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The Assessment of Investment Preferences in Exemplary Tourism Regions (The Case of Kashan Township, Iran)

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Abstract

Nowadays many countries in the world have appreciated the broad dimensions of tourism industry in terms of production, employment and revenue production. From a couple of decades ago these countries have been developing this industry to a great extent. Iran is one of the countries that –due to having natural, historical and cultural potentials has always been noticed by tourists from all over the world; and this provides appropriate conditions to utilize and develop tourism infrastructures. According to article 9 of establishing act of cultural heritage, artifacts and tourism organization, in order to attract domestic and foreign investors and to establish infrastructural tourism installations and providing tourists with proper services, the government can let the nongovernmental applicant establish exemplary tourism areas in appropriate regions of the country and tourism poles with an emphasis on less developed regions. In this research, using SWOT strategic model, we tried to identify

strengths and weaknesses of exemplary tourism areas in Kashan and then we assessed and prioritized investment in the exemplary regions of this city proportionate to the strengths and weaknesses of them using the analytical and hierarchical process (AHP). And finally we have offered some approaches to further develop tourism in these regions. The results of the research indicated that among the selected and approved exemplary regions in Kahsan township, Qamsar region and Niyasar region had the most ranking for tourism development investments with the ranking coefficients of 1.7384 and 1.7157 respectively.

Keywords: tourism regions, SWOT, AHP, Kashan Township.

1. Introduction

Economical development in any country requires investment indifferent sections and activities. Without investment in infrastructural and ultra structural projects, one cannot expect developments in employment, production and economical well-being. To achieve this goal, nowadays many countries in the world have a great tendency towards attracting foreign investments. Investment in tourism infrastructures and using the potentials in the region to attract tourists is an appropriate way to achieve this goal (Ebrahimzade and Aqasizade, 2010), because tourism and passing leisure time in a new way, are consequent and simultaneous phenomena and an inherent part of the industrial society and an important chain in its reproduction (Momeni, 2005). It is also a great part of the global economy (Scott and Mc Boyle, 2004, 105) to the extent that in today's tourism in the world, it is an income resource and one of the effective factors in cultural transactions among countries. As the broadest service industry in the world it is of great importance (Fannie and Mohammadnejhad, 2010). According to the statistics provided by World Tourism Organization (WTO) the number of tourists all over the world was over 701 million people and from this tourism flow, an amount of over 475 million dollars has entered directly to the economical cycle of the world. This amount was 922 million tourists and the income thereof was 944 billion dollars in 2008 (Fanni and Mohammadnejhad, 2010). In order to gain revenues from this method, every country must have two important characteristics: firstly, having the potential factors to attract tourists (resources and attraction), and secondly, the capacity to provide services and making tourism production (Khatayi, et al, 2008).

Resources and attraction are the main pivots of tourism in the world. Examining and identifying these resources and attractions is a part of basic studies in any tourism planning and design. Following the scientific and professional bases and considering the principles experienced in this industry can increase efficiency and decrease performance errors. Thus, in achieving the goals determined in the document of the 20-year Prospect of the Country (with an emphasis on entering 20 million tourists every year) and the Fifth Plan of Development, the assistant office of investment in the Organization of Cultural Heritage, Artifacts and Tourism has determined the exemplary tourism regions. In performing these plans, 7 exemplary regions have been determined in order to do domestic and foreign investments in Kashan Township. In this research we have tried to assess the strengths and weaknesses of these regions regarding tourism and have prioritized them for domestic and foreign investments using SWOT strategic model and the analytical hierarchical process.

2. The Study Area

Kashan Township with a population of around 400000 people and a breadth of 2100 hectares is located at 51° 27′ east and 33° and 59′ northern latitude. It is one of the most important cities of Isfahan province and has a great part of tourism attraction and potentials of this province. The historical background and its appropriate situation are some of the factors that have been effective in developing tourism potentials of this city. Kashan Township with 430 tourism attractions has 20.4% of attractions of Isfahan province. It is the second place after Isfahan city (the comprehensive tourism project of Isfahan province, 2010). Regarding the situation of this city and along with achieving the goals of the document of the 20-year prospect, Kashan has been selected and approved of as an exemplary tourism region. Table 1 includes the general characteristics of these regions.

3. Materials and Procedures

Regarding the factors under investigation and the nature of the topic, the approach dominating this research is descriptive-analytical. Considering the goals, this research is practical. In research literature, documentary, library and field methods have been used in order to collect information. In order to analyze data, SWOT model and AHP model and Expert, Choice and Excel software's have been used. First we have examined strengths and weaknesses of exemplary tourism regions in Kashan using SWOT strategic model and then using AHP process, we have assessed and prioritized these factors so as to determine prior regions for investment.

3.1 SWOT Model

SWOT is an analytical and strategic planning tool which is often used in corporate planning approach. The logic of this approach is that an affective procedure must maximize the strengths and opportunities of the system and minimize the weaknesses and threats. If applied properly, this logic will yield fruitful results for selecting and designing an effective approach (Hekmatnia and Mousavi, 2006). In order to perform SWOT method successfully, it is essential to have a proper knowledge of current conditions and dominating procedures. SWOT analysis has two main factors:

Internal factors (IFAS): that is described by the strengths and weaknesses in the current conditions:

Strengths: beautiful landscape, investment grounds for tourism, quiet and desirable environment, people's hospitability helps to use the opportunities and fight the threats.

Weaknesses: internal conditions or any internal deficiency which endangers the competitive situation of a region or reduces the possibility of using the opportunities. The table of the summary of the analysis of internal functions is a method of organizing internal factors and classifying them in a dichotomy of strengths and weaknesses (Hekmatnia, 2006).

Table 1. The matrix table of internal factors effective in prioritizing exemplary tourism regions

Variables	Strengths	Weaknesses
Economical	Appropriateness of the regions for tourism investment and planning in order to utilize natural and human resources and introducing them as important tourism poles	Reluctance of the people in exemplary regions so as to invest in tourism segments in order to get acquainted with this industry
Social and cultural	• high awareness, collaboration and participation among the people of these regions • local artifacts • social security required in exemplary tourism regions • hospitability of the local people of the exemplary regions	• inappropriateness of residential and welfare installations and facilities • inappropriate distribution of tourists in different seasons of the year
Ecological	• beautiful and unique landscape • adjacency with populated and urban centers • quiet and noiseless environment particularly for urban people • easy and suitable availability	• inappropriateness of environmental and corporal infrastructures • inappropriateness of entertainment installations and facilities • the exemplary tourism regions' being unknown
Organizational	The authorities' belief in job development by means of developing tourism as one of the most important approaches to develop less-developed regions	• people's unfamiliarity with how to face tourists • inappropriateness of the organization of exemplary regions

Source: writers Studies

The Table 1 shows internal factors affecting tourism priority areas, and has been studied the strengths and weaknesses of economic variables, social, cultural, ecological and institutional systems.

a) External factors (EFAS): which are described via current threats and unknown opportunities:

- Opportunities: any external situation or characteristic along with the demand of the subject in question.

- Threats: challenges resulted from undesirable procedures or external factors which influence the condition of the subject (Eftekhari et al, 2006).

Indeed the key point of this model is the analysis of a range of all situational aspects of the system which provides a useful framework for choosing the approach (Mobaraki, 2007).

Table 2. Matrix table of external factors effective on prioritizing exemplary tourism regions

Variables	Opportunities	Threats
Economical	• Increasing the government's attention to planning and investment in tourism section • Increasing the incentive of the free enterprise to investment in these regions • Increase in the number of tourists compared to the past	Increase in the price of land and hence the increase in the costs of providing tourism equipment and installations
Social and cultural	• Increasing people's motives in order to travel to these regions	• Increasing facilities and services in other exemplary regions of the province

	• The possibility of not providing desirable services and facilities in competing exemplary regions in the province • Large population poles near exemplary tourism regions	• too population density and an increase in social crimes • lack of a clear understanding of tourism on the part of local people of the regions
Ecological	• adjacency to population centers • sustaining the environment and its gaining importance	• destruction of the environment of the region • lack of planning in order to decrease the environmental effects of tourists
Organizational	• an increase in authorities' attention and willingness in order to develop tourism activities in these regions	• limited choices of the existing organizations in order to attract professionals

Source: writers Studies

The Table 2 shows external factors affecting tourism priority areas, and has been studied the strengths and weaknesses of economic variables, social, cultural, ecological and institutional systems.SWOT analysis in the form of tables and its steps is done as follows:

1. Making a list of opportunities, threats, strengths and weaknesses in the form of tables

2. Depicting and interpreting each opportunity, threat, strength and weakness in the form of the analysis of the planning of regional and spatial development in SWOT method. (Eftekhari and Mahdavi, 2006). Completing SWOT model and planning various approaches to lead the system will be done in future (Golkar, 2005).

Table 3. Mmatrix table of SWOT and the method of determining strategies

SWOT matrix	Strengths S	Weaknesses W
Opportunities O	Strategy SO	Strategy WO
Threats T	Strategy ST	Strategy WT

Source: (Eftekhari and Mahdavi, 2006).

The table 3 shows in order to provide strategies and investment policies in exemplary tourism regions, recognition four factors (swot) to eliminate weaknesses, threats, strengths and opportunities for improvement are considered inevitable. Therefore approach the priority areas for investment in the tourism region with list of the most important strengths and opportunities for 1- offer competing/attacking strategies(SO) is based on exploiting the competitive advantages of tourism areas 2- Explain the major opportunities ahead to address weaknesses the revised guidelines review strategy(WO), in order to reallocation of resources 3- Provide examples of the major strengths of exemplary tourism region In order to eliminate threats with emphasis on diversification strategies(ST) 4- Defensive strategies(WT) designed to address the vulnerability of the tourism region.

3.2 AHP Model

Analytical hierarchical process (AHP) is a flexible, strong and simple method for deciding in conditions that opposing decision-making standards make it difficult for one to choose between different choices (Bertolini, 2006). This method was suggested for the first time by

Thomas Al Saaty in 1980 for expressing multi-measure decisions. Saaty believes that AHP is a technique for complicated decisions in order to decide properly. Therefore AHP helps the programmer choose one of the most appropriate options for eliminating the problems (Saaty, 2008). In AHP method coupled comparison is done between sets for weighting after determining hierarchical levels including purpose, measures, sub-measures and options. While weighting the sets, analysis of the adjustment of judgments is done which must be less than 0.1. after weighting all the measures, sub-measures and options a general comparison of options considering the purpose is done and the result is shown in graphs (Khorshiddust and Aali, 2009). In fact in the process of analysis by AHP model 5 basic st4eps are taken as follows (Azizi and Khalili, 2009):

3.2.1 Making a Hierarchy

The process of identifying the elements which leads to making a hierarchical structure is called "making a hierarchy". The structures' being hierarchical is because the elements of decision-making (purpose, measures, sub-measures and options) can be summarized in different levels (Bowen, 1993). Therefore the first step in AHP is making a hierarchical structure of the issues at hand, in which we indicated purposes, measures, sub-measures, options and the relationship among them. The purpose determined in this process is prioritizing the exemplary tourism regions for investment. To achieve this goal, 4 measures are defined: strengths, weaknesses, opportunities and threats. And for each measure some sub-measures are selected as the third level of the hierarchical process. At the fourth level of AHP we have chosen and introduced exemplary tourism regions for Kashan Township. The hierarchical structure of research is shown in figure 1.

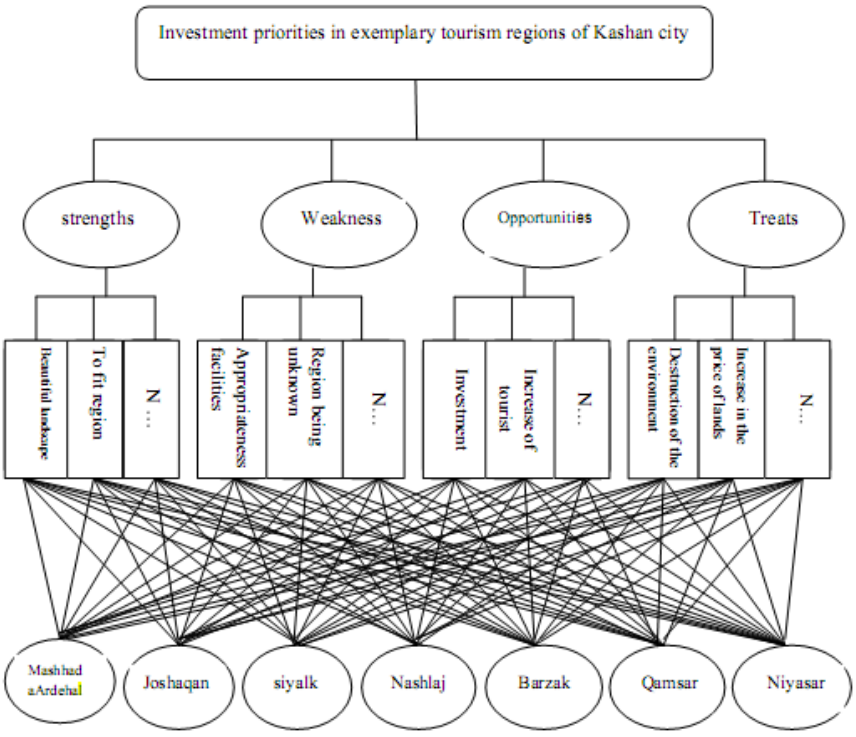

Figure 1. Tree diagram of AHP. Authors, 2013

3.2.2 Determining the Importance Coefficient of Measures and Sub-measures

There are different methods to determine the importance coefficient of measures and sub-measures, the most ordinary of which is binary comparison. In this method measures are compared two by two and the degree of importance of each one is determined in comparison to the other (Bowen, 1990). In this study we have used the standard method (provided by Saaty). We have assigned to each binary comparison a number from 1 to 9. The meaning of each number is clarified in table 5. After weighting we have normalized the weights. The normalization of weights is achieved by dividing each row of the matrix of binary comparison by the total amount of each column.

Table 4. Saaty's 9-quantity table of proportion for binary comparison

The proportion of the parameter	Value
The importance of the parameter A compared with parameter B	1
The importance of the parameter A compared with parameter B	3
The importance of the parameter A compared with parameter B	5
The importance of the parameter A compared with parameter B	7
The importance of the parameter A compared with parameter B	9
Values in between	2,4,6,8

Source: (Bowen, 1990)

3.2.3 Determining the Importance Coefficient of the Options

After determining the importance coefficient of measures and sub-measures, the importance coefficients of options are determined too. In this step, the priority of each option is judged in relation to measures and if a measure has no sub-measures it is judged directly by the measure itself. The process of calculating the importance coefficient of each option in relation to measures is like determining the importance coefficient in relation to purpose. In both these conditions judgments are made based on binary comparison of measures or options and based on Saaty's 9-quantity scale and thus the matrix of binary comparison of measures or options. From the normalization of the rows of these matrices the intended coefficients are achieved. But we have to consider a major difference in these comparisons. Comparison of different measures is done in relation to measures and sub-measures (if there is no sub-measure), while the comparison of measures is done in relation to the purpose of the study. So in comparison of the options instead of asking 'how much more important is measure i compared to measure j in achieving the goal?one should ask 'how much more prioritized is option i over option j in relation to sub-measure X?' (Khorshiddust and Aadeli, 2009)

3.2.4. Examining compatibility in judgments: one of the benefits of AHP is determining a possibility of compatibility I judgments made for determining the importance coefficient of measures and sub-measures. The mechanisms for examining compatibility in judgments are calculation of a coefficient named incompatibility ratio (IR) which must be less than 0.1. Using this coefficient helps in the analysis of decision before the final selection of location (Khorshiddust and Aadeli, 2009). In order to calculate incompatibility ratio, first we

multiplied the matrix of coupled comparison (A) by weight (W) in order to gain an appropriate estimation of λmaxW. In other words A*W= λmaxW. Λmax was calculated by dividing λmaxW by W. then we calculated average λmax and incompatibility index from the following equation: (Qodsipour, 2008)

Equation 1:

$$CI = \frac{\lambda max - n}{n - 1}$$

Equation 2:

$$CR = \frac{CI}{RI}$$

In addition, the amount of RI is extracted from the following table:

Table 5. RI amounts of random matrices

15	14	13	12	11	10	9	8	7	6	5	4	3	2	N
1.59	1.57	1.56	1.48	1.51	1.49	1.45	1.41	1.32	1.24	1.12	.9	.58	0	R.I

If incompatibility is less than or equal to 0.1 the system's compatibility is acceptable; and if it is more than 0.1 the decision-makers ought to reconsider their judgments (Dey and Ramcharan, 2008). The incompatibility ratio of each matrix is mentioned above it.

4. Research Findings

Because in AHP the elements of each level are compared to their related element in the higher level in coupled fashion, firstly the weight of measures is determined. These measures are determined with a consideration of the importance of the measures against each other and in relation to the purpose (prioritizing exemplary tourism regions of Kashan Township). In all the tables numbers are shown based on the importance of the measures of the horizontal row compared to the measures of the vertical column. Binary comparison and the importance coefficient of the measures are shown in table 4. Values have been determined according to table 3.

Table 6. Coupled comparison of measures in order to prioritize investment in exemplary tourism regions of Kashan. Incompatibility 0.00

	Strengths	Weaknesses	Opportunities	Threats	Relative weight
Strengths	1	9	2	9	0.53
Weaknesses	--	1	0.11	1	0.04
Opportunities	--	--	1	9	0.37
threats	--	--	--	1	0.04

Considering the fact that each measure consists of some sub-measures with different importance coefficients, after comparing the main measures it comes to sub-measures. In this phase, sub-measures of each measure are compared with one another. So we do a couple4d comparison for sub-measures of each measure (availability, the appropriateness of the region for investment, beautiful scenery, social security, etc.).

Table 7. Coupled comparison of sub-measures of the measure ‘strengths’. Incompatibility 0.04

	Appropriateness of the region	High awareness	artifacts	Social security	hospitability	Beautiful scenery	Adjacency to population centres	Quiet environment	availability	Authorities’ belief in job creation	Relative weight
Appropriateness of the region	1	7	6	7	6	2	5	5	5	4	0.31
High awareness	-	1	0.5	1	0.5	0.16	0.33	0.33	0.5	0.33	0.03
Artifacts	-	-	1	4	4	0.25	3	2	2	1.5	0.10
Social security	-	-	-	1	1	0.25	1	1	1	0.5	0.04
Hospitability	-	-	-	-	1	0.2	0.5	1	0.5	0.33	0.03
Beautiful scenery	-	-	-	-	-	1	5	5	5	4	0.23
Adjacency to population centres	-	-	-	-	-	-	1	2	1	1	0.06
Quiet environment	-	-	-	-	-	-	-	1	0.5	0.33	0.04
Availability	-	-	-	-	-	-	-	-	1	0.5	0.05
Authorities’ belief in job creation	-	-	-	-	-	-	-	-	-	1	0.08

The table 7 shows, coupled comparison of sub-measures of the measure ‘strengths’. The Incompatibility factor table is 0.04, which is acceptable.

Table 8. Coupled comparison of sub-measures of the measure ‘weaknesses’. Incompatibility 0.06

	People’s reluctance to investment	Inappropriateness of hygiene facilities	Inappropriateness of residential facilities	Inappropriate seasonal distribution of tourists	Inappropriateness of infrastructures	Inappropriateness of welfare facilities	Being unknown	Unfamiliarity with tourism	Disorganization of the regions	Relative weight
People’s reluctance to investment	1	2	2	3	5	2	1	0.33	4	0.15
Inappropriateness of hygiene facilities	-	1	2	2	6	1	1	0.25	5	0.12
Inappropriateness of residential facilities	-	-	1	2	0.25	1	0.5	0.2	2	0.08
Inappropriate seasonal distribution of tourists	-	-	-	1	6	4	2	0.5	6	0.12

Inappropriateness of infrastructures	-	-	-	-	1	0.33	0.2	0.16	0.5	0.02
Inappropriateness of welfare facilities	-	-	-	-	-	1	0.5	0.33	1	0.06
Being unknown	-	-	-	-	-	-	1	0.5	3	0.11
Unfamiliarity with tourism	-	-	-	-	-	-	-	1	4	0.26
Disorganization of the regions	-	-	-	-	-	-	-	-	1	0.03

The table 8 shows, coupled comparison of sub-measures of the measure ‘weaknesses’. The Incompatibility factor table is 0.06, which is acceptable.

Table 9. Coupled comparison of sub-measures of the measure ‘opportunities’. Incompatibility 0.04

	Government’s attention to investment	The incentive of the free enterprise to investment	Increase in the number of tourists	Increase in people’s incentive to travel in these regions	Weakness of services in competing regions	Large population poles	Adjacency to population centres	Importance of sustaining the environment	Increase in attending tourism development	Relative weight
Government’s attention to investment	1	1	2	2	4	5	5	3	1	0.19
The incentive of the free enterprise to investment	-	1	2	2	4	5	5	3	1	0.19
Increase in the number of tourists	-	-	1	2	2	4	5	5	0.25	0.13
Increase in people’s incentive to travel in these regions	-	-	-	1	2	3	3	4	0.33	0.09
Weakness of services in competing regions	-	-	-	-	1	1	1	2	0.33	0.05
Large population poles	-	-	-	-	-	1	1	2	0.33	0.04
Adjacency to population centres	-	-	-	-	-	-	1	2	0.25	0.04
Importance of sustaining the environment	-	-	-	-	-	-	-	1	0.25	0.03
Increase in attending tourism development	-	-	-	-	-	-	-	-	1	0.21

The table 9 shows, coupled comparison of sub-measures of the measure ‘opportunities’. The Incompatibility factor table is 0.04, which is acceptable.

Table 10. Coupled comparison of sub-measures of the measure 'threats'. Incompatibility 0.04

	Increase in the price of land	Increase in the competitors' welfare services	Increase in social offences	Murky understanding of tourism	Destruction of the environment	Lack of planning for reducing environmental damages	Limited choices of related organizations	Relative weight
Increase in the price of land	1	0.33	0.25	0.2	2	2	0.33	0.06
Increase in the competitors' welfare services	-	1	0.5	0.25	3	3	0.33	0.11
Increase in social offences	-	-	1	0.33	4	4	0.33	0.16
Murky understanding of tourism	-	-	-	1	5	5	1	0.30
Destruction of the environment	-	-	-	-	1	1	0.25	0.04
Lack of planning for reducing environmental damages	-	-	-	-	-	1	0.25	0.04
Limited choices of related organizations	-	-	-	-	-	-	1	0.26

The table 10 shows, coupled comparison of sub-measures of the measure 'threats'. The Incompatibility factor table is 0.04, which is acceptable.

In the last stage of prioritizing exemplary tourism regions of Kashan Township, after weighting and coupled comparison of measures and sub-measures, we determined the importance coefficients of options (exemplary tourism regions) and compared them based on the selected measures. It is noteworthy that if the selected measures in the research have no sub-measures we judge the options directly by the measure. After coupled comparison of options on the basis of measures and sub-measures we have determined the final score and priority of the selected options by combining the importance coefficients f the options in relation to each measure and sub-measure. In order to prevent the text from becoming too long, we have included only a summary of tables with final results. The numerical coefficients in table 12 are achieved from coupled comparison of options in relation to each sub-measure calculated by Expert Choice software. Weight (Wj) in table 12 is the main weight of each sub-measure of the study calculated from multiplying the weight of measures by each sub-measure. Table 13 shows the priority coefficient for each option. In table 14 the selected options have been prioritized based on the priority coefficient for each one.

Table 11. Matrices weight of options of the study calculated for matrices to weight options on the basis sub- measure

W_j	.001	.07	.07	.04	.03	.01	.01	.01	.01	.002	.004	.006	.01	.001	.001	.01	
	To fit	More advice	Manual arts	Social security	hospitality	Beautiful landscape	Vicinity Population region	Quiet environment	Easy access	employment	Investment inclination	Hygienic services unsuitable	Staying services unsuitable	Season distribution unsuitable of	Installation unsuitable	Welfare services unsuitable	unknown	Non information
niyasar	.29	.29	.17	.29	.29	.11	.23	.22	.16	.22	.22	.16	.3	.11	.16	.23	.22	.11
Qamsar	.23	.11	.29	.13	.23	.29	.17	.16	.11	.3	.3	.3	.22	.3	.3	.17	.16	.22
Barzak	.17	.07	.23	.08	.17	.23	.08	.3	.08	.11	.16	.22	.16	.05	.22	.08	.08	.16
Nashlaj	.04	.05	.06	.04	.04	.08	.04	.11	.05	.04	.04	.05	.04	.04	.04	.04	.04	.08
Siyalk	.05	.23	.11	.22	.11	.05	.11	.05	.22	.08	.08	.04	.08	.22	.08	.11	.11	.05
Joshagan	.07	.04	.04	.05	.05	.17	.05	.08	.04	.05	.05	.11	.05	.08	.05	.05	.05	.3
Mashhad ardahal	.11	.17	.07	.16	.08	.04	.29	.04	.3	.16	.11	.08	.12	.16	.12	.29	.3	.04
W_j	.16	.01	.05	.02	.01	.1	.03	.02	.02	.04	.006	.004	.003	.004	.008	.002	.04	.01

	Region non arrangement	Investment of government	Investment of private	Increase of number tourist	Increase of motive with tourism	Weak of services	Vicinity Population region	Protection invironment of	Increase of notice with tourism	Increase of land value	Increase of welfare services	Increase of social offending	Non information of tourism	Environment demolition	Non planning for decrease damage with environment	Limitation authorities organization
niyasar	.16	.22	.22	.3	.3	.3	.3	.17	.22	.23	.16	.16	.17	.05	.05	.22
Qamsar	.3	.3	.16	.22	.16	.16	.16	.29	.16	.17	.3	.11	.29	.08	.08	.16
Barzak	.22	.16	.11	.16	.11	.11	.11	.23	.08	.08	.22	.08	.23	.17	.17	.11
Nashlaj	.05	.05	.05	.05	.04	.05	.05	.06	.04	.04	.04	.05	.06	.22	.22	.05
Siyalk	.04	.11	.08	.08	.08	.08	.08	.11	.11	.11	.05	.22	.11	.11	.11	.3
Joshagan	.11	.04	.04	.04	.05	.04	.04	.04	.05	.05	.08	.04	.04	.3	.3	.04
Mashhad ardahal	.06	.08	.3	.12	.22	.22	.22	.07	.3	.29	.12	.3	.07	.04	.04	.05

Table 12. He prioritizing coefficients of exemplary tourism regions of Kashan Township for investment

Name	Niyasar region	Qamsar region	Barzak region	Nashlaj region	Siyalk region	Joshaqan region	Mashhad Ardehal region
coefficient	1.7157	1.7384	0.9062	0.1928	0.6261	0.4089	1.2071

Table 13. Prioritizing exemplary tourism regions of Kashan Township for investment

Priority	First	Second	Third	Forth	Fifth	Sixth	Seventh
Region	Qamsar	Niyasar	Mashhad Ardehal	Barzak	Siyalk	Joshaqan	Nashlaj
Priority coefficient	1.7384	1.7157	1.2071	0.9062	0.6261	0.4089	0.1928

As indicated in tables 12 and 13, Qamsar region with the priority coefficient of 1.7384 is the best locus for investments of tourism development among exemplary tourism regions of Kashan Township. The results of the priorities are shown in figure 2.

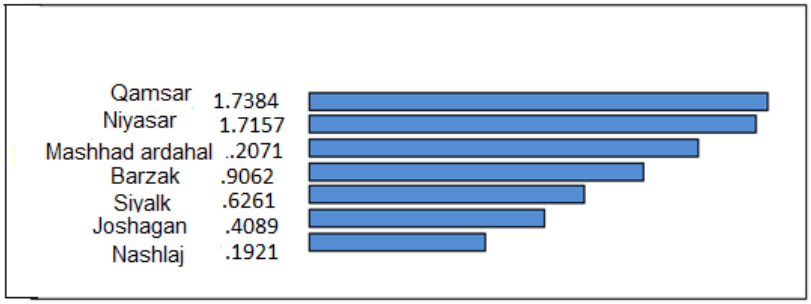

Figure 2. Priority diagram of exemplary tourism regions of Kashan Township using Expert Choice software

5. Discussion and Conclusion

The topic of exemplary tourism regions was introduced for the first time in article 8 of the act of establishment of the cultural heritage and tourism organization in acted in 2003 with the motive of making suitable and equipped space for tourists in order to provide the grounds of constant development of cultural heritage, artifacts and tourism, and attracting domestic and foreign investors to produce infrastructural establishments in order to better introduce historical monuments and spaces, Iranism and tourism, and providing proper services for tourists (cultural heritage, artifacts and tourism organization in Kerman province, 2010). So in this research Kashan township has been selected for assessment and determining investment priorities in exemplary tourism regions and is assessed by means of SWOT strategic model, hierarchical analysis and Expert Choice software. AHP is one of multi-measure decision-making methods. In conditions that Multiple and contrastive variables make decision-making process difficult, AHP is used For reasonable decision-making. This method is based upon coupled comparison of the factors and allows the managers and decision-makers to examine different scenarios. It also makes possible the formulation of the problem in a hierarchical manner and considering different qualitative and quantitative measures. AHP includes different options in decision-making and allows for the analysis of sensitivity about measures and sub-measures. Furthermore, it facilitates judgments and calculations and indicates the extent of compatibility and incompatibility of the final decision. In this research after determining the strengths, weaknesses, threats and opportunities of tourism development in exemplary tourism regions of Kashan township using SWOT model and selecting the, as measures and sub-measures of selecting the appropriate exemplary tourism region for investment, exemplary tourism regions of Kashan township were determined as options under investigation. After weighting steps in Expert Choice software, the options in question were examined based on the selected measures and sub-measures, and finally Qamsar exemplary region gained the highest scores with a priority coefficient of 1.7384 among the exemplary regions of Kashan Township. Thus, it has the best conditions for investment and civil campaigns. Finally we provide strategies for developing these regions and other selected regions and for purposeful investments in these regions and constant development of tourism considering strengths, weaknesses, opportunities and threats.

Table 14. Competing/attacking strategies

Row	competing/attacking strategies(SO)
1	Purposeful benefiting from an increase in travelling incentive among urban class and adjacency to population centers in order to benefit from the tourism potentials of the region to create job and income for local dwellers
2	Knowing and benefiting from tourism attractions of exemplary tourism regions
3	Coordination among organizations and offices related to the projects of exemplary regions in order to unify operations in the field of tourism
4	Advertising, paving the way and creating incentives in the free enterprise in order to invest in exemplary tourism regions
5	Concentration of acidities and investments of tourism in order to better benefit from attractions and unusual tourism resources of exemplary tourism regions
6	Increasing security for tourists via communication and security bases and temporary units in exemplary regions

The table 14 shows, attacking strategies in exemplary tourism regions, that The result is that the strengths and opportunities

Table 15. Variety strategies (ST)

Row	variety strategies(ST)
1	Serious and constant observation of related organizations in order to prevent the destruction of the environment
2	Training and creating a culture among local dwellers of the exemplary tourism regions about tourism and tourists
3	Variation in tourism facilities and services in exemplary tourism regions in order to satisfy tourists and increase the competitive strength with other exemplary regions in attracting tourists
4	Increasing the capacity and determining the extent of desirability in order to decrease the pressure on the environment and prevent density and overuse of the strengths of the region
5	Tourism plans for exemplary regions of the city and turning them into tourism poles in the province
6	Recruiting and using professional people in the field of tourism

The table 15 shows, variety strategies in exemplary tourism regions, that the result is that the strength and opportunities.

Table 16. Review strategies (WO)

Row	review strategies (WO)
1	Strengthening exemplary regions and paying attention to infrastructures and infrastructural facilities for the welfare of tourists, particularly hygiene, health care and transportation facilities
2	Review in people's participation and maximizing people's jobs in the field of tourism in exemplary regions through proper training of the people in order to take part in tourism
3	Using controls in order to sustain the environment and historical monuments in exemplary regions
4	Review in distribution of tourism facilities, services and considering priorities in budget allocation and providing different services in the field of tourism
5	Review in the method of selecting exemplary tourism regions in order to reduce costs and constantly develop tourism
6	Review in the method of providing and distinguishing lands in exemplary regions with an emphasis on avoiding a change in implementations of natural resources in order to sustain the environment

The table 16 shows, review strategies in exemplary tourism regions, that the result is that the weak and opportunities

Table 17. Defensive strategies (WT)

Row	defensive strategies (WT)

1	Holding seminars and meetings(investment in exemplary tourism regions) with the cooperation of different organizations
2	Grounding and persuading local people in order to develop tourism infrastructures, equipments and facilities
3	Preventing chaos in construction particularly in the field of natural and historical scenery with cultural and tourism value
4	Developing facilities and infrastructures necessary for exemplary tourism regions
5	Training and informing people about facing tourists in order to avoid opposition between tourists and local people
6	Holding training classes in order to increase the level of vocational expertise of the staff related to tourism

The table 17 shows, defensive strategies in exemplary tourism regions, that the result is that the weak and treats.

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