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Strategic Management of Tourism Economy (A Study on Chaharmahal and Bakhtiyari Province)

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Abstract: Optimal tourism management, particularly in less-prosperous areas, is of great importance in absorbing capital from this industry. Chaharmahal and Bakhtiyari Province is one of the natural tourism areas in Iran. Despite having proper natural and environmental potentials to take advantage of tourism benefits, it has remained unknown and less prosperous; therefore, one of the approaches that can help to improve profitable managerial styles and attitudes. The present research is descriptive-analytical in terms of purpose, using David's Comprehensive Strategic Management Model and SWOT technique to develop strategies and QSPM to prioritize selected strategies. The research data was compiled from 120 tourism experts, officials and managers of Chaharmahal and Bakhtiari using Delphi technique. The results identified and determined mission, vision, qualitative and quantitative goals, and presented a strategy to develop tourism industry of the province. The results of evaluating the internal and external factors of tourism industry of the province indicated that the tourism industry of this province is weak and had no proper reaction to external factors. However, after identifying and prioritizing the strategies with QSPM matrix, it was specified that launching Internet sites for marketing tourist attractions in the province has the highest priority among selected strategies.

Keywords: tourism economy, QSPM, SWOT, strategic management, Chaharmaha and Bakhtiyari
JEL Classification: L83, M12, N15, C61

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1- Introduction

Tourism is one of the most profitable economic levers in today's world; hence, political management at the national level, by identifying various tourism capacities, aims to develop the facilities and infrastructure necessary to maximize tourism attraction. The tourism industry is one of the economic and political issues because management strategies for its expansion and development through political forces and institutions are carried out and its profitability in terms of credit components also reveals the economic foundations of the industry (Burns, 2004). Tourism industry is considered as the largest and most diverse industry in the world. This dynamic industry should be considered as the main source of income, employment, private sector growth and infrastructure development, especially in developing countries. In countries where production or extraction is not economically feasible, or they have little or no significant role in the business and commercial sector, they are paying increasing attention to the development of the tourism industry (Kerr et al., 2001). In fact, the development of the tourism industry is of great importance for the countries of the world, especially the developing countries. According to statistics from the World Tourism Organization, the tourism industry has a major impact on the economic system of the countries; as in 1998, international tourism revenue accounted for 8% of the world's total export earnings, and given the widespread growth of the industry, the forecast The revenue generated by the industry in 2020 will be over $ 1 trillion. In tourism industry, it is important to address ecological issues that are considered natural attractions for tourism. However, the success of natural tourism is largely dependent on the large-scale approaches that each nation adopts on a national scale. Iran is ranked among the world's top countries in terms of tourist attractions and has a large potential for expanding international tourism (Dehaghani, 2017). However, the statistics of the arrival of tourists to the country show that, for example, in 2004, only about one million tourists visited Iran (Lee & Chang, 2008). In addition, the same number of tourists visited only one of the most famous Iranian tourist cities of Iran, and only a very small number of the most attractive and less familiar tourist destinations in Iran. Statistical data show that in 2004, less than 1% of the population of international tourists to Iran selected Chaharmahal and Bakhtiyari as their tourism destination. Therefore, tourism industry of Chaharmahal and Bakhtiari is still considered as one of the less well-known areas, despite the presence of natural and environmentally suitable areas for tourism benefits, and recognizing the weaknesses and strengths of management in the field of tourism is one of the approaches that can be applied to the process of strengthening profitable management practices and attitudes. Chaharmahal and Bakhtiari province, due to its natural characteristics and ecological attractions, is one of the most prone areas for attracting tourists interested in cultural tourism and natural landscapes. Due to the natural geographic features of the province, it has the capacity to attract tourists. Located in the middle elevations of the Zagros Mountains and the high mountains, stretching across the province from northwest to south-east, as well as an area of about 307,000 hectares of forests spread across the province from northwest to south East has expanded, it

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is one of the hallmarks of Chaharmahal and Bakhtiari province in the tourism sector. In this regard, the present study attempts to identify the shortcomings and problems of tourism management in Chaharmahal and Bakhtiari province and then presents the most important management strategies for expanding the tourism industry in this province.

2- Literature Review

a) Foreign Researches

Mello et al., (2002), in a study entitled "A system of equations model of UK tourism demand in neighboring countries" investigated effective factors on demand for tourism in Britain and its neighboring countries, such as France, Spain and Portugal and introduced per capita income as one of the most important factors for the arrival of tourists.

Lee & Chang (2008) in an article entitled "tourism development and economic growth: A closer look at panel" investigated the demand for tourism to Western Europe by residents of the United States during the period 1973-2000 and regarded political barriers to improve this demand very influential.

Habibi et al., (2009) estimated the function of tourism demand in Malaysia with the data panel approach and introduced the scope of tourism attractions as one of the main factors attracting tourists to this country. In addition, the existence of calm and security in the country, the cheapness of travel to Malaysia and the existence of the organization of tourism development in Malaysia are among other factors of the expansion of the tourism industry.

Rathore et al., (2012) in an article investigated the issue in Asian countries, particularly India, and they stated that the development of rural tourism could not be achieved except with the full support of the government. In addition, the results on the tourism of rural villages in India show that rural tourism is becoming more and more relevant to rural development, the socio-cultural, even economic and political conditions of the village.

Choon et al., (2011) addressed the pathology of tourism industry in Malaysia. According to this article, Malaysia's economic gains from the tourism industry are significantly lower than their neighboring countries. In addition, an increase in industrial and environmental pollution has added to Malaysian quality and quantity of the industry. Finally, the authors, suggesting a way to lead the tourism industry in the country to sustainable tourism cities, believe that the application of this strategy can, in addition to reducing pollution, have a positive impact on the quality and quantity of economic productivity of tourism in Malaysia.

Liu & Ma (2017) in an article, investigated the different perceptions of tourism and its impact on the economic productivity of the industry in the city of Zhejiang, China. Accordingly, the authors identified three groups with different perceptions: government officials, private sector shareholders of China and international shareholders, concluded that the number of interest groups involved in tourism in the city of Zhejiang, China could increase tourism capacity, enhance itself in a variety of dimensions, including recreational, industrial, nature-oriented, artistic, market-oriented, and historical works. Another benefit of increasing the diversity and shareholding in the tourist sector of Zhejiang City is the increase and diversification of tourist facilities for tourists.

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Mutana & Mukwada (2017) in an article entitled "An Exploratory Assessment of Significant Tourism Sustainability Indicators for a Montane-Based Route in the Drakensberg Mountains" concluded that investments for the development of tourism in this part of South Africa have been undertaken solely for economic purposes and business profits. For this reason, the social, cultural, and especially environmental, indices of tourism in the South African region of South Africa do not have a favorable status.

b) Iranian Researches

Madhooshi & Niyazi (2010) explored and explained the development of tourism industry in Golestan province and examined the factors affecting tourism development in this province. The results of the research showed that there was a significant relationship between the lack of development in Golestan province and the factors of decision-making centers, weaknesses in infrastructure, lack of marketing, and the lack of tourism acceptance culture.

Poorahmad et al., (2012) examined Kermanshah tourism development strategies using SWOT model. The results of the research showed that tourism in this province faces more strengths than weaknesses, but in terms of the external environment there are more severe threats that, if adopted and implemented by ST strategies, especially efforts to revive and show the advantage of historical attractions and customs. The local customs of the province in the national and international conferences can achieve more favorable results.

Hashemi (2014) in an article entitled "Factors Affecting the Underdevelopment of Tourism Industry in Chaharmahal & Bakhtiari Province", through interview, concluded that there was a direct relationship between the number of decision making centers and the lack of development of the tourism industry in Chaharmahal and Bakhtiari province, as well as the weakness of infrastructure and tourism services, as well as the lack of marketing, and finally, the lack of tourism acceptance culture has a direct relationship with the development of tourism industry in Chaharmahal and Bakhtiari province.

Akbarpoor & Arbabi (2016) in an article entitled "A Study of Barriers to Tourism Development in the Target Tourism Villages in North Khorasan Province" concluded that there was a significant positive and significant correlation between educational and cultural barriers and tourism development problems. According to this, the increase of educational and cultural barriers leads to increasing problems of tourism development. Environmental obstacles and problems in the second place and infrastructure barriers are important in the next place. Marketing and managerial barriers do not have a significant relationship with dependent variable, but in regression analysis, there is an increasing impact on tourism development deficiencies; therefore, by taking necessary measures and providing facilities and services for solving problems through planning and appropriate strategies, such as developing educational programs, rehabilitation and development of rural tourism infrastructure, and introducing and identifying the attractions and tourism products of the target villages, can be developed in the direction of developing the villages concerned.

Shokati et al., (2016) investigated barriers to tourism development in rural areas of the city of Osco using factor analysis. The results showed that the three

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factors of infrastructure-welfare, socio-cultural and organizational-structural make up about 60.56% of the variance of the total barriers to tourism development in the study area. This research has identified the strategic priorities for effective management and planning in the tourism industry of the province studied and also used the combination of QSPM and SWOT methods to identify priorities and strengths and weaknesses.

3- Theoretical Background

One of the ways to increase economic tourism efficiency is to examine the economic, social and environmental issues of the tourism industry as its various dimensions (Frew, 2008). The link between the various dimensions of tourism is done in order to optimize the management of sustainable tourism development. A systematic and comprehensive view of tourism, for the greater economic benefit and lower environmental and socio-cultural costs, reveals the need for payment to the internal (epistemological) and exterior (organizational and methodological) dimensions of the tourism economy. The lack of systematic social, economic, and environmental aspects of tourism will be a serious obstacle to the formulation of productive, coherent and integrated policies (Vila et al., 2010). One of the main goals of a systematic and integrated approach to the tourism economy is the coherence and balance between the supply and demand systems. Such a method, also referred to as functional theory, suggests that there is a balance between what actually exists as tourism capacity and what is actually produced, that policymakers and planners must set their own actions in this direction (Korstanje & George, 2012). In addition, according to this theory, the maximization of economic tourism functions and the reduction of its destructive bursts, especially in the field of the environment, have been emphasized. In order to plan and integrate the tourism economy and maximize the economic cost of the supply and demand system in tourism, implementing integrated management practices and policies is essential. In other words, the tourism economy should be converted into organizational and multi-layered categories, and then for its integrated and integrated management (Terry, 2014). The management of the tourism economy is integrated and its consequences can be examined at three levels: micro, intermediate and macro; at the micro level of the tourism economy, there is a reference to the people in the network of tourism supply and demand, due to the interaction between these people, the supply and demand system of the tourism economy is formed. At the middle level, the economic tourism system refers to communities, groups and organizations, and it strengthens and builds the value and interaction of tourism. At the macro level, the tourism industry includes various organizations and groups that create and strengthen the economic tourism system as a source of knowledge and knowledge, management and productivity of the tourism economy (Butcher & Smith, 2010). Accordingly, the economic tourism system includes topics such as the intensity and quality of relationships and interactions between individuals and groups, and the sense of commitment and mutual trust to common norms and values, and as a sense of belonging and social cohesion. At the intermediate level, the value and interaction infrastructures of organizations and institutions should be mentioned. At this

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level, the economic system considers tourism as a form of existence, first of all, having economic aspects, and, secondly, facilitates the particular actions of tourists (real or legal) within the social structure (Guttentag, 2009). At the macro level, the economic system of tourism ends in infrastructure. At this level, you should refer to the environment in which the organizations and institutions operate. In this activity, the role of laws, the legal framework, the type of government and the political system, the degree of lack of centralization in the macroeconomic policy of the economy are considered. In addition, at this level, the mutual interaction that exists between the institutions of local managers with other devices can be examined. Tourism and the economy around it have facilitated the process of transition from tradition to modernity and postmodern in the socio-economic and cultural spheres and have led to deconstruction in all cases in practice. The tourism environment of each tourism destination is considered as a sub-section of the regional planning system in order to make horizontal allocations in the field of tourism development to horizontal activities (Taghvayi & Ghafari, 2016).

4- Research Method

This research is applied, and descriptive in terms of its method. The conceptual model of this research is the strategic management model of Fred R David. Table 1 shows the stages of research based on this model.

Table1. Strategic Planning Stages

Strategic levels	Stage	Description of activities
Macro strategies	Starting point	- Determine the perspective and mission - Identify and set goals
	Input stage	- Internal factor analysis and formation of matrix (IFE) with coefficients and ranking - External factor analysis and Formation Matrix (EFE) with Factors and Ranking
	Comparison step	- Formation of Matrix of Threats, Opportunities, Strengths and Weaknesses (SWOT)
	Decision-making stage	- Prioritize extracted strategies based on the QSPM matrix

In this study, a Delphi questionnaire was developed. To this end, 20 experts from the field of tourism were selected and explained about the subject, method and duration of the research. Some of the key features for selecting experts were:

- They should involve the issue.
- Have comprehensive information of the issue to continue cooperation.
- Have an incentive to participate in the Delphi process.
- Feeling the information obtained from a group agreement for them will also be valuable.

Using expert opinions and interviews with these experts, the strengths and weaknesses of the internal environment as well as threats and opportunities in the external environment regarding the tourism economy in Chaharmahal and Bakhtiari province were identified.

After developing a questionnaire based on Delphi technique, they were distributed among 120 experts from the field of tourism and academic professors of this field to determine the weight and rank of factors based on the SWOT model. Then Quantitative Strategic Planning

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Matrix (QSPM) was drawn up for the tourism industry of Chaharmahal and Bakhtiari province and after calculation, the strategies for tourism development in Chaharmahal and Bakhtiari province were prioritized.

The stages of the research are as follows:

1- Input Stage

A) Determining the internal and external factors affecting strategy formulation: This stage involves evaluating the external and internal environment. At this stage, external factors and internal factors affecting the tourism destination are identified and analyzed using two methods of external factor assessment matrix (EFE) and internal factors estimation matrix (IFE).

B) External Factor Evaluation (EFE): To prepare the External Factor Evaluation, following five steps have to be completed:

1. After reviewing the external factors through the Delphi technique, known factors are listed that give rise to opportunity or threat to the destination of tourism.

2. These factors are given weight or coefficient. These coefficients range from zero (unimportant) to one (very important).

3. To each of the factors, points 1 to 4 are given: 4 for the excellent opportunity, 3 medium opportunities, 2 medium threats and 1 serious threat.

4. The coefficient of each factor is multiplied by the score so that the final score is obtained.

5. The total score of each factor is calculated to obtain the total score of the tourist destination.

C) Internal Factor Evaluation (IFE): The internal factor evaluation matrix is the result of a strategic review of the internal factors of the system. This matrix describes the main strengths and weaknesses of the internal tourist destination. It is possible to evaluate the internal factors through the following five steps:

1. After reviewing the internal factors, the most important factors derived from the Delphi technique are listed. Selection factors should include the strengths and weaknesses of the selective system.

2. To these factors, a coefficient is given from zero (unimportant) to one (very important).

3. To each of the factors 1 to 4 is given. 4 shows basic strength, 3 moderate strengths, 2 weak weaknesses and 1 basic weakness.

4. To determine the final score of each factor, the coefficient of each factor should be multiplied in its score.

5. The total score of each factor is calculated to determine the final score of the tourist destination.

Regardless of the number of factors that are placed in the internal factor evaluation, the total score will be between 1 and 4, with an average of 2.5. If the final score is less than 2.5, this means that the system is weak in terms of internal factors, and if this score is more than 2.5, it indicates that the system or region is strong in terms of internal factors.

2- Comparison Stage

The Matrix of Threats, Opportunities, Strengths and Weaknesses (SWOT) is prepared. This matrix relies on the information obtained from the first stage and compares opportunities and threats to external strengths and weaknesses. To enable different possible strategies to be presented in an effective way, the process of comparing internal and external factors plays an important and decisive role.

3- Decision-Making Stage

At this stage, the strategies derived from the SWOT matrix are prioritized by the quantitative Strategic Planning Matrix

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(QSPM). In this matrix, the relative attractiveness of the strategies is determined. To prepare this matrix, in order to prioritize the selected strategies, we must take six steps as follows:

Step 1: External opportunities and threats, internal strengths and weaknesses are written in the right-hand column on the strategic planning matrix. These elements should be derived directly from the internal factor evaluation matrix and the external factors evaluation matrix.

Step 2: Give each of the internal or external factors that play a major role in the system's success, weight or coefficient. These coefficients are the same as the coefficients of the external factors evaluation matrix and the internal factors evaluation matrix. These coefficients are written in a column and in the left column of each of the internal and external factors that play a key role in the success of the destination.

Step 3: The matrices of stage two are compared, and the strategies that the system needs to implement (or take note of) are identified. These strategies should be written in the top row of the strategic planning matrix.

Step 4: Attractiveness scores indicate how attractive each strategy is compared to other strategies. In order to determine the attractiveness score of internal and external factors that play a major role in success, the attraction scores for each strategy are identified, in such a way as to determine the relative importance of a strategy to other strategies. The attractiveness score is as follows: 1 - No attractiveness 2 - Somewhat attractive 3 - With a reasonable attractiveness 4 – Very attractive.

Step 5: The total attractiveness score is calculated; the sum of the attractiveness scores is the product of the coefficient (second stage) in the attractiveness score (fourth stage). The sum of attractiveness scores shows the relative attractiveness of each strategy, which only comes from the effect of the internal and external factors.

Step Six: The total attractiveness score of each of the columns of a strategic planning matrix is calculated quantitatively. The total attractiveness score shows that in each set, which strategy is most attractive.

5- Results

According to the experts' opinions, the Internal Factor Evaluation (IFE) and the External Factors Evaluation (EFE) of Chaharmahal and Bakhtiari tourism development are in accordance with Table 2.

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Table2. Matrix of Internal Factors Evaluation of tourism development in Chaharmahal & Bakhtiari Province (IFE)

Row	Factor	Importance factor from zero (unimportant) to 1 (very important)	Score	Final score
Strengths				
1	Placing the Lion Stones on the Heritage List	0. 0704	4	0. 2816
2	The existence of hot and caloric springs in the area and the use of its health benefits for the development of health tourism	0. 0643	3.93	0. 2527
3	The existence of diverse environmental and natural areas in the region	0. 0606	3.62	0. 2194
4	The variety of customs, traditions, and celebrations (folklore) in Chaharmahal and Bakhtiari due to different tribes and ethnicities	0. 0543	3.37	0. 1830
5	Having a history of carpets and rugs	0. 0567	3.37	0.1911
6	Locating Between Roads	0. 0515	3.57	0. 1833
7	Low cost of land acquisition at the provincial level for investment in tourism	0. 0497	3.12	0. 1551
Weaknesses				
1	Extreme climatic conditions (such as extreme cold weather) in the late fall and winter	0. 0448	2	0. 0896
2	Weakness in the marketing sector and the introduction of the attractions and cultural-historical features of the province	0. 0590	1.62	0. 0956
3	The poor financial framework of the province for investment in the tourism sector	0. 0622	1.31	0. 0815
4	Lack of understanding the inhabitants of the region about the benefits of the tourism industry	0. 0539	1.62	0. 0873
5	Lack of highways or main roads at the provincial level	0. 0689	1	0. 0689
6	The weakness of the inland transportation network in terms of quality and quantity	0. 0617	1.37	0. 0845
7	Lack of accommodation and catering facilities in the region	0. 0664	1.25	0. 0830
8	Weakness of facilities and medical and safety services	0. 0608	1.68	0. 1021
9	Lack of people's presence in decisions and implementation of tourism development plans and programs	0. 0564	1.56	0. 0880
10	Lack of specialized workforce in the tourism sector at the provincial level	0. 0584	1.62	0. 0946
Total		1		2. 3413

According to the matrix of internal factors evaluation of tourism development in Chaharmahal and Bakhtiari, the total score for this province is 2.3413. Given the fact that this number is less than 2.5, it indicates that Chaharmahal and Bakhtiari tourism industry is not well suited to exploit the strengths and minimizing the negative impacts of tourism development on the province.

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Table3.The External Factors Evaluation of Chaharmahal and Bakhtiari tourism development (EFE)

Row	Factors	Importance factor from zero (unimportant) to 1 (very important)	Score	Final score
Opportunities				
1	The rapid growth of internet marketing and media advertising in the tourism sector	0. 0751	3.08	0. 2764
2	Increase the share of recreational expenses in the household budget of the country	0. 0625	3	0. 1875
3	High exchange rate and its impact on increasing incoming tourists and reducing tourists outgoing	0. 0665	3.06	0. 2035
4	Increasing the aging population and the interest of this group in the tourism of the historical heritage (especially foreign tourists)	0. 0542	3.50	0. 1897
5	Increasing the growth rate of domestic and foreign tourists in the country	0. 0732	3.01	0. 2789
6	Providing travel and accommodation facilities for some of the organizations to their respective employees	0. 0696	3.07	0. 2694
7	Holding tourism and hotel training courses for the training of specialists in the field of tourism	0. 0660	3.05	0. 231
Threats				
1	Weakness in management and planning in the tourism sector of the country	0. 0788	1.56	0. 1229
2	Low budget allocation for research and development in the tourism sector	0. 0736	1.5	0. 1104
3	The insecurity and weakness of the presence of the private sector for investment in the tourism sector of the country	0. 0709	1.93	0. 1368
4	Global negative advertisement and international pressures and the effects of various sanctions on the country	0. 0683	1.87	0. 1277
5	Reducing the purchasing power of tourists during inflation	0. 0593	1.68	0. 0996
6	Capitalization and long duration of implementation of infrastructure projects throughout the country	0. 0633	1.06	0. 0671
7	Preferring domestic tourists to religious trips and traveling to coastal areas of the country rather than traveling to cultural-historical areas	0. 0642	1.31	0. 0841
8	The existence of cultural-historical attractions with similar products in more well-known parts of the country	0. 0545	1.12	0. 0610
Total		1		2.446

As outlined in EFE, the total score of external factors for Chaharmahal and Bakhtiari tourism is 2.446. Given the fact that this number is less than 2.5, this indicates that the tourism industry of Chaharmahal and Bakhtiari has not yet had a proper response to the opportunities and the avoidance of foreign threats.

The results of examining EFE and IFE are described in Fig. 1. In this way, the final score IFE in the horizontal axis and the final score of EFE in the vertical axis are listed. The strategic position of tourism development in Chaharmahal and Bakhtiari province was determined.

As shown in Figure 1, this position is in the defensive position of the WT, which, according to defensive strategies, can eliminate the weaknesses by avoiding threats. Then, development of strategies for development of tourism industry in Chaharmahal and Bakhtiari province was carried out in defensive position considering the set of weaknesses and identified threats, which is described in Table 4.

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The strategies developed by a survey of experts in the tourism industry of the province were studied using one group t-test and the results showed that considering the fact that the significance level of all items is less than 0.05, with 95% confidence, it can be stated that the developed strategies can play a significant role in the development of Chaharmahal and Bakhtiari tourism industry.

Table4. Tourism development strategies of Chaharmahal and Bakhtiari province

Row	Strategies	Mean	SD	t	DF	Sig
1	Supply carpets and rugs to other provinces of the country and, if possible, create markets in those different cities of the province for the sale of these products	4.02	0.88	5. 084	119	0.000
2	Holding festivals for the introduction of customs and celebrations of tribes an of the province	4.12	0.71	6. 260	119	0.000
3	Design and development of appropriate Internet sites for the marketing of tourist attractions at the national and international levels	4.75	0.62	9. 139	119	0.000
4	Establishing and holding caving tours, climbing, and nature trails to attract tourists with special interests and introduce more attractions	4.32	0.88	5. 084	119	0.000
5	Establishing university courses in geography, tourism and hotel management in provincial universities in order to train human resources specialist in tourism	3.88	0.75	6.333	119	0.000
6	Reconstruction, refurbishment and asphalt of the main roads of the province and the routes leading to tourist attractions	4.25	0.34	21.958	119	0.000
7	The construction of hotels and several suitable accommodations (such as campsites, suites and rural houses) around the attractions and at the provincial level	4.30	0.57	12.124	119	0.000
8	Creating a ski resort and expanding winter sports using snow in the region in the autumn and winter seasons	4.65	0.75	6.333	119	0.000
9	Creating favorable conditions for encouraging private sector investors such as tax incentives and motivating them in view of the low cost of land acquisition in order to invest in the tourism sector of the province	3.93	0.85	4.392	119	0.000
10	The transfer of some of the tourism-related sectors, such as transportation and accommodation to the private sector	4.00	0.81	4.899	119	0.000

After identifying Chaharmahal and Bakhtiari tourism development strategies, quantitative Strategic Planning Matrix (QSPM) has been used to prioritize these strategies.

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Table5. Strategic Matrix of Quantitative Strategies for Development of Tourism Industry in Chaharmahal & Bakhtiari Province

Effective factors on the development of tourism industry in Chaharmahal and Bakhtiari province	Importance factor	Identified strategies																			
		WT1		WT2		WT3		WT4		WT5		WT6		WT7		WT8		WT9		WT10	
		Charm score	Total score	Charm score	Total score	Charm score	Total score	Charm score	Total score	Charm score	Total score	Charm score	Total score	Charm score	Total score	Charm score	Total score	Charm score	Total score	Charm score	Total score
S1	0.0704	3	0.1408	3	0.2112	4	0.2816	3	0.2112	3	0.1408	3	0.2112	3	0.2112	3	0.2112	3	0.1408	3	0.1408
S2	0.0643	1	0.0643	1	0.0643	3	0.1929	3	0.1929	1	0.0643	1	0.0643	4	0.2572	3	0.1929	1	0.0643	1	0.0643
S3	0.0606	1	0.0606	1	0.0606	4	0.2424	2	0.1212	1	0.0606	1	0.0606	1	0.0606	4	0.2424	1	0.0606	1	0.0606
S4	0.0543	2	0.1086	2	0.1086	3	0.1629	3	0.1629	2	0.1086	3	0.1629	3	0.1629	3	0.1629	2	0.1086	2	0.1086
S5	0.0567	1	0.0567	1	0.0567	1	0.0567	1	0.2567	1	0.0567	1	0.0567	1	0.0567	1	0.0567	1	0.0567	1	0.0567
S6	0.0515	1	0.0515	1	0.0515	3	0.1545	1	0.0515	1	0.0515	1	0.0515	1	0.0515	1	0.0515	1	0.0515	1	0.0515
S7	0.0497	2	0.0994	2	0.0994	2	0.0994	2	0.0994	2	0.0994	2	0.0994	2	0.0994	2	0.0994	2	0.0994	2	0.0994
W1	0.0448	2	0.0896	2	0.0896	1	0.0448	1	0.0448	1	0.0448	1	0.0448	1	0.0448	1	0.0448	1	0.0448	1	0.0448
W2	0.0590	1	0.059	1	0.059	2	0.118	1	0.059	1	0.059	1	0.059	1	0.059	1	0.059	1	0.059	1	0.059
W3	0.0622	2	0.1244	2	0.1244	3	0.1866	2	0.1244	2	0.1244	2	0.1244	2	0.1244	2	0.1244	2	0.1244	2	0.1244
W4	0.0539	1	0.0539	1	0.0539	1	0.0539	3	0.1617	1	0.0539	3	0.1617	3	0.1617	1	0.0539	1	0.0539	1	0.0539
W5	0.0689	2	0.0689	2	0.0689	1	0.0689	2	0.0689	2	0.0689	2	0.0689	2	0.0689	1	0.0689	2	0.0689	2	0.0689
W6	0.0617	2	0.1234	2	0.1234	3	0.1851	2	0.1234	2	0.1234	2	0.1234	2	0.1234	3	0.1851	2	0.1234	2	0.1234
W7	0.0664	2	0.1328	2	0.1328	4	0.2656	3	0.1992	2	0.1328	2	0.1328	2	0.1328	3	0.1992	2	0.1328	2	0.1328
W8	0.0608	2	0.1216	2	0.1216	3	0.1824	2	0.1216	2	0.1216	2	0.1216	2	0.1216	3	0.1824	2	0.1216	2	0.1216
W9	0.0564	3	0.1692	3	0.1692	4	0.2256	4	0.2256	1	0.0564	3	0.1692	3	0.1692	4	0.2256	3	0.1692	3	0.1692
W10	0.0584	2	0.1168	2	0.1168	3	0.1752	3	0.1752	2	0.1168	2	0.1168	3	0.1752	3	0.1752	2	0.1168	2	0.1168
O1	0.0751	1	0.0751	1	0.0751	3	0.2253	3	0.2253	1	0.0751	1	0.0751	1	0.0751	3	0.2253	1	0.0751	1	0.1751
O2	0.0625	1	0.0625	1	0.0625	2	0.125	1	0.0625	1	0.0625	1	0.0625	1	0.0625	2	0.125	1	0.0625	1	0.0625
O3	0.0665	2	0.133	2	0.133	3	0.1995	2	0.133	2	0.133	2	0.133	2	0.133	2	0.133	2	0.133	2	0.133
O4	0.0542	2	0.1084	2	0.1084	3	0.1626	3	0.1626	2	0.1084	2	0.1048	2	0.1084	3	0.1626	2	0.1084	2	0.1084
O5	0.0732	2	0.1464	2	0.1464	2	0.1464	2	0.1464	2	0.1464	2	0.1464	2	0.1464	2	0.1464	2	0.1464	2	0.1464
O6	0.0696	2	0.1392	2	0.1392	3	0.2088	2	0.1392	2	0.1392	2	0.1392	2	0.1392	2	0.2088	2	0.1392	2	0.1392
O7	0.0660	1	0.066	1	0.066	3	0.198	1	0.066	1	0.066	1	0.066	1	0.066	3	0.1392	1	0.066	1	0.066
T1	0.0788	1	0.0788	1	0.0788	2	0.1576	2	0.1576	1	0.0788	2	0.1576	2	0.1576	2	0.198	1	0.0788	1	0.0788
T2	0.0736	1	0.736	1	0.736	1	0.0736	1	0.736	1	0.736	1	0.736	1	0.736	1	0.1576	1	0.736	1	0.736
T3	0.0709	1	0.0709	1	0.0709	2	0.1418	2	0.1418	1	0.0709	2	0.1418	2	1.418	2	0.1418	1	0.0709	1	0.0709
T4	0.0683	1	0.683	1	0.0683	2	0.1366	1	0.0683	1	0.0683	1	0.0683	1	0.0683	1	0.0683	1	0.0683	1	0.0683
T5	0.0593	1	0.593	1	0.0593	3	0.1779	1	0.0593	1	0.0593	1	0.0593	1	0.0593	3	0.1779	1	0.0593	1	0.0593
T6	0.0633	2	0.1266	2	0.1266	2	0.1266	2	0.1266	1	0.0633	2	0.1266	2	0.1266	2	0.1266	1	0.0633	2	0.1266
T7	0.0642	1	0.642	1	0.0642	4	0.2568	3	0.1926	1	0.0642	1	0.0642	3	0.1926	3	0.1926	1	0.0642	1	0.0642
T8	0.0545	3	0.1635	3	0.1635	3	0.1635	2	0.109	1	0.0545	2	0.109	2	0.109	3	0.1635	1	0.0545	3	0.1635
Total sum of strategy points	-	-	3.7397	-	3.8101	-	6.1351	-	5.002	-	3.4098	-	4.2988	-	4.6785	5.5055		3.5226		3.6949	

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In the QSPM of Chaharmahal and Bakhtiari, after calculating the total sum of the scores for each of the strategies, the obtained score was ranked respectively. According to the matrix, the WT3 strategy; the design and development of appropriate Internet sites for the marketing of tourist attractions at the national and international levels as a priority and strategy WT5; the establishment of university courses in geography, tourism management and hotel management in the universities of the province for the training of human resources specialist in tourism ranked last.

6- Conclusion and Discussion

Tourism is one of the most effective economic means in the world today, as tourism is regarded as an industry as an economic and political solution today. This strategy, especially for the non-oil economy, is very efficient and can be one of the most important areas for realizing a multi-product economy. For this reason, tourism requires the development of comprehensive strategies and plans at a macro-management level. At this level, both nationally and locally, a set of requirements and facilities for the identification and development of tourism is carried out. Due to the increasing importance of tourism in the economy and industry, the present study has been conducted with two aims of studying the factors of development of tourism industry in Chaharmahal and Bakhtiari province and also identifying strategic priorities for management and planning.

In researches, including Peykanpoor et al., (2015), only the choice of spatial areas of tourism in the province of Chaharmahal and Bakhtiari has been addressed and the management issues and strategies to strengthen the tourism industry have not been paid attention. In addition, Taghvayi & Ghafari (2016), the main problem of the tourism industry in Chaharmahal and Bakhtiari province, has been the lack of proper spatial planning and lack of prioritization of the provincial cities based on various tourism capacities, which are consistent with the results of this research. According to the results, the systematic set of hardware deficiencies in the communications infrastructure sector such as roads and transportation tools, and the lack of software facilities in the communications network such as media, are some of the important factors in the underdevelopment of tourism in the province of Chaharmahal and Bakhtiari nationally and internationally. The historical and natural attractions of this province, despite its special atmosphere of attracting tourists, have not managed to reach the desired threshold for economic and industrial productivity. A review of strategic priorities in Chaharmahal and Bakhtiari tourism sector showed that there was a systematic set of opportunities and strengths in this province that with strategic and comprehensive planning it is possible to change the current situation and increase productivity of tourism capacities of this province. In this regard, the following suggestions are presented in the framework of strategic plans to strengthen the economy and tourism industry in Chaharmahal and Bakhtiari province:

- Examining barriers and problems of sustainable development of tourism industry in Chaharmahal & Bakhtiari province
- Strategic planning of sustainable tourism development in Chaharmahal and Bakhtiari province with other strategic models

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- Reviewing the strategies for the development of rural-urban tourism development in Chaharmahal and Bakhtiari province
- Integrating responsible decision-making bodies in the country's tourism sector and increasing the authority of the integrated provincial institution
- Formulation of long-term and comprehensive plans for the economic and industrial stabilization of tourism
- Increased hardware availability in the province, including in the communications sectors
- Allocation of social and software networks for promoting and recognizing the tourism capacity of the province in the country
- Restoration of native and tribal culture of the province as cultural tourism
- Using the natural geographic capacity of the province within the framework of geo-tourism and geo-park (natural tourism)
- The creation of tourism police to strengthen security, especially in the area of geo-tourism
- Integration of infrastructure projects in the area of accommodation, catering and tourism tours throughout the province
- Establishment of long-term conservation plans to prevent environmental degradation and damage in the province.

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