

## JET SKI DEVELOPMENT STRATEGIES: THE CASE OF CASPIAN SEA`S SOUTH-WEST BEACH

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*Marine tourism is an important component of ecotourism in the Mazandaran. It offers a wide range of passive and active recreational activities in Caspian sea`s South-west beaches. This paper is intended to describe situation and history of the PWCs (JET SKI) in Mazandaran and determine Jet Ski development strategies in south of Caspian Sea as a major ecotourism hub in Iran. This paper provides a strategy framework for both Iranian Governmental and private sectors to develop the marine tourism in the region. Then it Determination of appropriate Jet Ski development strategies in Mazandaran (South of Caspian Sea`s).*

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JEL Classification: *L83, M1, O1*

### INTRODUCTION

Today tourism industry development is a high priority agenda item for nations and communities everywhere. It is essentially an economic endeavor which generates social capital as a competitive advantage (Gunn and Var, 2002; Jenkins, 1980; Szivas, Riley and Airey, 2003; Brida et al., 2010).

Ecotourism is frequently cited to be the fastest growing sector within the tourism industry. Ecotourism subscription to the principles of environmental protection, social responsibility, conservation and sustainable use of marine and terrestrial resources results to its sustained worldwide growth in popularity since mid-1980 (Weaver, 2002; Rastegar, 2010; White and Rosales, 2001).

Marine tourism as a component of ecotourism plays an important role in Mazandaran economic development. Mazandaran is a state in the north



of Iran which is located in the Southern coast of the Caspian Sea. It's area is about 23 thousand sq km<sup>2</sup> of land and is surrounded by 903 km of coastline. Amol, Babol, Babolsar, Behshahr, Tonekabon, Chaloos, Ramsar, Savad Kooh, Qaem Shahr, Mahmood Abad, Neka, Noor, and Noshahr are the main cities and ports of the region. Sari is the state center (MEFA, 2009). According to the results of 2006 population census, the population of the state was about 2.9 million. From this, near 53 % were registered as urban dwellers, and 47 % dwell in the rural areas (SCI, 2009).

Marine tourism includes all activities associated with the coast and adjacent waters. It includes a wide range of activities such as Jet Ski, Kite surfing, beach camping, marine observation, sport fishing and sightseeing trips. The origins and definitions of marine tourism have been reported by Orams (1999), Garrod and Wilson (2003) and Murphy and Norris (2005).

This research attempts to illustrate Jet Ski development strategies in the Mazandaran. The goals of research include three priorities as follows:

- Describing situation and history of the PWCs (JET SKI) in Mazandaran and Identifying coast lines, regions where are located in the southern part of the Caspian Sea (Fig. 1). The study has been performed in the north of Iran, in the Caspian Sea's South-west beach in 2008-9.
- Identifying strengths, opportunities, weaknesses and threats.
- Finally determines Jet Ski development strategies in Caspian Sea's South-west beach

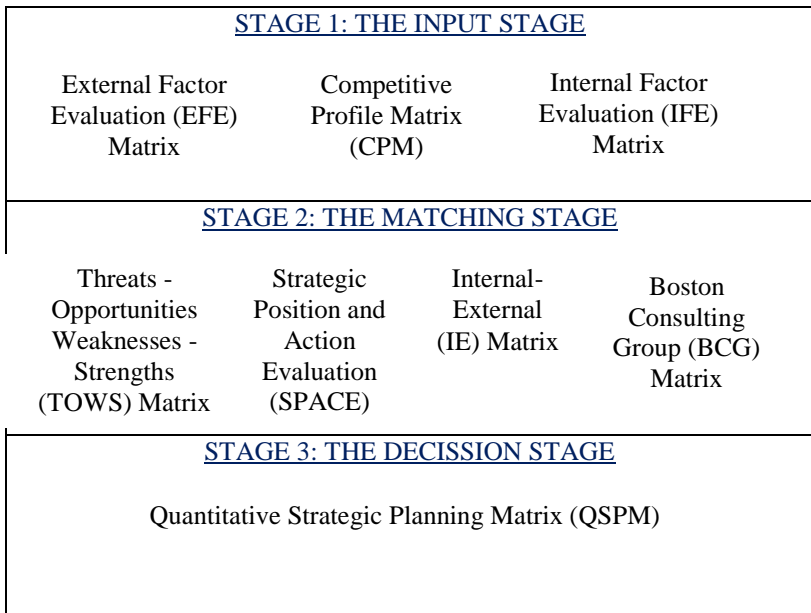
**Figure 1** Geographic location of the study area along the Caspian sea's South-west, between Tonekabon and kenar darya coastlines



## LITERATURE REVIEW

The strategy-formulation techniques can be integrated into a three-stage decision-making framework, as shown in the figure 2. The tools presented in this framework can help strategists to identify, evaluate, and select strategies (David, 2007; Clarke et al., 2009).

**Figure 2** The Strategy-Formulation Analytical Framework



*Source: Fred R. David, Strategic Management-concepts and cases, 11<sup>th</sup> Ed (Reading, Prentice-Hall Publishing Co. Inc., © 2007):219.*

The strengths and weaknesses are internal factors that can be extracted from managerial, manufacture, marketing and other controllable aspect. These factors should be weighted. The summation of weights must be equal to 1. Then, a score is allocated to each factor. These scores range between 1 and 4. Score 1 denotes severe weakness, score 2 shows common weakness, score 3 indicates for a common strength, and finally score 4 brings out important strengths. Therefore, there are a weight and a score for each factor. Once weight is multiplied by score, attractiveness of the factors can be assessed. The total of attractiveness with value less than

2.5 indicates weaknesses are more than strengths. However, the total more than 2.5 indicate that strengths dominate over weaknesses.

The opportunities and threats are external factors that can be extracted from physical, legal, economical, socio-cultural, governmental, technological and other uncontrollable aspects. In this regard, all the steps are similar to IFE matrix.

In the matching stage, two techniques are used: the Threats-Opportunities-Weaknesses-Strengths (TOWS\_ Matrix and the IE Matrix). These tools rely upon information derived from the input stage to match external opportunities and threats with internal strengths and weaknesses. Matching external and internal critical success factors is the key to effectively generating feasible alternative strategies.

The (TOWS) Matrix is an important tool for decision making which helps managers to develop four types of strategies regards to internal and external factor evaluation (David, 2007):

- *STRENGTHS - OPPORTUNITIES strategies* use a firm's internal strengths to take advantage of external opportunities.
- *WEAKNESSES- OPPORTUNITIES strategies* aim at improving internal weaknesses by taking advantage of external opportunities.
- *STRENGTHS - THREATS strategies* use a firm's strengths to avoid or reduce the impact of external threats.
- *WEAKNESSES- THREATS strategies* are defensive tactics directed at reducing internal weaknesses and avoiding environmental threats.

Under such situation, the TOWS analysis should be carried out from time to time to meet with new situations. In the present investigation, proper strategies were developed using the TOWS method. These strategies cover wide range of policies that should be implemented at a shorter time.

Strategic Position is determined with The IE Matrix. The Internal-External (IE) Matrix positions an organization's various divisions in a nine cell. The IE Matrix is based on two key dimensions: the IFE total weighted scores on the x-axis and the EFE total weighted scores on the y-axis. The IE Matrix can be divided into three major regions that have different strategy implication.

First, grow and build strategies. Intensive (market penetration, market development, and product development) or integrative (backward integration, forward integration, and horizontal integration) strategies can be most appropriate for these divisions. Second, hold and maintain strategies, market penetration and product development are two commonly employed strategies for these divisions .third, harvest or divest strategies (David, 2007; Dritsakis, 2008).

Analysis and intuition provide a basis for making strategy-formulation decisions. An analytical technique to determine the relative attractiveness of feasible alternative actions is *Quantitative Strategic Planning Matrix (QSPM)*.

This technique provides a list of firm's key external opportunities/threats and internal strengths/weaknesses, then assigns weights to them. The six steps required to develop a QSPM are discussed (David, 2007):

Step 1. List the firm's key external opportunities/threats and internal strengths/weaknesses in the left column of the QSPM.

Step 2. Assign weights to each external and internal critical success factor.

Step 3. Examine the stage 2 matrices and identify alternative strategies that the organization should consider implementing.

Step 4. Determine the attractiveness scores (AS).

Step 5. Compute the total attractiveness scores.

Step 6. Compute the sum total attractiveness score (TAS).

After these steps, attractive strategies are indicated for this case.

Studies related to marine tourism strategies varied. In following, the number of studies will be introducing:

Joan C. Henderson (2000) in *Research as Managing Tourism in Small Islands: the Case of Pulau Ubin, Singapore* examined the management of the island and explored the proposals put forwarded by the various agencies involved and their implications, suggesting that it was in danger of losing those qualities which had made it a unique natural and cultural attraction. Whilst recognizing the particular circumstances of the case, more general issues relating to the challenges of managing small island tourist destinations and achieving sustainability was also illustrated by the example.

Another research as *Marine Tourism in the Kimberley Region of Western Australia*, John H. Collins (2008) identified the characteristics of nature-based tourism and its governance in the Kimberley Region of northern Western Australia. It also examined links between marine tourism and natural resource management as a first step to a wider risk assessment of environmental impacts. The development of a framework for mitigating environmental impacts of marine tourism and enhancing sustainability of the industry was the overall aim.

*Research as Nature on the Edge? Marine Ecotourism in Peripheral Coastal Areas* by Brian Garrod and Julie C. Wilson (2004) introduced the concept of ecotourism in the marine and coastal context. It then examined what is meant by the term 'peripherality' and outlines some of the

challenges and opportunities it can bring to coastal locations. A particular focus was on the EU's main policy responses to the peripherality dimension of its regional 'problem'. They then discussed the potentials and pitfalls of marine ecotourism as a sustainable development option for coastal peripheral areas. A case study of West Clare, Ireland, was drawn upon to give context to some of the opportunities and challenges of ecotourism in peripheral areas. A conclusion was that marine ecotourism could potentially form part - but, realistically, only a part - of an appropriate strategy for addressing the problems faced by coastal peripheral areas.

Another research as a contingent valuation study of scuba diving benefits: Case study in Mu KO Similan Marine National Park, Thailand by John Asafu-Adjaye and Sorada Tapsuwan examined the economic benefits associated with scuba diving in Mu KO Marine National Park, Thailand. Their results indicated that divers are willing to pay about US\$27.07–62.64 per person per annum on average, resulting in aggregate benefits of between US\$932,940 and US\$2.1 million per annum.

Research as Historical Progression of Sustainable Management Concerning Marine Tourism Activities: A Case Study in Eastern Australia by Harold Richins and Gayle Mayes (2008) Explored through a case study on a broader and more specific basis, the historic and more recent development of sustainable management and natural resource practices of a prominent coastal tourism region in Australia, and a representative example of an accredited marine ecotourism operator within that region who has been applying policies and management practices in sustainable marine wildlife tourism. Their studies included the growth and development of marine wildlife tourism with an emphasis on the region as well as further development of marine wildlife-based sustainable management practices

Also, a lot of projects about development of Marine Tourism in the diversification regions has been designed, for example, *Tourism in Torbay-Tourism Strategy 2005–2015, a strategy and action plan for marine, water sports and beach development in the Armagh and down tourism region 2008-2013, The Queensland tourism strategy, Welsh coastal tourism strategy*, and etc.

## **METHODOLOGY**

The paper applies descriptive study, library & archive researches plus expert survey to answer its questions. Caspian sea's South-west beach was the case of this study. The case study strategy is often used for a

phenomenon that is broad and complex and start with the main question. Case studies enable investigation of issues within a real life context, drawing on the views of a number of sources (Yin, 1994). The selection of this region as the case was due to:

- Suitable environmental conditions, pleasant and moderate climate, beautiful natural Landscapes, and proximity to Teheran, have caused this state to be one of the main recreational and tourism areas of the country.
- State has twelve million domestic tourists per year and more than one hundred thousand foreign shows a great opportunity for improving the situation.
- Approximately 70 % of tourists are between 15 to 30 years old and probably they are interesting in marine sports and hobbies. Therefore development of Jet Ski has an excellent prospect in the region (MIPAPC, 2009).
- Jet Ski committee has been formed under supervision of "canoe board" in Mazandaran state since November 2007.

A strategy-formulation framework is served for this research. Our expert were some members of state Jet Ski committee and water sport clubs owners were interviewed during this project. We extracted the main external opportunities/threats and internal strength/weaknesses from reviewing the archives and news. Then we evaluate them based on experts structured interviews.

Data resources non availability about marine tourism in Iran was the main limitation of this study. Also leakage of regional related literature about this topic was another challenge.

## **FINDINGS**

The internal and external factors extracted from are categorized in Tables 1 and 2.

**Table 1** External Factors for Jet Ski in Mazandaran

<b>External factor</b>	
<b>opportunities</b>	<b>threats</b>
<p><i>1-Free banned legal usage</i></p> <p><i>2- Availability of 12 million internal tourism &amp; 100 thousands foreign tourists per year</i></p> <p><i>3- Capability of foreign investment</i></p> <p><i>4- Capability of Execution of world championship jet ski</i></p>	<p><i>1- The Pollution of sea floors, harbors &amp; coastal areas</i></p> <p><i>2- un-participation of private sector investors</i></p> <p><i>3- High Risk of Injuring while using</i></p> <p><i>4- Challenge of Red tap due public performance for investors</i></p> <p><i>5- Insufficient internal consumer power of purchase</i></p> <p><i>6- Seasonal restriction for using</i></p>

**Table 2** Internal Factors for Jet ski in Mazandaran

<b>Internal Factor</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<p><i>1 - Availability of professional labor in the region</i></p> <p><i>2-The multiplicity of Coastal marine, and marine parks</i></p> <p><i>3- the state has necessary infrastructures and capabilities to manufacture and produce Jet Ski in many places like Mahmoodabads shipyard</i></p> <p><i>4- State team has the first place situation in national Championship</i></p> <p><i>5- Availability of Low cost local labor</i></p>	<p><i>1- Insufficient instructions &amp; procedures</i></p> <p><i>2- Weak public relation and promotion &amp; advertisement campaigns</i></p> <p><i>3- Not Availability of jet ski different models</i></p> <p><i>4- Insufficient planning and organizing for tourism development</i></p> <p><i>5- vendors of jet ski are not enough and there are two jet ski clubs in Mazandaran</i></p>

Tables 3 and 4 present IFE and EFE matrixes.

**Table 3** IFE Matrix for Jet Ski in Mazandaran

<i>Key internal Factors</i>	<i>Weight</i>	<i>Rating</i>	<i>Weighted Score</i>
<i>Strengths</i>			
1- Availability of professional labor in the region	0.1	4	0.4
2- The multiplicity of Coastal marine, and marine parks	0.2	4	0.8
3- the state has necessary infrastructures and capabilities to manufacture and produce Jet Ski in many places like Mahmoodabads shipyard	0.05	4	0.2
4- State team has the first place situation in national Championship	0.05	3	0.15
5- Availability of Low cost local labor	0.1	3	0.3
<i>Weaknesses</i>			
6- Insufficient instructions & procedures	0.1	2	0.2
7- Weak public relation and promotion & advertisement campaigns	0.2	1	0.2
8- vendors of jet ski are not enough and there are two jet ski clubs in Mazandaran	0.05	3	0.15
9- Not Availability of jet ski different models	0.05	2	0.1
10- Insufficient planning and organizing for tourism development	0.1	1	0.1
<b>Sum</b>	<b>1.00</b>		<b>2.6</b>

**Table 4** EFE Matrix for Jet Ski in Mazandaran

<i>Key External Factors</i>	<i>Weight</i>	<i>Rating</i>	<i>Weighted Score</i>
<i>Opportunities</i>			
1- Free banned legal usage	0.1	4	0.4
2- Availability of 12 million internal tourism & 100 thousands foreign tourists per year	0.2	4	0.8
3- Capability of foreign investment	0.2	4	0.8
4- Capability of Execution of world championship jet ski	0.1	4	0.4
<i>Threats</i>			
5- The Pollution of sea floors, harbors & coastal areas	0.05	2	0.1
6- Un-participation of private sector investors	0.1	1	0.1
7- High Risk of Injuring while using	0.05	1	0.05
8- Challenge of Red tap due public performance for investors	0.05	2	0.1
9- Insufficient internal consumer power of purchase	0.05	2	0.1
10- Seasonal restriction for using	0.1	2	0.2
<b>Sum</b>	<b>1.00</b>		<b>3.05</b>

The sum of the coefficients in IFE matrix equals 2.6 which is an evident of strengths dominance over the weaknesses in the area of study. Moreover, the sum of the coefficients in EFE matrix equals 3.05 which indicate the region faces to more opportunities than threats. It is important to note here that a thorough understanding of the factors being used in the EFE Matrix is more important than the actual weights and ratings assigned.

**Table 5** The TOWS Matrix for Jet Ski in Mazandaran

<p><i>Internal factors</i></p>	<p><b>STRENGTHS – S</b>                  S1: Availability of professional labor in the region</p> <p>S2: The multiplicity of Coastal marine, and marine parks</p> <p>S3: The state has necessary infrastructures and capabilities to manufacture and produce Jet Ski in many places like Mahmoodabads shipyard</p> <p>S4: State team has the first place situation in national Championship</p> <p>S5: Availability of Low cost local labor</p>	<p><b>WEAKNESSES - W</b>                  W1: Insufficient Instruction &amp; procedure</p> <p>W2: Weak public relation and promotion &amp; advertisement campaigns</p> <p>W3: vendors of jet ski are not enough and there are two jet ski clubs in Mazandaran</p> <p>W4: Not Availability of jet ski different models</p> <p>W5 : Insufficient planning and organizing for tourism development</p>
<p><i>External Factors</i></p>	<p><b>SO STRATEGIES</b>                  1-equipping coast &amp; marine parks (S1O1)                  2-Private sector invitation for investment (S1O1,S1O2,S3O2,S3O3)                  3-Establishment of national league (S4O4,S1O4)</p>	<p><b>WO STRATEGIES</b>                  2-Promotion &amp; Notification Effective (W2O2,W2O3,W2O1)                  3-Development Vendors &amp; suppliers (W4O3,W3O3)                  4-facilitating in Investment private sector (W1O1,W1O3)</p>
<p><b>OPPORTUNITIES- O</b>                  O1: Free banned legal usage                  O2 : Availability of 12 million internal tourism &amp; 100 thousands foreign tourists per year                  O3: Capability of foreign investment                  O4: Capability of Execution of world championship jet ski</p>	<p><b>ST STRATEGIES</b>                  1-environmental protection planning (S1T1)                  2-organize of training courses and consultancy programs(S1T3,S1T4,S1T3)                  3-organize of related scientific session &amp; conferences (S1T2,S1T4)</p>	<p><b>WT STRATEGIES</b>                  1-Creative Problem Solving Techniques (W1T1,W1T3,W1T4)</p>
<p><b>THREATS – T</b>                  T1: The Pollution of sea floors, harbors &amp; coastal areas                  T2: un-participation of private sector investors                  T3: High Risk of Injuring while using                  T4 : Challenge of Red tap due public performance for investors                  T5: Insufficient internal consumer power of purchase                  T6: Seasonal restriction for using</p>		

Table 5 presents TOWS matrix of this study. As told before the elements of this matrix were developed by experts regards to available strengths, weaknesses, opportunities and threats.

The codes which are cited in front of each strategy show the related internal or external factors which strategy developed regards to them.

**IE MATRIX FOR JET SKI IN MAZANDARAN**

According to EFE and IFE total weighted scores (EFE=3.05, IFE=2.6) Jet Ski in Mazandaran fall into grow and build strategies region in IE matrix which is illustrated in table6.

**Table 6** The IE Matrix for Jet Ski in Mazandaran

*THE IFE TOTAL WEIGHTED SCORES*

	<i>Strong</i>	<i>Average</i>	<i>Weak</i>
	3.0 to 4.0	2.0 to 2.99	1.0 to 1.99

<p style="text-align: center;"><i>THE EFE TOTAL WEIGHT ED SCORES</i></p>	<p><i>High</i> 3.0 to 4.0</p>	<p><b><i>Jet Ski Strategies</i></b></p>	
	<p><i>Medium</i> 2.0 to 2.99</p>		
	<p><i>Low</i> 1.0 to 1.99</p>		

Therefore, related strategies with *grow and build* (market penetration, market development, and product development) will be extracted from TOWS Matrix. These alternative strategies:

- Invite from private sector for investment
- Equipping coast & marine parks
- Establishment of national league
- Promotion & Notification Effective

### **QSPM FOR JET SKI IN MAZANDARAN**

In tables 7 and 8, four alternative strategies are being considered for Jet Ski in Mazandaran.

The *sum total attractiveness score* of 5.9 score in table 7 indicates that the *Equipping coast & marine parks* is more attractive strategy, compared to another strategies.

The present study also showed that more clear coordination is needed among various organizations.

**Table 7 A QSPM for Jet Ski in Mazandaran**

<b>STRATEGIC ALTERNATIVES</b>					
<b>CRITICAL SUCCESS FACTORS</b>	<b>weight</b>	<b>Invite from private sector for investment</b>		<b>Equipping coast &amp; marine parks</b>	
		<b>AS</b>	<b>TAS</b>	<b>AS</b>	<b>TAS</b>
<b>OPPORTUNITIES</b>					
1- Free banned legal usage	0.1	4	0.4	4	0.4
2 - Availability of 12 million internal tourism & 100 thousands foreign tourists per year	0.2	4	0.8	4	0.8
3- Capability of foreign investment	0.2	3	0.6	4	0.8
4- Capability of Execution of world championship jet ski	0.1	-	-	4	0.4
<b>THREATS</b>					
1- The Pollution of sea floors, harbors & coastal areas	0.05	1	0.05	3	0.15
2- Un-participation of private sector investors	0.1	4	0.4	2	0.2
3- High Risk of Injuring while using	0.05	2	0.1	2	0.1
4 - Challenge of Red tap due public performance for investors	0.05	2	0.1	1	0.05
5- Insufficient internal consumer power of purchase	0.05	2	0.1	3	0.15
6- Seasonal restriction for using	0.1	3	0.3	3	0.3
<b>STRENGTHS</b>					
1- Availability of professional labor in the region	0.1	3	0.3	3	0.3
2- The multiplicity of Coastal marine, and marine parks	0.2	2	0.4	2	0.4
3 - the state has necessary infrastructures and capabilities to manufacture and produce Jet Ski in many places like Mahmoodabads shipyard	0.05	3	0.15	-	-
4- State team has the first place situation in national Championship	0.05	-	-	-	-
5- Availability of Low cost local labor	0.1	3	0.3	3	0.3
<b>WEAKNESSES</b>					
1- Insufficient instruction & procedure	0.1	2	0.2	3	0.3
2- Weak public relation and promotion & advertisement campaigns	0.2	4	0.8	4	0.8
3- vendors of jet ski are not enough and there are two jet ski clubs in Mazandaran	0.05	3	0.15	3	0.15
4- Not Availability of jet ski different models	0.05	3	0.15	-	-
5- Insufficient planning and organizing for tourism development	0.1	3	0.3	3	0.3
<b>TOTAL</b>			<b>5.6</b>		<b>5.9</b>

**Table 8 A QSPM for Jet Ski in Mazandaran**

<b>STRATEGIC ALTERNATIVES</b>					
<b>CRITICAL SUCCESS FACTORS</b>	<b>weight</b>	<b>Establishment of national league</b>		<b>Promotion &amp; Notification Effective</b>	
		AS	TAS	AS	TAS
<b>OPPORTUNITIES</b>					
1- Free banned legal usage	0.1	4	0.4	4	0.4
2 - Availability of 12 million internal tourism & 100 thousands foreign tourists per year	0.2	-	-	4	0.8
3- capability of foreign investment	0.2	2	0.4	3	0.6
4- capability of Execution of world championship jet ski	0.1	3	0.3	3	0.3
<b>THREATS</b>					
1- The Pollution of sea floors, harbors & coastal areas	0.05	1	0.05	1	0.05
2- un-participation of private sector investors	0.1	2	0.2	2	0.2
3- High Risk of Injuring while using	0.05	2	0.1	2	0.1
4 - Challenge of Red tap due public performance for investors	0.05	3	0.15	3	0.15
5- Insufficient internal consumer power of purchase	0.05	-	-	3	0.15
6- Seasonal restriction for using	0.1	4	0.4	3	0.3
<b>STRENGTHS</b>					
1- Availability of professional labor in the region	0.1	4	0.4	3	0.3
2- The multiplicity of Coastal marine, and marine parks	0.2	4	0.8	4	0.8
3 - the state has necessary infrastructures and capabilities to manufacture and produce Jet Ski in many places like Mahmoodabads shipyard	0.05	2	0.1	3	0.15
4- State team has the first place situation in national Championship	0.05	3	0.15	-	-
5- Availability of Low cost local labor	0.1	1	0.1	3	0.3
<b>WEAKNESSES</b>					
1- Insufficient instruction & procedure	0.1	-	-	2	0.2
2- Weak public relation and promotion & advertisement campaigns	0.2	3	0.6	3	0.6
3- vendors of jet ski are not enough and there are two jet ski clubs in Mazandaran	0.05	3	0.15	3	0.15
4- Not Availability of jet ski different models	0.05	3	0.15	-	-
5- Insufficient planning and organizing for tourism development	0.1	3	0.3	3	0.3
<b>TOTAL</b>			<b>4.75</b>	<b>5.85</b>	

## CONCLUSIONS

It was pointed out that despite the enormous range of variety of approaches that may be adopted when planning for the development of any industry or any economy; there are a few approach of strategic management for marine tourism in the tourism's literature about strategy formulation, strategy implementation and strategy evaluation.

Caspian Sea's South-west beach has an important potential for development marine tourism and there are a number of opportunities for development tourism in this region.

In this paper, we introduced Mazandaran and described that marine tourism is one of the best opportunities for economic development, then suggested Jet Ski as one the key fields at the marine tourism.

With regard to Internal and External factors, IFE and EFE Matrix, TOWS Matrix, and QSPM Matrix were indicated attractive strategies for Jet Ski in Mazandaran.

These strategies are:

- 1- Equipping coast &marine parks (5.9 score)
- 2- Effective Promotion & Notification (5.85 score)
- 3- Invite from private sector for investment (5.6 score)
- 4-Establishment of national league (4.75 score)

In this survey, we found that the best strategy for Jet Ski development was *equipping coast and marine parks* in south of Caspian Sea as a major ecotourism hub in Iran. So, we can suggest related governmental sectors should equip Coastal marine and marine parks, also Facilitate Capability of foreign investment along with decline of Challenge of Red tap due public performance for investors.

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