4	0/01	Tourist offices are close to tourist attractions and lodgings	9
0/06	2	0/03	presence of Tourist police to ensure security in Isfahan historical tourism center	10
0/1	5	0/02	Presence of Iranian traditional architectural patterns with the historical roots for studies and research for foreign tourists	11
0/08	4	0/02	Tourism Isfahan known by sister contract with important historical cities in the world tourism	12
0/04	4	0/01	The city is known as the cultural capital of the Islamic world in the Muslim world.	13
0/12	4	0/03	The existence of appropriate infrastructure in the air and land transport (rail, road)	14
0/12	4	0/03	There are tourist offices with different functions (offices Section A, B, C)	15
0/09	3	0/03	Approach to application of management and professional staff with a university education in Isfahan's tourism office	16
0/08	4	0/02	Private sector tend to investments to develop tourism services in Isfahan	17
0/04	4	0/01	Easy access to the city's tourism office because the focus of most of the offices in a given area	18
0/12	4	0/03	The use of professional tour guides to help foreign tourists to visit tourist sites in the city	19
0/04	4	0/01	Atmospheric tourists by providing brochures and posters in both Persian and English when booking ticket in tourist services office	20
0/09	3	0/03	Booking tickets and hotel reservations and delivery of services electronically by the city tourist offices	21
0/12	4	0/03	Suitable attitude and behavior of employees in the tourism offices with domestic and foreign tourists	22
0/06	2	0/03	some staff of tourism offices are familiar with international languages	23

Analyzing Service tourist performance appraisal of Isfahan using SWOT model

0/08	4	0/02	Suitable price for some services provided by the tourism offices of Isfahan for foreign tourists	24
Weight rating	rating	weight	□ Weaknesses	
0/06	3	0/02	Inadequate and inappropriate residential centers for accommodation of foreign tourists, especially during peak demand	25
0/06	3	0/02	Lack of interest from the private sector to invest in tourism projects	26
0/04	4	0/01	No detailed plan for the localization and distribution of services tailored to tourism in the city and locating of a range of offices in city center	27
0/04	2	0/02	Poor performance of the residential sector in the field of services and facilities to foreign tourists	28
0/06	3	0/02	Lack of service areas related to tourism demand in the domestic and foreign tourists	29
0/04	4	0/01	There are all kinds of environmental pollution, especially air pollution in the city	30
0/05	5	0/01	drying up of Zayanderood basin and its negative effects on historic bridges, gardens and landscape of the city	31
0/08	4	0/02	The lack of widespread and consistent communications between the offices of tourism and international tourism offices	32
0/08	4	0/02	Existence of cumbersome administrative rules and regulations on the activities of tourism agencies	33
0/06	3	0/02	Lack of coordination and integration in the planning and management of tourism offices in Isfahan	34
0/09	3	0/03	Lack of verity in providing services by Isfahan tourist offices	35
0/02	2	0/01	the poor performance of Tourist offices in providing accurate and timely information to tourists	36
0/12	4	0/03	lack of familiarity of majority of Isfahan tourism office staff with international languages such as English, French, German, Chinese, etc.	37
0/08	4	0/02	Familiarity of the staff of city tourism offices only with one international language, especially English	38
0/02	1	0/02	Failure to deal properly with foreign tourist expectations by office and tour staff	39
0/06	3	0/02	poor performance of tourist offices in the planning and implementation of optimal tours	40
0/04	2	0/02	The high price of some services and facilities offered by the city tourist offices	41
0/04	2	0/02	The poor performance of some city offices to fulfill their commitments to tourists tourism	42
0/04	2	0/02	unavailability of updated facilities for services to tourists by Tourist offices	43
0/15	5	0/03	poor performance of international Advertising and marketing weakness and in global competition by offices in Isfahan	44
0/06	3	0/02	Lack of training courses for the staff of the city tourist offices	45
0/06	3	0/02	Lack of use of local leaders and specializes in organizing tours of the city and visit tourist sites for foreign tourists	46
3/55	-	1	□ □ □	

Table 5. Matrix analysis of external factors (EFAS).

Weight rating	rating	Weight	Opportunities	
0/14	2	0/07	Introducing the rich cultural and Shiite propaganda at the international level and neutralize the West with the arrival of more foreign tourists	1
0/18	3	0/06	Exhibitions of local and foreign tourists to learn about Isfahan and tourist offices Services and activities in Isfahan	2
0/15	3	0/05	Setting up a dedicated training center for those who are interested in the activities of the tourism sector and specialized courses for employees of the tourism sector	3
0/28	4	0/07	Creation of new jobs by expanding the number of offices and the increasing diversification of the tourism offices	4
0/12	2	0/06	Increasing foreign exchange earnings and invisible exports and economic recovery in community	5
0/2	4	0/05	Promoting and improving the quality of air and ground transportation facilities and operation of urban subway projects	6
0/12	3	0/04	Guide and encourage of private sector investors to invest in tourism projects	7
0/08	2	0/04	opportunities for presence of domestic tourism offices and constant contact with foreign agencies in the field of international tourism	8
0/15	3	0/05	The expansion of the Internet and electronic communication networks and services for advertising agencies in international tourism	9
Weight rating	rating	weight	Threat	
0/2	4	0/05	Numerous organizations and programs involved in tourism	10
0/16	4	0/04	Lack of funding and sufficient funds in the development of foreign tourism	11
0/3	5	0/06	Tourism industry downturn and the loss of healthy competition in this area, due to the domination of all aspects of government and the private sector in the field of tourism development	12
0/2	4	0/05	cumbersome administrative rules and regulations governing the country's tourism industry	13
0/3	5	0/06	The impact of political problems and negative publicity about the social status and security of Iran on foreign tourism	14
0/15	3	0/05	Lack of awareness and knowledge of foreign tourists and workers of each other in the tourism offices	15
0/24	4	0/06	Problems of economic crisis and reduced demand for tourism	16
0/08	2	0/04	Non-professional activities and knowledge in the field of tourism	17
0/12	3	0/04	Monopoly of foreign agencies and the unwillingness to cooperate with local tourism offices	18
0/24	4	0/06	Lack of providing a broad and targeted advertising to introduce the attractions and services of international tourism	19
3/41	-	1	sum	

Analyses of the results of SWQT model

The model analyses the most important factors of strength, opportunities, weakness and threats using tables about summary of analyses for internal and external factors and rated them and mixed them to provide a strategic method to planners. From the perspective of this model, a good strategy to maximize strengths and opportunities and minimizes weaknesses and threats. For this purpose the strengths, weaknesses, opportunities and threats are linked in four general SO, WO, ST and WT between the strategy and the options are selected.

In this study the analyses of internal and external factors in matrix tables in SWOT model shows that among the four specific pattern for internal and external situation, the pattern of strengths and opportunities (SO) is dominant on the terms and conditions governing Isfahan tourism and tourist services. It is located in an ideal area, means that the system faces a number of environmental opportunities and strengths that encourage many opportunities. This situation suggests internal growth strategy.

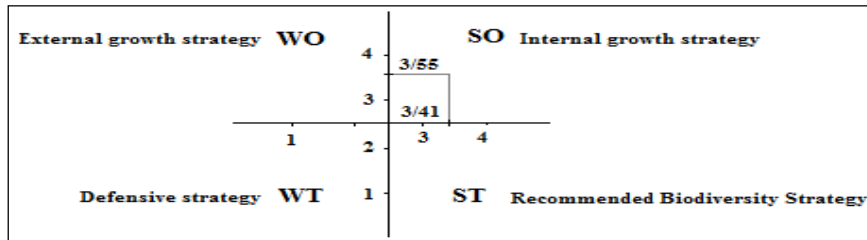


Figure 3. Diagram of Isfahan tourism strategy in SWOT analysis.

2. CONCLUSION

Isfahan has great potential for tourism development due to its geographical location and natural features beautiful nature and a variety of historical and cultural tourism attractions.

Development of tourism in the city needs design and implement appropriate promotional programs to introduce and motivate tourists to visit attractions in the city that it would be a good platform for the involvement of indigenous material and spiritual capital city's tourism development. This will also improve infrastructure and services related to tourism, play an important role in increase capacity and social acceptance residents and will increase the underlying economic and cultural development of the city in tourists.

According to statistics provided by World Tourism Organization (WTO), Iran with the multiplicity and diversity of natural and man-made attractions has no place in first fifty nations in the world in arrival of foreign tourists as well as the proceeds from it. Opinion Survey of foreign tourists who have traveled so far to Iran and Isfahan shows the effect of rich culture of Iran on it which is clear in the reports published by internal publications. So, why the custodians of the country's tourism have not been able to take advantage of potential of the industry is due to inconsistencies between different organizations related to tourism and also faced Isfahan with the limitations and problems.

One of the pillars of the tourism industry is tourism service offices. These offices are as an intermediary between the offices of the main suppliers of services such as tour and transport companies and hotels on one hand and on the other hand the tourists visit the country. They are the first applicants are exposed forehead to the tourism industry. Success or failures of the intermediates are extremely impressive on the success or failure of programs for tourism destinations and tourism service providers. Therefore becoming familiar with the functioning of these institutions is very important.

After running the SWOT model, it became clear that among the four specific patterns of internal and external situation , pattern of strengths and opportunities (SO) is dominant on the terms and conditions governing the city tourism and tourism services. The system faces a number of environmental opportunities and much strength that encourages the use of the opportunities. This situation suggests internal growth strategy. The strategy points to the fact that the city has a lot of potential and actual power and the capacity to develop tourism, especially historical and cultural tourism and this requires development of legislation and regulations, with careful planning and

integrated capabilities and services to promote the tourism and tourists for increasing acceptance, because the offices can prepare the ground for the participation of private sector investment in tourism development programs and with good performance and publicity campaigns will be motivating and directing trips of domestic and foreign tourists.

Recommendations and methods to develop and improve the activity of tourism offices in Isfahan

According to the important role of tourism offices in attraction of tourists to the country and also the development of domestic tourism, it's to be considered to provide higher services to tourists and help the development of the industry and make it close to its real place.

1. Staff training in the areas of tourism services requirements such as English language training and the workshops about how to deal with customers.
2. Introducing modern methods of electronic marketing to office staff.
3. Introducing the use of expert guides and professional drivers in the implementation of tourism.
4. Providing cheap tours
5. Cooperation with other agencies in organizing tours.
6. Providing a variety of travel packages to the applicants and responding to a variety of tastes and requests
7. Attention to different needs of customers (plane and train tickets, hotel reservation, visa, etc.)
8. Advertisement within the country as well as cross-border advertising through international media.
9. The continued active participation in international fairs
10. providing a comprehensive database of historical and natural attractions and entertainment venues and accommodation

REFERENCES

- [1] Statistics manual of Isfahan (2010), Isfahan Municipality, Department of Research and Information Technology, Office of Statistics and Data Analysis.
- [2] Eftekhari, R., and Mahdavi, A. (2006), approaches to the development of rural tourism (Case study of small Lavasan village), using SWOT, Journal of Modarres, Tarbiat Modarres University, No. 45.
- [3] Hekmatniya, H., and Mousavi, M. N. (2006), using the model in Geography with an emphasis on urban and regional planning, Publications of Elm-e Novin, Yazd.
- [4] Rezvani, A. A. (1995), geography and tourism industry, fourth edition, Payam Noor University publications, Tehran.
- [5] Ranjbariyan, B., and Zahedi, M. (2005), tourism marketing, First edition, Chahar Bagh publications, Isfahan.
- [6] Zahedi, Sh. (2006), the principles of sustainable tourism and ecotourism (with an emphasis on the environment). Allameh Tabatabai University, Tehran.
- [7] Organization of Cultural Heritage, Handicrafts and Tourism of Isfahan (Statistics of 2013).
- [8] Sajadi Naeini, S. M. (2008), History of Isfahan, Recreational and Cultural Organization of the Municipality of Isfahan.
- [9] Omrani, M. (2005), looking for of urban identity of Isfahan, to the efforts of the National organization of Land and Housing, Department of Housing and Urban Development, Tehran.
- [10] Qarehnezhad, H. (2007), An introduction to the development of tourism and hospitality, First edition, publications of the Azad University of Najaf Abad.

- [11] Golkar, K. (2005), appropriate techniques of SWOT analysis for use in urban designing, Journal of Seffeh, issue 41.
- [12] Mobaraki, O. (2007), Melkan city spatial planning, MA thesis of urban planning Geography, University of Isfahan.
- [13] Maskani Jeifroudi, H. R., Ariamanesh, L. (2008), Guide to use ArcGIS 9.X (preliminary), first edition, published by Jihad-e Danshgahi of Mashhad.
- [14] Vella, F., and Lionel Becherel (2005), international tourism, translated by Mohammad Ebrahim Goharian and Mohammad Mehdi Ketabachi, Publications of Amir Kabir Institute, Tehran.
- [15] Hangr, J. David and violin, Thomas L. (2005), the strategic foundations of Tehran, translated by Mohammed Erabi and Davoud Izadi, Publications of the Cultural Research Bureau of University Studies of Tehran.