ECONSTOR
Make Your Publications Visible.

A Service of
ZBW
Leibniz-Informationszentrum Wirtschaft
Leibniz Information Centre for Economics

Mondal, Md. Sanaul Haque

Article

SWOT analysis and strategies to develop sustainable tourism in Bangladesh

UTMS Journal of Economics

Provided in Cooperation with:
University of Tourism and Management, Skopje

Suggested Citation: Mondal, Md. Sanaul Haque (2017) : SWOT analysis and strategies to develop sustainable tourism in Bangladesh, UTMS Journal of Economics, ISSN 1857-6982, University of Tourism and Management, Skopje, Vol. 8, Iss. 2, pp. 159-167

This Version is available at:
https://hdl.handle.net/10419/195304

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.

WWW.ECONSTOR.EU

Mitglied der Leibniz-Gemeinschaft

Review
(accepted March 28, 2017)

SWOT ANALYSIS AND STRATEGIES TO DEVELOP SUSTAINABLE TOURISM IN BANGLADESH

Md. Sanaul Haque Mondal[1]

Abstract
Bangladesh is a small country with enormous natural beauty and cultural attractions. These gorgeous natural and cultural traits make this country as one of the important tourist destinations in the world but, this potentiality has been overlooked. The tourism industry is facing several challenges, and development efforts of this industry are not sustainable. This paper maps out a way to sustainable growth of the tourism industry in Bangladesh using the SWOT (strengths, weaknesses, opportunities and threats) model and a derived matrix out of it. The data used for this study were derived from multiple sources, including literature review and interviews with professionals. To analyze strategic factors of the tourism industry in the country, internal strengths and weaknesses as well as external opportunities and threats were determined to be followed by development of strategic planning based on the SWOT matrix. Results showed that existing tourism activities in Bangladesh are unsustainable. To develop a sustainable tourism industry to attract tourists, this study suggests different WT (weaknesses- threats) strategies such as ensuring safety and security of tourists, effective planning for sustainable economic benefits, strict implementation of environmental regulations for ecological sustainability, alerting people about the importance of sustainable tourism development, and infrastructure development. Perhaps the findings of this study would be important in the effort to develop and promote a sustainable tourism industry in beautiful Bangladesh.

Keywords: weakness, threat, internal factor, external factor.

Jel Classification: L83

INTRODUCTION

Bangladesh is a country of natural beauty that covered around 147,570 km^2 (BBS 2015) with evergreen hills, luxuriant tropical rain forests, and rich cultural heritage and ethnic diversity (Islam and Nath 2014). The country is rich with prolific biodiversity and ecosystem. From a tourism perspective all these ecological and cultural products are marketable and saleable to both domestic and international tourists. But the fast-growing

[1] **Md. Sanaul Haque Mondal,** Lecturer, Department of Social Relations, East West University, Dhaka, Bangladesh.

tourism industry is also a major source pressure on the environment and natural resources (UNEP 2005). This is especially true for developing countries where tourism development is taking place rapidly in ecologically fragile areas with modest concerns on the environment (Aminu et al. 2013). Being a developing country with a density of 1236 population per sq.km (World Bank 2017) and fragile ecosystem, Bangladesh is at high risk to grow unplanned tourism industry. In fact tourism was viewed as a 'clean' industry during the twentieth century that could generate capital for countries (Hanna et al. 2015), latter on mass tourism became a concern for environmental sustainability. As a result the concept of sustainability in tourism emerged which is ascribed as a remedy for all the problems of contemporary tourism (Butowski 2012) to reap optimum benefit for present without jeopardizes the need and demand of future. Sustainable tourism can become a useful tool to generate employment, combat poverty and simultaneously protect biological diversity and cultural environment involving local communities (UNEP 2005).

World Tourism Organization (WTO) defines sustainable tourism as tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities (UNWTO 2017). This is not a type of tourism instead a condition of tourism that is based on the principles of sustainable development (UNEP and UNWTO 2005). This concept has gradually become an important determinant of tourism development, nevertheless it is considered as more important for destinations that depend on nature as their major tourist attraction (Larson and Herr 2008). Sustainable tourism approach may offer a higher quality tourist satisfaction, improved quality of life for local citizens, conservation of environment, and enhancement of cultural pride (Ap and Crompton 1998; Higgins-Desbiolles 2004; Levy and Hawkins 2009).

Literatures on sustainable tourism in Bangladesh are very scanty. Most of literatures emphasized on economic aspect of tourism. Rahman et al. (2010) studied on identifying problems, potential and future prospects of tourism industry in Bangladesh. Haque et al. (2016) emphasized on developing for developing sustainable ecotourism inside the Sundarbans Reserve Forest, Bangladesh. Salam, Lindsay and Beveridge (2000) in their paper proposed for using geographical information systems (GIS) technology to minimize adverse impact of tourism in the reserve forest of Sundarbans. Ishtiaque (2012) proposed a model of tourism development in Bangladesh. Rahman et al. (2013) conducted their study to understand the visitors perceptions at Kaptai National Park in Chittagong Hill Tracts of Bangladesh. Rahman (2010) in his dissertation explored socio-economic impacts of tourism in Cox's Bazar, Bangladesh. Wakil (2014) studied on how environmental sustainability can be achieved through developing ecofriendly tourism industry in coastal zones of Cox's Bazar, Bangladesh. From the existing literatures, despite of studies on tourism industries in Bangladesh, SWOT analysis and sustainable tourism development in Bangladesh never carried out concurrently. With this view this study was an effort to identify the strengths, weaknesses, opportunities and threats of tourism industry in Bangladesh using SWOT matrix. Reihanian et al. (2012) studied on developing sustainable tourism in Boujagh National Park of Iran using SWOT analysis. Using the SWOT matrix they proposed some strategies such as strengths- weaknesses, strengths-threats, weaknesses- opportunities, and weaknesses-threats strategies for sustainable growth of tourism industry. Miandehi and Masrouri (2013) used SWOT model to assess tourism industry development in Bandar-E Anzali of Iran. Using SWOT approach, Sabokkhiz and Sabokkhiz (2010) developed sustainable tourism in desert region.

1. OBJECTIVE

Bangladesh has enormous potential to earn from tourism industry. Tourism industry in Bangladesh is not a well developed, rather a growing industry (Alam, Furukawa and Akter 2010), and is treated from an economic viewpoint only. Development of this industry requires extensive research and planning. Without proper strategy, the benefit from this industry cannot be equally distributed among all segments of tourism related stakeholders. Therefore, it is quintessential to develop sustainable tourism to resolve social and economic problems of the country. Considering the above urgency it is necessary to examine different strategic factors of tourism industry using a sophisticated tool such as SWOT (strengths, weaknesses, opportunities and threats) analysis. SWOT analysis is an important tool for decision-making (Wheelen and Hunger 1995). It involves systematic assessment of an organization's internal strengths and weaknesses, its opportunities for growth and improvement, and the threats the external environment presents to its survival (Harrison 2010). SWOT analysis is a most useful tool as a first step before detailed assessment of sustainable tourism (NOAA 2016).

2. METHODOLOGY

Data were collected through structured interviews with academicians who are engaged in teaching tourism related courses at university level. The concept and development of sustainable tourism is relatively new for Bangladesh, therefore the author purposively selected academicians only to conduct this study. The questionnaire had four sections: strengths, weaknesses, opportunities and threats (SWOT) of tourism industry in Bangladesh. These strengths, weaknesses, opportunities and threats were identified through in-depth review of literatures and empirical observations by author in different tourist spots of Bangladesh. Finally, each question assigned by level of agreement of Likert scale in five point scale (with the highest possible score of 5) (Vagias 2006). The interviewees were required to select the level of agreement or disagreement with each of the questions as set in the questionnaire. Responses of each question were given numerical score that truly replicated the attitudes of individual's. A database was developed in Microsoft Office Excel 2010 environment and the respondent's total score were computed by summing all statements of the questionnaires and each question were converted into percentage.

3. SWOT MODEL

The SWOT Analysis generally investigates the strengths and weaknesses inside the system, as well as the opportunities and threats from the external environment to facilitate the decision makers find out the best strategy, thus to maximize the strengths of the system itself and minimize the weaknesses of the system and threats from outside (Wang and Zheng 2015). This study used SWOT approach combined with the internal factor evaluation matrix (IFEM) and external factor evaluation matrix (EFEM) to assess strategic factors for decision. The SWOT analysis of this research was based on two major categories:

a. Analysis internal factors: Analyze relevant strengths and weaknesses presented by internal environment. Strengths and weaknesses constituted factors within the system that enable and hinder the organization from achieving its goal, respectively (Wasike et al. 2011);
b. Analysis external factors: Analyze relevant opportunities and threats presented by external environment. Opportunities and threats were considered as exogenous factors that facilitate and limit the system in attaining its goals, respectively (Wasike, et al. 2011).

Identifying internal and external factors is a useful strategic decision making tool for development of an organization. This research used SWOT method to develop sustainable development of tourism industry in Bangladesh. At the outset, internal factor were grouped as strengths (S) or weaknesses (W) and external factors were grouped as opportunities (O) or threats (T). Consequently, a list of strengths (Ss), weaknesses (Ws), opportunities (Os) and threats (Ts) were prepared. All those factors were then tabulated as internal factor evaluation matrix (IFEM) and external factor evaluation matrix (EFEM) and assigned weight to calculate final score. The subsequent sections illustrated steps of scoring processes of internal (strengths and weaknesses) and external (opportunities and threats) factors:

a. Each internal strength and weakness was assigned a weight ranging from 0.0 (low important) to 1 (most important). The more effective the factor, the higher the assigned weight. The sum of all weights of all internal factors should equal 1;
b. Each factor was rated between 1 and 4. Rating assigned whether the factor represented major weakness (rating =1), minor weakness (rating =2), minor strength (rating =3) and major strength (rating =4);
c. To calculated weighed rate of each factor, its weight was multiplied by its rate;
d. Finally, total weighted rate of IFEM was calculated by summing weighted rate of each factor;
e. If this score was less than 2.5, it meant that the strengths were less than weaknesses; if it was more than 2.5 strengths were more than weaknesses (Reihanian et al. 2012).

All these five steps were reiterated to determine the total weighted rate of EFEM. It is noted that rating for EFEM was assigned whether the factor represented major threat (rating =1), minor threat (rating =2), minor opportunity (rating =3) and major opportunity (rating =4). If this score well below 2.5, it meant that the opportunities were less than threats; if it was more than 2.5, opportunities were more than threats (Monavari, Karbasi, and Mogooee 2007; Reihanian et al. 2012).

4. RESULTS

4.1. Analysis of internal and external factors

Based on the results of questionnaires survey, SWOT analysis was run through internal factor evaluation matrix and external factor evaluation matrix to determine the priorities.

4.1.1. Internal factor evaluation matrix

A total of 14 internal strengths and weaknesses were weighted for the IFEM. The weight assigned for 6 strengths ranges between 0.0484 and 0.0886. Unique biogeolophysical diversity and archaeological places received the highest priority. On contrary, 8 weaknesses were assigned weight ranges between 0.0584 and 0.0877. Safety and security of tourists, high profit oriented business development by tourism related business professionals, inadequate management of tourist spots and hotels, lack of knowledge and poor infrastructure received maximum weight. The total weighted rate of IFEM was 2.230137. The result of IFEM was summarized as internal factors evaluation matrix in Table 1.

Table 1. Internal factor evaluation matrix (IFEM)

	Weight	Rating	Weighted rate
Strengths			
S1:Unique biogeolophysical diversity with seasonal rhythm	0.0886	4	0.354338
S2:Renounced for unique archaeological and historical places	0.0868	4	0.347032
S3:Local people are very hospitable and tourist friendly	0.0776	4	0.310502
S4:Positive attitude of government to promote tourism	0.0621	3	0.186301
S5:Unique traditional handicrafts and handlooms	0.0484	3	0.145205
S6:Abundant young labor force supply	0.0630	3	0.189041
Weakness			
W1:Lack of knowledge on developing sustainable tourism product	0.0731	1	0.073059
W2:Safety and security of tourist	0.0877	1	0.087671
W3:Tourism marketing and supply chain is not well developed	0.0584	1	0.058447
W4:Absence of community representation in tourism decision related making	0.0648	2	0.12968
W5:Shorter length of stay at destination due to inadequate management of tourist spots and hotels	0.0731	1	0.073059
W6:Highly profit motive attitude of tourism related business professionals	0.0858	1	0.085845
W7:Poor infrastructure and weak investment base	0.0712	1	0.071233
W8:Inadequate funding for conservation of natural and cultural heritages	0.0594	2	0.118721
	1		2.230137

Source: Compile from the survey

4.1.2. External factor evaluation matrix

Similar to IFEM, 15 external opportunities and threats were weighted, among them 7 factors were opportunities and 8 factors were threats. Increasing trend in domestic tourism, employment generation, and conservation of natural ecosystem got maximum weight as opportunities. In contrary, political instability, fragile natural environment, and extraction of natural resources received maximum weight as threats. In total the sum of all EFEM was 2.496338. The analysis of EFEM was shown as external factors evaluation matrix in Table 2.

Table 2. External factor evaluation matrix (EFEM)

	Weight	Rating	Weighted rate
Opportunities			
O1:Develop nature tourism	0.0683	4	0.273393
O2:Conservation of natural ecosystem and developing efforts to minimize adverse environmental impact	0.0732	4	0.292921
O3:Increased interest of local citizens in domestic tourism	0.0797	4	0.318959
O4:Develop explicit marketing strategies to sell the tourist product for both local and foreigners	0.0610	3	0.183076
O5:Pilgrim and festival tourism	0.0627	3	0.187958

Table 2. (*continued*)

	Weight	Rating	Weighted rate
O6:Favorable government policies to promote tourism industry	0.0651	3	0.195281
O7:Employment generation and direct benefit for local community through developing community level entrepreneurship	0.0749	4	0.29943
Threats			
T1:Excessive natural resources extraction to meet the demand of tourists	0.0724	1	0.072417
T2:Fragile natural environment and recurrent natural disasters	0.0724	1	0.072417
T3:Conversion and degradations of natural landscapes and land use changes through executing mega tourism projects	0.0602	1	0.060212
T4:Political instability and other externalities	0.0797	1	0.07974
T5:Tourists transport demand mismanagement	0.0553	2	0.110659
T6:Destroy ethnic and grassroots culture	0.0545	2	0.109032
T7:Lack of awareness among mass people to reap the benefits from developing sustainable tourism	0.0602	2	0.120423
T8:Huge investment may fail optimum return	0.0602	2	0.120423
	1		2.496338

Source: Compile from the survey

4.2. SWOT matrix and strategy formulation

External and Internal Factors add to the SWOT matrix (Tahernejad, Ataei, and Khalokakaei 2013). Then four different categories of strategies can be considered: *(a)* SO- strategies: internal strength(s) can be used to realize external opportunity (ies) (ideal case), *(b)* WO-strategies: reduce internal weakness (es) or develop missing strength(s) to realize external opportunities, *(c)* ST-strategies: internal strength(s) are used to minimize external threats and *(d)* WT-strategies: reduce the internal weakness (es) to avoid external threats (only defensive strategy, worst case scenario) (Rauch 2007).

Table 3. SWOT strategies

External factors	**Internal factors**	
	Strengths (S)	Weaknesses (W)
	S1:Unique biogeolophysical diversity with seasonal rhythm S2:Renounced for unique archaeological and historical places S3:Local people are very hospitable and tourist friendly S4:Positive attitude of government to promote tourism S5:Unique traditional handicrafts and handlooms S6:Abundant young labor force supply	W1:Lack of knowledge on developing sustainable tourism product W2:Safety and security of tourist W3:Tourism marketing and supply chain is not well developed W4:Absence of community representation in tourism decision related making W5:Shorter length of stay at destination due to inadequate management of tourist spots and hotels W6:Highly profit motive attitude of tourism related business professionals W7:Poor infrastructure and weak investment base W8:Inadequate funding for conservation of natural and cultural heritages
Opportunities (O)	SO strategies	WO strategies
O1:Develop nature tourism O2:Conservation of natural ecosystem and developing efforts to minimize adverse environmental impact O3:Increased interest of local citizens in domestic tourism	1. Develop nature, heritage and pilgrim tourism (S1, S2, O1, O5) 2. Engage youth pool in tourism industry (S6, O7) 3. Develop community based sustainable tourism (S3, O6, O7) 4. Emphasize on domestic and inbound tourism (S4, O3)	1. Improving safety and security of local and foreign tourists to encourage tourism (W2, O3, O5, O6) 2. Establish sustainable marketing strategies of tourism industry so that all tourism stakeholders will get maximum benefits (W1, W3, W5, W6, O4, O7)

Table 3. (*continued*)

Opportunities (O)	SO strategies	WO strategies
O4:Develop explicit marketing strategies to sell the tourist product for both local and foreigners O5:Pilgrim and festival tourism O6:Favorable government policies to promote tourism industry O7:Employment generation and direct benefit for local community through developing community level entrepreneurship	5. Encourage communities and local industries to develop attractive tourist products (S4, S5, O4)	3. More efforts to provide quality services with minimum spending of tourist (W1, W3, W5, W6, O4) 4. Allocate sufficient fund to conserve natural and cultural heritages (W8, O1, O2, O6)
Threats (T)	**ST strategies**	**WT strategies**
T1:Excessive natural resources extraction to meet the demand of tourists T2:Fragile natural environment and recurrent natural disasters T3:Conversion and degradations of natural landscapes and land use changes through executing mega tourism projects T4:Political instability and other externalities T5:Tourists transport demand mismanagement T6:Destroy ethnic and grassroots culture T7:Lack of awareness among mass people to reap the benefits from developing sustainable tourism T8:Huge investment may fail optimum return	1. Improving political commitment to reduce political instability (S4, T4) 2. Develop sustainable tourism to reduce environmental impacts in natural and cultural heritages (S1, S2, T1, T2, T3, T6) 3. Creating awareness among mass people especially young people to inform about the benefit of sustainable tourism (S4, S6, T6, T7)	1. Ensure highest level of security to tourists by the state even with political instability (W2, T4) 2. Appropriate planning so that local communities, ethnic minorities, businessmen and tourists will get optimum economic benefits from tourism (W3, W6, T7) 3. Strong environmental regulations to ensure sustainability of nature (W8, T1, T2, T3) 4. Educate people including local communities on sustainable tourism development (W1, W4, T6, T7) 5. Infrastructure development (roads, hotels, tourist spots) to attract tourists (W5, W7, T5)

Source: Developed by the author

The weighted rating of IFEM was 2.479688, therefore strengths were less that weakness. On contrary; the weighted rating of EFEM designated 2.436127, so that threats were more than the opportunities. This is indeed weaknesses and threats dominated in tourism industry of Bangladesh and this industry is not still well developed. From this discussion it can be generalized that unsustainable tourism will never benefits to communities as well as environment. Consequently, it is quintessential to develop sustainable tourism in Bangladesh. Based on the total weighted value of IFEM and EFEM, WT strategies would be the appropriate strategies to develop sustainable tourism in Bangladesh. The suggestive WT strategies are as follows:

a. Ensure highest level of security to tourists by the state even with political instability;
b. Appropriate planning so that local communities, ethnic minorities, businessmen and tourists will get optimum economic benefits from tourism;
c. Strong environmental regulations to ensure sustainability of nature;
d. Educate people including local communities on sustainable tourism development;
e. Infrastructure development (roads, hotels, tourist spots) to attract tourists.

It is noted that the above WT strategies were recommended based on the results of this study on a specific period (in 2016) and those strategies are not everlasting solutions. Since the environment (internal and external) is dynamic, changes need to be examined (Tahernejad, Ataei, and Khalokakaei 2013) and based on the modification of internal and external environment, strategies in different time periods need to be scrutinized through rigorous research.

CONCLUSION

SWOT analysis provides an overview of strengths, weaknesses, opportunities and threats of tourism industry in Bangladesh. The present tourism activities in Bangladesh are unsustainable. In this study, exiting weaknesses and threats of tourism industry were critically analyzed and based on those and weaknesses and threats a list of WT strategies were suggested for the future development of tourism industry in sustainable way. The current *weaknesses* such as safety and security, high profit motive business design, shorter length of stay due to improper management of tourist destinations, poor infrastructure, weak investment, lack of local community participation in tourism development and improper marketing strategies, and *threats* such as Political instability, fragile natural ecosystems, uncertainty of return from investment, lack of awareness, degradation of natural environment, mismanagement in tourist demand management and entry alien culture can be materialized through ensuring highest level of security for tourists, appropriate planning so that all tourism related stakeholders will get optimum economic benefits from tourism, strict environmental policy to ensure sustainability of nature, educate people on sustainable tourism development and infrastructure development to attract tourists. The findings of this study will help the policy makers and other tourism stakeholders to analyze present problems of tourism and find out the most realistic and time-fitting actions for sustainable development of tourism industry in Bangladesh.

REFERENCES

Alam, Mahbubul, Yasushi Furukawa, and Salma Akter. 2010. Forest-based tourism in Bangladesh: Status, problems, and prospects. *Tourismos* 5 (1): 163–172.

Aminu, Mansir, Ahmad Nazri Bin Muhamad Ludin, Abdul-Nassir Matori, Khamaruzaman Wan Yusof, Lawal Umar Dano, and Imtiaz Ahmed Chandio. 2013. A spatial decision support system (SDSS) for sustainable tourism planning in Johor Ramsar sites, Malaysia. *Environmental earth sciences* 70 (3): 1113–1124.

Ap, John, and John L. Crompton. 1998. Developing and testing a tourism impact scale. *Journal of travel research* 37 (2): 120–130.

BBS. 2016. *Statistical pocketbook Bangladesh 2015*. Dhaka: Bangladesh bureau of statistics, Ministry of Planning, Government of the People's Republic of Bangladesh.

Butowski, Leszek. 2012. Sustainable Tourism-A Model Approach. In *Visions for Global Tourism Industry: Creating and Sustaining Competitive Strategies*, ed. Murat Kasimoglu. Croatia: InTech.

Hanna, Paul, Katherine Johnson, Paul Stenner, and Matt Adams. 2015. Foucault, sustainable tourism, and relationships with the environment (human and nonhuman). *GeoJournal* 80 (2): 301–314.

Haque, Mohammad Zahirul, Mohammad Imam Hasan Reza, Md. Mahmudul Alam, Zahir Uddin Ahmed, and Md. Wasiul Islam. 2016. Discovery of a potential site for community-based sustainable ecotourism in the Sundarbans Reserve forests, Bangladesh. *International Journal of Conservation Science* 7 (2): 553–566.

Harrison, Jeffrey P. 2010. *Essentials of strategic planning in healthcare*. Chicago: Health Administration Press.

Higgins-Desbiolles, Freya. 2006. More than an "Industry": The forgotten power of tourism as a social force. *Tourism management* 27 (6): 1192–1208.

Ishtiaque, Abu Naser Ahmed. 2012. A schema of tourism development model: A case of Bangladesh. *Dhaka University Journal of Marketing* 15 (June): 175–186.

Islam, Md. Jahirul, andTapan Kumar Nath. 2014. Forest-based betel leaf and betel nut farming of the *Khasia* indigenous People in Bangladesh: Approach to biodiversity conservation in Lawachara National Park (LNP). *Journal of forestry research* 25 (2): 419–427.

Larson, Silva, and Alexander Herr. 2008. Sustainable tourism development in remote regions? Questions arising from research in the North Kimberley, Australia. *Regional Environmental Change* 8 (1): 1–13.

Levy, Stuart E., and Donald E. Hawkins. 2009. Peace through tourism: Commerce based principles and practices. *Journal of Business Ethics* 89 (S.4): 569–585. doi:10.1007/s10551-010-0408-2

Miandehi, Pari Mosapour, and Morteza Yahyapour Masrouri. 2013. Assessment of SWOT Model on Tourism Industry in Sustainable Development of Rural Areas: Case Study on Bandar-E Anzali. *World Applied Sciences Journal* 21 (3): 455–464.

Monavari, M., A. Karbasi, and R. Mogooee. 2007. *Environmental strategic management*. Tehran: Kavoush Qalam.

Rahman, Md Lutfur, S. M. Nawshad Hossain, Sania Sifat Miti, and Dr. A K M Abul Kalam. 2010. An Overview of Present Status and Future Prospects of the Tourism Sector in Bangladesh. *Journal of Bangladesh Institute of Planners* 3: 65–75.

Rahman, M. Habibur, Bishwajit Roy, Sawon Istiak Anik, and Most. Jannatul Fardusi. 2013. Ecotourism and protected area conservation in Bangladesh: A case study on understanding the visitors views on prospects and development. *Journal of Forest and Environmental Science* 29 (1): 15–28.

Rauch, Peter. 2007. SWOT analyses and SWOT strategy formulation for forest owner cooperations in Austria. *European journal of forest research* 126 (3): 413–420.

Reihanian, Anita, Mahmood, Noor Zalina Binti Mahmood, Esmail Kahrom, and Tan Wan Hin. 2012. Sustainable tourism development strategy by SWOT analysis: Boujagh National Park, Iran. *Tourism Management Perspectives* 4: 223–228.

Salam, M. Abdul, G. Ross Lindsay, and Malcol C. M. Beveridge. 2000. Eco-tourism to protect the reserve mangrove forest the Sundarbans and its flora and fauna. *Anatolia* 11 (1): 56–66.

Tahernejad, Mohammad Mehdi, Mohammad Ataei, and R. Khalokakaei. 2013. A Strategic Analysis of Iran's Dimensional Stone Mines Using SWOT Method. *Arabian Journal for Science & Engineering* 38 (1): 149–158.

UNEP and UNWTO. 2005. *Making Tourism More Sustainable: A Guide for Policy Makers.* Paris and Madrid: UNEP DTIE and UNWTO.

UNEP. 2005. Tourism Expansion: Increasing threats, or conservation opportunities? *Environment Alert Bulletin, 6.* Europe: United Nations Environment Programme.

Vagias, Wade M. 2006. *Likert-type scale response anchors.* Clemson: Clemson International Institute for Tourism and Research Development, Department of Parks, Recreation and Tourism Management.

Wang, Hongchen., Chang Li, and Yanping Zheng. 2015. Space expression of industry status using GIS and SWOT analysis. *Wuhan University Journal of Natural Sciences* 20 (5): 445–454.

Wasike, Chrilukovian, Thomas Mwaura Magothe, Alexander K Kahi, and Kurt J Peters. 2011. Factors that influence the efficiency of beef and dairy cattle recording system in Kenya: A SWOT–AHP analysis. *Tropical animal health and production* 43 (1): 141–152.

Wheelen, Thomas L., and J. David Hunger. 1995. *Strategic management and business policy*. UK: Addison-Wesley.