

## The Evaluation of Development Tourism in Abgarm City (Qazvin Province-Iran) with Regard to SWOT Model

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### Abstract:

*A few thousand years of civilization in our country over many years, have created special conditions for various scientific disciplines. One of the driving factors in tourism is archaeological and historical sites. In addition to the glorious history of the country, especial natural conditions, such as natural beauty, warm waters, caves and ... All of them are a catchy tourism. One of the cities that can be converted into a tourist spot is an Abgarm city in the province of Qazvin. This research is descriptive- analytical and data have been collected through library research and field studies. With the recognition of the capabilities and limitations and inadequacy of the tourism in the Abgarm city, is used by the analysis of data from the SWOT model. The findings of the*

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*research indicates that, Abgarm city with exist of good tourism capacity, is facing shortage of subtraction facilities, residential, management issues, and advertising. On the other hand, the existence of areas of employment, income creation, and private and state investment are strategies of tourism development in travel.*

**Key words:** Abgarm city, SWOT model, urban planning, constant development

## **Introduction**

Knowledge of tourism came into existence as one of the science and the economics associated with the early twentieth century in Italy, Switzerland and Germany (Rezvani 15:89). Tourism consists, the travel time for people to meet their needs in a temporary place to live. Recognizing the economic, social, cultural, environmental, and political and Tourism for tourism planning at various levels of geography is essential (Masumi 27:1387).

Tourism is considered a form of communication and exchange culture among nations (Asayesh and Moshiri 37:1381).

Moving and traveling to visit unknown phenomena and different lands and charming scenery of nature, is hidden in the human body. The basic issue to be fully addressed. Perhaps the most important issue is the infallible Imams of Hadith that says: your daily split into three parts: work, worship, rest and recreation.

In this regard, it is necessary to respond to this freely and optional selection that earning money is not basic goal and tourism, in today's world, as an activity that exhibit, the effect of balanced development in all the world, lionize to a wide range of policy makers and planners of political systems and executive managers in different country (Ebrahimzade and coworker 111; 1388). Since the majority of the tourism inhabitants to see as a kind of economic development tool , it is

not surprising that more findings of studies representative that the inhabitants generally have a positive attitude to tourism and the negative attitude of their cases has not reported. (Vargas – Sanchez, porra –bueno & plaza – mejia, 2011, 3)

According to existing potential and weakness ahead in goal towns and villages should be noted that tourism development ,acts as a double-edged sword for local communities, can bring both benefits and costs impose. (Vosughi and coworker 64, 1390) should plan in a way that as possible as weaknesses reduced and not affected the destination city (environmental, green space, cultural and social). Because, there is a significant relationship between the commercial tourism development with skeleton tissue changes and the city space, which the main cause of that is, the increase of residential centers and reception in the city (hijinejad 94, 1388).Tourism inhabitants were *evaluated in terms* of expected *or achieved social changes and* cost-benefit that incur this Exchange. ( Osti, Gabriel & Faccioli, 2009, 3-4 )In most tourist development around the world, it takes a look at the development that lead to the stable development. To achieve the stable development of tourism, the presence of the mighty and coherent management and coordination between the public and private sectors is important (Madhoosh & Naserpoor 28, 1382).

In this paper, which reviews the factors causing development and obstacles of the tourism development in the Abgarm city in the southwest of Qazvin, raised questions is answered, and providing a guideline to adopt a decision for the success of the tourism development.

## **Question Design**

Determine the values of the truisms and *natural talents of the region, along with* planning the tourism activity according to the capabilities of the region could lead to the development of economic and with a reasonable exploitation of the natural

resources increasing pressure on nature (Abdullahi & coworker 96, 1390).

The most important question that is available in *this research* , *is determine the potentials and limitations of capacity* of tourism in the town of Abgarm which calculate based on the weight and priority ranking and expert comments in total. The other important issue, is providing strategic direction with management and planning of the city in accordance with the existing conditions to reduce obstacles of the tourism development and the development of the city due to the creation of income and busyness from tourism industry. Detailed prerequisites are, recognizing the might and limitations. In fact, planning is a tool that all community activists in society including Governments, by it try to manage the development process (Ahmadipoor & coworker1, 1386).

Ahead Research is a step on the way to creating a regional balance with the recognition of desired problems in the Abgarm city and prevent immigration by investing about tourism and solve the problems ahead. It seems that regional imbalances affect all human relations and led to the formation of the threatened resources.

## **History of research**

Travel and tourism so that today we call social and activity, linked with the lives of people around the world, has not always been such a span. Political, economic and social conditions and resources at the adoption of people at various ages effects in human action on his attitude regarding the subject.

Studies show that in small communities, that people have a positive attitude to tourism, improving the economic situation has been the most important reason. (Jackson & inbakaran, 2006, 356)

In the present age, increasing population growth and the ensuing urbanization unbridled, especially in developing

countries has created very problems in terms of spend leisure time and the use of natural beauty and to escape from the "hot and infected island" to skirt the nature. (Saraghi & coworker 13:1387) tourism, because of positive effects such as income creation and impact on economic growth of countries are changing to the first industry in world. (Poorhabib & coworker 79:1382) One of the alternative economies for oil is tourism industry. The tourism industry in Iran despite of having abundant charisma plays a very few roll in the country's economy. (See table and graph No. 1 and no.2) is that while the universalize can be through the border and facilitate in traffic law and improve transport and communication which in increase the international tourists and the transformation of this industry. There is no doubt that all countries of the world are in the intense competition in the wake of taking advantage of the benefits of economic, social, cultural, etc. to increase revenue and raise the level of employment due to the growth of industry and related services in their respective countries. E esmaeil zade & coworker 124: 89 ) According to an estimate by the year 2010 from WOT 43 percent of the world's tourism- are related employment. (Village organization and Tourism Affairs, 2003).

**Table 1: The position and the amount of income proceed from tourists between the Middle East countries in the year 2000**

Row	income Proceeds from the arrival of tourists (millions of dollars)	The number of foreign tourists (thousands)	Middle East countries
1	375.45	6269	Saudi Arabia
2	4345	5116	Egypt
3	1012	3907	United Arab Emirates
4	469	2420	Bahrain
5	722	1427	Jordan
6	1082	1416	Syria
7	671	1342	Iran
8	742	742	Lebanon

<i>9</i>	<i>120</i>	<i>571</i>	Oman
<i>10</i>	<i>25.94</i>	<i>435</i>	Qatar
<i>11</i>	<i>155</i>	<i>330</i>	Palestine
<i>12</i>	<i>28</i>	<i>172</i>	Libya
<i>13</i>	<i>98</i>	<i>79</i>	Kuwait
<i>14</i>	<i>76</i>	<i>73</i>	Yemen
<i>15</i>	<i>0.00</i>	<i>0</i>	Iraq

## **Questions and theories**

In this study, they try to respond to this question that has Abgarm city potential where can invest in it and tourism industry is responder to this planning and investment? To get to the answer, need to know the current situation of the studied city such as the infrastructure, facilities, monuments, and the perspective of people with respect to tourism. It seems that several effective factors can increase role of strengths and opportunities and with regard to it adopt strategic, in the direction of the recovery and the growth of tourism in the Abgarm city.

## **Aims**

Despite the abundance of features, that tourism is both positive and negative points, but its development in a local point; all effective existence factors on that requirements and collect must be analysis. The aim of this research is that in the terms of the existing infrastructures is collected in the Abgarm city and as well as inappropriate situation and weaknesses points is provided to associate with the tourism industry. Because, there is a significant relationship between the commercial tourism development with skeleton tissue changes and the city space, which the main cause of that is, the increase of residential centers and reception in the city.

## **Research Method**

This paper to design a generalized ahead between the controllers for a CSTR. The concentration and temperature that reaction in CSTR, so it is important that always the values of these parameters is *kept at the desired value* . The performance of CSTR is highly non-linear, so the control mechanisms should be designed that adverse effects on the output of the nonlinear system being removed. At first nonlinear model of CSTR be obtained and the controller design for linear model and then to apply non-linear system. Also, reactions of nonlinear system will check to applied turbulences and also point set up changes.

## **Introduction of variables and indexes**

In recent years the need for a high quality in automatic control systems in the process industry due to the exist complexity, *has increase*. At the same time computing power over the computer, significantly, has increases. The complexity that exists in these industries include delay, nonlinear behavior, change and work points change and also Different turbulences, which use simple controllers, appropriately not enough.

## **Limited area and research scope**

This has led to that control engineers use the development of control methods for. Methods of the advanced controlling is model-based predictive on model 1. Model-based predictive control was invented in the late 70's and since then it has been progressed, considerable. Model-based predictive control as horizon control or moving horizon control is well known. This method use different range of control methods and also dynamic model of system predict the future behavior of the output of the system.

In this way the appropriate control signal to cut the distance between the output of the system and the desired output obtain with minimize the cost function. The performance of the controller depends on the model that be selected for system. For example in MAC method that actually is the first example of scientific and practical control previously between models-based, used the model of impact response.

Also, there are other methods, like the DMC, EPSAC, but, a method that is described in this paper, is the generalized predictive control or GPC is abbreviated. This method was invented by Clark in 1987 has become one of the best control method at universities and in industry.

After the introduction of this method of control is applied to a CSTR system in order good performance of this controller is shown for complex systems of CSTR

## **Concepts and theoretic research**

The index that should be minimum, in fact, is mathematical functions of degree 2 in hopes that measure the distance between the output of the system and reference path in addition function of degree 2 calculate the control effort.

Most of single-input and single-output systems when performance tuning, will be considered, especially around a point, after following a linear construction can be described. For simplicity, the polynomial C regard equal to 1. GPC algorithm contains a control sequence that minimizes a function of the cost of a few steps to the form below.

In this paper, a new method is proposed for controlling the processes including Time- Delay (TD). The method is based on the concept of dominant gain and its effect on the dynamics of irrational structured transfer function models. In this method, a minimum phase transfer function, which is almost required to be a first order one, is used for establishing the dominant gain requirement in control loop. This function is



used as a secondary inner loop feedback from the controller output signal to the input such that establishment of the dominant gain constraint in the characteristic equation becomes possible.

In this way, the RHP zeros of the open loop transfer function will be removed perfectly and the input signal to the controller will become free of the effect of such zeros. Among the important capabilities of this method is its much minor sensitivity to the model error and also its straight applicability for controlling QRDS processes.

## **A few of the major tourist attractions of the Abgarm city (ABGARM mineral waters**

### **1-Introduction**

Many of the existant processes in the chemical industries are associated with the time delay. After linear making, model of these processes can be shown as polynomial with time delay parameter. Because of the time delay in them, control of these processes by using the conventional controller is very difficult, because the exist of the time delay lead to reduces the quality of the control and whatever the quantity of the parameter is further, its impact is more sever. Many years ago, due to these problems, a lot of efforts have been conducted to create the various ways in order to control the processes with the time delay that in reference 1 have been given a brief description long with references about these methods. Whatever in control of the system should be see, is that the exist of the time delay in the open-loop function of control system may be lead to produce the right zeros, that can cause instability control system.

### **2-Miners**

Therefore, in control methods of these systems, omission of the right zeros of the open-loop function of the control system always has been considered. The most common methods of

control system with time delay can be pointed to the time delay compensation “dead-time-compensation (DTCS)”. These methods are based on smith compensator method. Smith’s method is based on the time delay pyrometers of the open-loop function of the control system.

### **3-Twin Kharghan Town**

In this article, according to recognition of the dynamic behavior of the QRDS systems that in the first article talked about it in detail, a new method for controlling processes with time delay is provided. As mentioned in the first part of the article, behavior of the QRDS systems in the field of the frequency response and in any frequency efficiency has been under the influence of vector with larger size that is named dominant vector here. As well as, in the first part of this article was shown that predicts of dynamic behavior of QRDS models in the field of frequency by using the concept of vector, are conforming to the theory of the lateral space of zeros.

Another important advantage of this approach is that it can directly use for control the processes with the structure of the QRDS model. In the second, third and fourth sections of an article will be discussed about the structure and profile of the desired control system. In the fifth part, the simulated system responses are represented to different processes and in the sixth part, will be represented the overall conclusions of the paper.

### **4-caves**

In control of processes with time delay, accesses to the model of process for predicting the signals enjoy particular importance. As mentioned earlier, a predictor Smith’s method is one of the common methods of control systems with time delay that has been devised based on the forecast model of the process.

In above relation, time delay parameter has been removed from characteristic equation. In fact it must be said

that the Smith's method by eliminating the time delay parameter from characteristic equation, we improve the system's response in case systems with time delay (systems which their open- loop function control system have right side zeros). in produced method in this article is also based on the remove of the right side zeros of open- loop function control system, by using the concept of the dominant vector that described in the first part the article. In figure 2, the proposed control system structure were drawn.

## Results and Finding

### 1-1 Analysis of the results of external factors on tourisms of Abgarm city

In this section the resistance of model toward error of model, have been examined and will be compared to the two above discussed methods. In control systems with time delay, the exist of error in the model can have a significant impact on response of the system that even in some cases causing inconstancy of the loop control. In the event of an error in the model, this error appeared in the characteristic equation and may cause to create the right side zeros in it. Error in model can be demonstrated by the following

**Table 2: external factors analysis (opportunities)**

Opportunities (O)	weight	Calibration	Weighted Score
Q <sub>1</sub> - - passes The transit road through the city and convenient access	0/08	4	0/32
Q <sub>2</sub> - Employment and income generation	0/06	5	0/30
Q <sub>3</sub> - Private investment, hoping to earn money from tourists	0/07	4	0/28
Q <sub>4</sub> - Empower people to participate in development urban projects	0/05	4	0/20
Q <sub>5</sub> - Establishing amusement park, a cinema, an artificial lake, a hotel and ...	0/05	4	0/20
Q <sub>6</sub> - Development of trained manpower for	0/06	3	0/18

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proper guidance tourists			
Q <sub>7</sub> . Investment in infrastructure and superstructure	0/06	2	0/12
Q <sub>8</sub> . Cultural exchanges with several neighboring provinces	0/04	3	0/12
Q <sub>9</sub> - Basic construction of passenger	0/03	3	0/09
Q <sub>10</sub> . exhibition, to introduce crafts and agriculture ...	0/03	2	0/06
<b>Sum</b>	0/53	-	1/86

**Table 3: external factors analysis summary (THREATS)**

Threats (T)	weight	Calibration	Weighted Score
T <sub>1</sub> . Political- Administrative Competition with AVAJ City	0/09	4	0/36
T <sub>2</sub> - Lack of adequate funding (private or state -) in the tourism sector	0/06	5	0/30
T <sub>3</sub> - passes The road through the middle of town, is a factor for peace and security denying	0/05	4	0/20
T <sub>4</sub> - Seasonality in tourism	0/06	3	0/18
T <sub>5</sub> - River area as a place to release dirt and stench	0/05	3	0/15
T <sub>6</sub> . Lack of proper planning at macro and micro levels in the tourism sector	0/04	3	0/12
T <sub>7</sub> . Lack of awareness of people from the diversity of tourist attractions in the Abgarm city	0/03	3	0/09
T <sub>8</sub> . Daily travel of less literate and illiterate villagers and lack of understanding of the urban environment	0/03	3	0/09
T <sub>9</sub> . Polluted mining around the Abgarm city and destroy the beauty of nature.	0/03	2	0/06
T <sub>10</sub> .Due to the risk of earthquakes in eastern and western faults	0/03	2	0/06
<b>sum</b>	0/47	-	1'61

In this section by using the proposed method with examples of different simulated processes and in the form of these Simulation, the benefits of proposed method has been studied. As previously mentioned, in the Simulation, first work is

selection the interest of the Gmb (s). This interest must be larger than the other sentences in open loop control system. But for simplicity, time constant of Gmb (s), to be considered as 1. Thus, only the amount of interest will be more effective only in the size of the function. Given that we still don't have the controller parameters, first, in accordance to the equation (13) we should get the amount of the Gmb (s) interest as and then we should get the controller parameters when is reached to the desired response and the size of the Gm compared to other sentences open loop control system is superior.

## 1-2 Analysis results of internal factors on tourisms of Abgarm city

Given that in this method the interest function amount of Gmb (s) will be determined based on interest of transfer function process and open loop phase and amplitude ratio system, so this value can be set so that the system's response to the changes in the parameters of the process to be resistant.

**Table 4: Internal factors analysis summary (strength)**

Strength (S)	weight	Calibration	Weighted Score
S <sub>1</sub> - Existence the warm mineral waters	0/08	5	0/40
S <sub>2</sub> - Good and moderate weather in summer	0/05	4	0/20
S <sub>3</sub> - Existence the Small Industry city internal (services)	0/06	3	0/18
S <sub>4</sub> - Hot water is used as the energy source. (Hydrothermal)	0/04	4	0/16
S <sub>5</sub> - Existence of infrastructure, facilities, tourist facilities	0/03	5	0/15
S <sub>6</sub> - Availability of funding from the city to neighboring provinces	0/05	3	0/15
S <sub>7</sub> - Existence the caves around the town	0/04	3	0/12
S <sub>8</sub> - Existence the twin towers Khrqan	0/04	3	0/12

S <sub>9</sub> - enter variety of crops and animal products such as fruits, grains and dairy	0/04	3	0/12
S <sub>10</sub> - Prone area for winter sports	0/04	3	0/12
<b>sum</b>	0/49	-	1/72

As above figure shown, whatever amount of interest Gmb (s) to be higher, the intensity of the interest Gmb (s) fluctuations become less phase and its critical value phase margin become more from -180 degrees. As previously mentioned for removing right side zeros, we try to determine that Gm interest so the minimum amount of the phase it is close to 90 degrees. In this example, the minimum phase when the interest 6 , is -124 degree for intresst7, is -135 and for interest 8 is 127. So we choose the amount of interest 8.

**Table 5: Internal factors analysis summary (weaknesses)**

Weaknesses ( W )	weight	Calibration	Weighted Score
W <sub>1</sub> - Poor management and a lack of consistency in management	0/07	4	0/28
W <sub>2</sub> - not adequate there are Accommodation and catering facilities	0/06	4	0/24
W <sub>3</sub> - the lack of coordination of Authorities and organizations related to city	0/05	4	0/20
W <sub>4</sub> -Lack of green space in the city	0/05	4	0/20
W <sub>5</sub> - Lack of parking in the city	0/06	3	0/18
W <sub>6</sub> - Lack of investment into the tourism potential of the urban management	0/06	3	0/18
W <sub>7</sub> - Cold temperatures in winter	0/04	3	0/12
W <sub>8</sub> - lack of ads	0/04	3	0/12
W <sub>9</sub> - Lack of urban academic planning	0/04	3	0/12
W <sub>10</sub> - surrounded The city by mountains and rivers and the lack of suitable land for urban development	0/04	2	0/08
<b>sum</b>	0/51	-	1/72

Given that, now, there are no specific methods for proposed controller to adjust, and tiun kardan in this paper, use method of integral error for tiun Karan the controller parameters. By using criterion of ITSE and simulation by MatlabToolbox in Matlab-7 this simulation has been carried out. Simulation diagram corresponds to figure 6 are displayed.

In table 5 the controller parameter become optimal by using the criteria ITSE. In this method the tuning controller parameters have been so optimum that the output number 2 arrives to the least amount. The obtained parameters in table 1 for controller are written differently in the Kmb.

### 1-3 Analysis of strategic analysis

According to table 2, whatever the value of the Kmb get higher, the other controller parameters get higher as well. in Figure 5, the chart of ratio domain and the phase of function of control system is shown.

	Inter factors										External factors										
SUM																					
1/00	0/08	0/05	0/06	0/04	0/03	0/07	0/06	0/05	0/05	0/08	0/06	0/07	0/05	0/05	0/09	0/06	0/05	0/06	0/05	0/05	weight
-	5	4	3	4	5	4	4	4	4	4	5	4	4	4	4	5	4	4	5	4	Calibration
4/17	0/40	0/20	0/18	0/16	0/15	0/28	0/24	0/20	0/20	0/32	0/30	0/28	0/20	0/20	0/36	0/30	0/20	0/20	0/20	0/20	Weighted Score

**Table6: The most important factors in formulating strategy**

### 1-4 Formulation of strategies

proposed examples, it can be concluded that, proposed method in comparison to smith's method toward error of model was more resistant and even in some cases that smith's method not to be able to control system the proposed method can control system.

**Table7: Conceptive Chart of Strategies**

Competitive / offensive Strategy (so)	Review Strategy (wo)
Focus on internal   $S_1$	$O_1 \rightarrow$   Trying to take

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strengths and external opportunities	$O_1$ $S_2 +$ $O_2$ $S_3$ $O_3$	$W_1$ $O_2 \rightarrow$ $W_2$ $O_3 \rightarrow$ $W^3$	advantage of external opportunities to address weaknesses point facing to this tourism region
Diversity on the inner strengths point and reduce the effects of external threats	$S_1$ $T_1$ $S_2$ $T_2$ $S_3$ $T_3$	$W_1$ $T_1$ $W_2$ $W^3$ -  $T_2$  $W^4$  $T_3$	Fix the vulnerability of internal weaknesses points and external threats in the Abgarm city
Diversity strategy		Defensive strategy	

**Table 8: Formulating strategy ACORDING TO TABLE 8**

<p><b>Competitive / offensive Strategy:</b></p> <p>1- create and expand the pools, baths, etc. in relation to mineral hot waters (<math>s_1</math>)</p> <p>2- expansion of the tourism potential advertising of the Abgarm city , including its climate in the summer (<math>s_2</math>)</p> <p>3- efforts to attract private investment in the region tourism and industry gathering inside the city to a destination (<math>s_2 , s_3</math>)</p> <p>4- efforts to job creation in the tourism industry (<math>o_2</math>)</p> <p>5- Increasing the quality of the road of the Abgarm city, this is one of the main roads in the country. (<math>o_1</math>)</p>	<p><b>Review Strategy:</b></p> <p>1- According to the air and tourism potential, efforts to raise funds from adjacent cities, is factor in order to create an Alliance. (<math>t_1, s_2, s_1</math>)</p> <p>2- create the belt road out of the town and effort to move small industries and aggregation of them outside the urban of the belt road (<math>t_3, s_3</math>)</p> <p>3- with regard to the position of centrality in the surrounding villages, they effort to create or expand new offices and invest in the privatization of some departments and individuals to hand them to the worthy people in order to reduce the administrative and political</p>
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	competition between the town and the Abgarm city ( $t_2, 2_1, s_3$ )
<p><b>Diversity strategy:</b></p> <p>1-attempt to create or expand tourist facilities such as catering, residential centers, urban green space in the path of job creation ( <math>w_4, w_2, o_2</math> )</p> <p>2-absorption of private and public investment and the coordination between the various departments with absorption of compassionate people and professional individuals absorb owner commented on offices related to tourisms ( <math>w_3, w_1, o_3</math> )</p> <p>3-use of accessibility position of Abgarm city for the a few neighboring province and efforts to plan and manage agricultural and livestock area and make money from this way ( <math>w_1, o_1</math> )</p>	<p><b>Defensive strategy:</b></p> <p>1-Efforts to improve the relations authorities between the Abgarm city and Spa AVAJ and sync them to develop tourism industry ( <math>t_1, w_1, w_3</math> )</p> <p>2- orientation with the appropriate advertising practices and activities in the area to invite tourism to view the provincial and national authorities closely about the tourist area and the State of fundraising ( <math>w_3, t_2</math> )</p> <p>3- Efforts to create a belt road and solve the problem of pedestrians and create parking in the city and reduce the city residents ( <math>t_3</math> )</p> <p>4- participate the people in the urban fabric ( <math>w_4</math> )</p>

## Conclusion

Set against the view that is prominent in popular management discourse of a fundamental contradiction between innovation and standardization (and consultancy and bureaucracy), we have argued that consultant-led management innovation involves significant standardization.

This occurs both at the level of standardizing change agendas and standardized methods of implementation. Our research therefore complements work which is more sensitive to different forms of innovation and to a more complex relationship between innovation and standardization. In particular, we have pointed to a variety of structural and cultural factors within large organizations which help to explain why managers favour short-term, incremental

innovation over more exploratory and experimental change. We have also outlined how the literature on innovation and standardization highlights different dimensions of the relationship – discourse, practice and perspective – each of which was shown to be theoretically important. Our study also points to a number of broader implications for understanding management consultants and innovation, as well as organizational change more generally. Just as standardized and standardizing knowledge can be important to the work of internal consultants, so external management consultants often rely upon highly standardized templates and products (Werr et al., 1997). This might suggest that consultancy should not be seen as comparable to jazz improvisation (Clegg et al., 2004).

Rather, the image of karaoke might be more appropriate. However, jazz is itself more or less standardized (Zack, 2000). Indeed, improvisation relies on this for its achievement. This brings us back to the broader issue regarding the relative nature of innovation and the choice of definitions used in research – new to ‘the state of the art’ or to the ‘user’. This is not to argue that innovation is wholly subjective, but that there is danger of objectifying innovation in the former case and this can impede our understanding of innovation more generally. Indeed, we would suggest that further research is needed into perceptions of innovative and standardized practices as a whole. For example, it is not only the novelty of innovations which is relative but creativity and its potential as well. Following scholars of bureaucracy and standardization, we have seen how standardization can imply rigidity and a site for resistance for some, as well as a medium and outcome for change and incremental progress. For organizational boundary-spanners such as management consultants, this ambiguity can pose both advantages and disadvantages in promoting and implementing management innovation.

## **Suggestions**

Beyond contributing to the conceptualization of management Innovation and standardization, our research also provides insights into why incremental or exploitative forms of innovation remain a dominant feature in large organizations. Firstly, as we have seen, many corporate innovation programs are underpinned by an agenda of securing increased compliance with organization wide standards, be they business processes, cultural values or employee behaviors. This preoccupation with compliance and control remains a fundamental part of management (Wilmot, 1997) and conflicts with more liberal visions of innovation as exploration, improvisation and difficult to emulate (Barrett, 1998). Indeed, the managerial identity around control appears to limit the potential for exploration. As Wick argues, ‘organizations typically pride themselves on the opposite, namely reliable performance that produces something that is standardized and comes out the same way it did before’ (1998:552). Process methodologies such as quality management and Six Sigma as forms of exploitative innovation appear better suited to such modernist organizational logics, and through their adoption, appear to reinforce a bias for predictable outcomes and measures of organizational success, thereby marginalizing the possibilities for more exploratory innovation.

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