Original Research Article

An Analysis of the Management Model in Cultural Tourism Events with Emphasis on Stakeholders*

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Abstract| Event tourism is one of the important motivational factors in tourism, which contributes to the development and marketing programs of most regions. If managers and planners at all levels and in all forms of tourism, consider one-dimensional development without considering the intergenerational stakeholders and all the pillars of development, they will not be able to make a sustainable attraction, and will not be possible to achieve event development goals. In this paper, by studying and analyzing the different dimensions of the success of the event, the dimensions that best guarantee the perception of the effective stakeholder community and the success of tourism events were presented. For this purpose, the various dimensions presented by the researchers were reviewed, categorized, and co-conceptualized by a panel of experts. In this process, Kendall coefficient in the form of SPSS 22 software was used to determine the degree of coordination in the expert opinions used in the Delphi method. Thus dimensions and indicators were approved and presented as final dimensions that in the final consensus process, its Kendall coefficient was more than 0.7. The results of the content analysis indicate that the factors affecting the expectation and perception of the three stakeholders of local people, tourists, and event organizers in five dimensions of physical, economic, social, cultural, and personal development will make it possible to successfully host a cultural event.

Keywords| *Event tourism, Event Success, Stakeholders, Perceptions and expectations.*

Introduction| According to Getz (2008), event tourism as one of the types of tourism has been mentioned in the tourism industry and research community for several decades and it is considered as one of the important motivational factors in tourism and an important factor in the development and marketing programs of most regions. Even though event tourism has only been published in the tourism industry and the research community for a few decades, the growth of this sector has been estimated to be so significant so that in the last two decades, event tourism and festivals is one of the fastest-growing sectors in the travel industry and tourism (Getz, 1991; Nicholson & Pearce, 2001). Hosting an event compared to other types of tourism is aimed at utilizing capabilities to develop tourism in communities (Hernandez-Mogollon, Folgado-Fernandez, Oliveira Duarte, 2014). From the perspective of the tourism

industry and destination management organizations, and event development agencies, events are valued as attractive, organized, prosperous, marketer, and imaging for destinations and are capable to revive cities and resorts (Andersson & Getz, 2008, 200). In recent decades, event management sectors are changing and becoming a powerful industry through the development of communities (Allen, O'Toole, McDonnell & Harris, 2002). To succeed as an event, it is necessary to pay attention not only to stakeholders but also to all groups and individuals who influence or are affected by the development of an event. Event management organizes the event design process and tries to create proper experiences to achieve desired goals of the event. These goals include the wishes and desires of producers and event owners, needs and expectations of customers, and a variety of external requirements including issues considered by the local community. Getz (2008, 9) points out that the central aspect of event studies is "the experiences of the event and its resulted concept" and the linking factor of all the different types of planned events is the goal of creating experiences for its stakeholder. Within the framework, Campbell also points to the three key elements of stakeholders including suppliers, customers, and the community for the long-term success of the industry and ensuring loyalty (Campbell, 1997). In this regard in addition to creating value and profit, the satisfaction of all stakeholders whose loyalty is effective in the success of the industry is important (Campbell, 1997; Clarkson, 1995; Freeman, 1984; Argenti, 1997). Therefore, for the success of the event, the event managers must identify the factors that create the satisfaction of the stakeholders and set a path for them. According to Getz (2008, 9) since the perceived experiences and meanings of the event must be identified as the core of the event; if we cannot clearly state how the event is perceived by the audience we will not be able to meet their needs. Accordingly, modern event management regardless of its type and volume is largely related to how perceptions and experiences are managed (Silvers, 2004).

The study of tourism events provides accurate knowledge of this situation of stakeholders (Bazzanella, 2019). This article aims to analyze the components affecting a group of stakeholders. Through analyzing the theoretical foundations and event-related topics, we emphasize the dimensions affecting stakeholder perception of the success of the event. Accordingly, the theoretical foundations were analyzed and while analyzing the topics related to the event and event management, the conceptual process of event success was examined with theories in the form of event management, event stakeholders, and stakeholder perceptions and experiences to be able to provide a model for successful event management.

Theoretical framework and literature review

From the customers' perspective modern event management regardless of their type and volume is largely related to experiences (Silver, 2004). Nowadays customers of the events are expert and skilled participants who are looking for pleasant and innovative experiences. Their experiences significantly affect their satisfaction and evaluation of a particular service (Otto & Ritchie, 1996). Experiences are only valuable when stored and recalled through the process of recollection (Clawson & Knetsch, 1966). Tourists get help from their past experiences while they want to decide and seeking information about destinations and products especially in tourism (Kerstetter & Cho, 2004). Therefore, to confirm the importance of providing experience in tourism, a concept called memorable tourism experiences has been formed (Kim Ritchie & McCormick, 2012a; Kim, Hallab & Kim, 2012b; Kim & Ritchie, 2013; Sun Tung & Ritchie, 2011). In addition, there is a positive correlation between memorable experiences and future decisions (Kerstetter & Cho, 2004), and since personal experiences are more reliable customers place more emphasis on their past experiences than on the information sources. Therefore, if pleasant experiences can be evoked in their memory, it has a great effect on decision making in events, sustaining events, and generally in destinations. Of course, to achieve sustainable development and success in tourism, the event is not enough for the customer because he is just one of the stakeholders of the event. It should be noted that by ignoring the interests of other groups, a memorable experience is not formed by itself and the customer experience is strongly influenced by the consideration of other stakeholders.

The starting point for the success of an event is the answer to the question: How vast could be the experiences of designing and creating a particular event? According to Getz (2008, 170) since the experiences and meanings of the event must be identified as the core of the events; if we cannot clearly state what the experience of the event is, we will not be able to plan and design it. If we do not know what the event means to people, we will not be able to understand its importance. From the attraction management and tourism industry's approach, tourist experience studies have been conducted with a focus on creating the potential for managers who can increase tourist experiences (Sternberg, 1997; Gilmore & Pine, 2002). Payne and Gilmore have also divided experiences into four categories in the experience literature. These four categories of experience include entertainment, education, escape, and esthetics. In each of the four categories, the person is active or passive and the amount of attention they pay includes attraction and immersion (Pine & Gilmore, 1998). At first Csikszentmihalyi (1975)

introduced the meaning of experience in the field of entertainment and play and then created the concept of optimal experience. The concept of optimal experience is a strong sense of joy and exhilaration as storage of time that then becomes an important recollection in memory (Csikszentmihalyi, 1990). In another approach, the search for experiences is aroused through personal and individual attention to innovative and special qualities (O'Sullivan & Spangler, 1998, 23). O'Sullivan and Spangler stated that experiences are related to participation and involvement; Engaging physically, mentally, socially, spiritually, and emotionally; Changes in knowledge, skills, memory, and mind; A clear understanding of intentional encounter, going to a specific activity and living in it and the effort that arises from an inner or psychological need (ibid.). Uriely (2005) points out that experiences take place in a physical dimension, and the very nature of these places and their management affect the experience. In another study, social interactions were considered to be an important element in experiences (Trauer & Ryan, 2005).

An analysis of the literature in the field of event management shows that most studies in the field of events have considered one-dimensional and often economic events. These studies have been carried out in the field of quality assessment and examine the impact assessment from a one-dimensional approach by focusing on customers' views rather than exploring the multidimensional success of the event. In studies related to the stakeholder management of the event, researchers have mostly introduced the stakeholder groups and their categories (Trošt Lesic, Dropulic Ružic & Križman Pavlovic, 2015) and do not provide a model of factors affecting the perception of stakeholder groups to achieve long-term success of the event. Due to the importance of the development of events in the development of the tourism industry and the subsequent development of communities, the question is as follows: to what factors managers can properly guarantee the success of the event and take action to develop.

Evaluation of the success of the project should not only promote the goals and efficiency of the project but also support the development strategy and the interests of stakeholders and productivity (Deák, 2006; Szabó & Gaál, 2006). Successful management requires full attention to the importance of the needs and satisfaction of stakeholders, including the satisfaction of customers (tourists) and all users, the project team, and all stakeholders (Pinto & Pinto, 1991). To achieve success, it is necessary to pay attention not only to the shareholders but also to all the groups and individuals who in any way influence or are affected (Freeman, 1984; Gibson, 2000) by the development of the event. Akbarian and Badri

(2015) stated that to have the most chance to succeed in sustainable tourism development, all stakeholders need to be considered. The goal of tourism development is to achieve results that provide the best balance of benefits and costs for all stakeholders. Similar to the results of Lane (Lane, 2018), Hea and his colleagues (He, He & Xu, 2018) argue that all stakeholders should be involved in tourism development. Therefore, to manage the event, the event managers must identify the factors that create the satisfaction of the stakeholder groups and set their own model (Fig. 1). Chang also, mentions eight stakeholders, including visitors in his article (Chang, 2020); (Fig. 2).

Research methodology

This is a fundamental study employing the theoretical-analytical method and documentary research analysis. Accordingly, the researcher based on Hafeznia (Hafeznia, 2006, 232) studied and analyzed documents, and data using reason, logic, and thought, and discovered the truth and reality. In the second step, the Delphi technique was used to confirm the analysis. The analysis of dimensions and indicators related to the perception and experience of stakeholders of the event was done in such a way that first, indicators and standards were collected and conceptualized using the content analysis method. After identifying the indicators selected in output coding, in the second step, the data was collected from 25 event management experts who were selected by consensus statistical model through snowball sampling technique. The data was analyzed using Delphi methods and the indicators were finalized. This process was performed according to the saturation of opinions in two stages (initial and final consensus) and for this purpose,

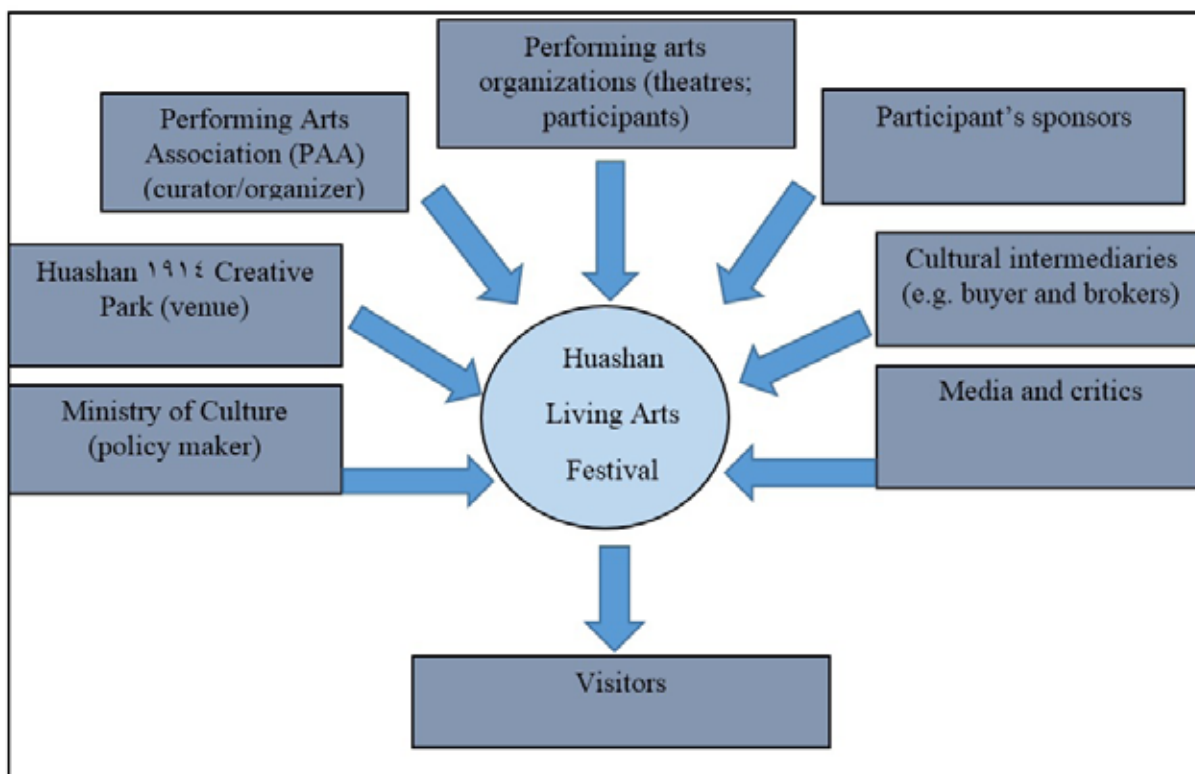Fig. 1. Stakeholder model. Source: Authors Based on Campbell, 1997.

Fig. 2. Stakeholders of Huashan event. Source: Chang, 2020.

the Kendall coefficient was calculated using SPSS 22 software to determine the degree of coordination in expert opinions in Delphi style. Thus, dimensions and indicators of qualitative analysis were confirmed and presented as effective factors in the success model of the event, which had more than 0. 7 of Kendall coefficient value in the final consensus process.

Structures explaining the success of the event

The study of managing a tourism event reveals a range of indicators in different dimensions, which are briefly presented in Tables 1-3. In these tables, the research of different researchers along with the main structures and their findings in relation to the factors affecting the successful management of the event is referred to the stakeholder group. After analyzing the indicators of each of the effective dimensions in the perception and expectation of the stakeholders, the components were confirmed by Delphi method according to Tables 4- 6 based on expert survey (25 experts selected by Debt-snowball method).

Consolidation of components of stakeholder groups

Based on the analysis and approval of experts, the factors affecting perception and expectations are described in Tables 7 -9.

The role of management approaches in managing stakeholder perception

The success of tourism and the cooperation, organization, and participation of all the institutions involved requires a management approach to bring them together. For the success of sustainable tourism development, all aspects of development must be considered in conjunction. But newer approaches have shifted to context-based frameworks, emphasizing the specific needs of the stakeholder community (Cardenas, Byrd & Duffy, 2015). The category of good governance is considered as a factor that facilitates or limits the strategies of sustainable tourism development, which is within a certain structural context. Achieving the indicators of sustainable development and successful management requires the creation of guiding and supportive structures and setting specific management goals, and for this reason, good governance is presented today as a strategy to achieve sustainable tourism development that pays attention to stakeholders. Rule of law and reliance on impartial judicial systems naturally provide speed and accuracy in the implementation of management policies, strengthening a positive environment for economic growth and increasing people's incomes, expanding justice, and strengthening civil liberties, all of which lead to Achieving sustainable development indicators is based on paying attention to in-generation and out-of-generation stakeholders (Zargham Boroujeni & Sedaghat, 2019, 253). In the process model of sustainable tourism development,

Table 1. Structures related to the local community group extracted from theoretical foundations; Indicators used and their reference. Source: Authors.

Author / Year	Physical dimensions	Interactive and social dimensions	Economic dimensions	Cultural dimensions	Sensory dimensions (individual development)	Dimensions of Management
Schulenkorf (2010)	-	Participation\ Involvement	-	-	-	Preparation\ Organizing
Guerrero Melo (2013)	-	Social bonding	-	Promotion of cultural products	-	Identify the capacity to making ideas\ Operating the idea
Ma, Egan, Rotherham & Ma (2011)	Human Residence\ Health protection\ Sport facilities\ Transportation\ Energy\ Water\ Biodiversity\ Garbage	Social equality\ Vast community participation	Customer habits\ Investment\ Recruitment	-	-	Sustainable policies
Getz & Frisby (1988)	Cultural infrastructure\ Parks\ Conference hall	-	budgeting	-	-	Aiming\ Decision making\ Marketing
Preuss (2006)	-	-	-	Reviving	-	-
Ohmann, Jones, & Wilkes (2006)	-	-	-	Quality	-	-
Kim, Chen & Jang (2006)	-	-	-	Cultural exchange\ Cultural protection	-	-
Bull & Lovell (2007)	Positive atmosphere	Unity	-	Social Pride	-	-
Fredline & Faulkner (2000)	-	-	-	Image	-	-
Preuss (2006)	-	-	Employment\ Public welfare	-	-	
Jago, Dwyer, Lipman, Van Lill & Vorster (2010)	-	-	Financial resources\ Local business	-	-	-
Fredline & Faulkner (2000)	Improving the existing infrastructure	-	-	-	-	-
Malfas Theodoraki & Houlihan (2004)	Development of tourism infrastructure	-	-	-	-	-
Lamberti, Noci, Guo & Zhu (2011)	Development of companies and organizations directly or indirectly for events	-	-	-	-	-
Franco & Stevao (2010)	Infrastructure and human resources\ Development of transport infrastructure\ Public health\ Health	-	-	-	-	-

Rest of Table 1.

Author / Year	Physical dimensions	Interactive and social dimensions	Economic dimensions	Cultural dimensions	Sensory dimensions (individual development)	Dimensions of Management
Aksu, Tarcan Içigen & Ehtyiar (2010) Kim et al. (2006)	Nature	-	-	-	-	-
Fredline & Faulkner (2000)	Nature\ Maintenance of infrastructure\ Improving infrastructure	-	-	-	-	-
Franco & Stevao (2010)	-	-	-	Cultural Products\ Event tourism development\ Cultural protection\ Cultural support\ Traditional sources\ Determining quality control for cultural products	-	
Bull & Lovell (2007)	-	-	-	-	Social Pride	-
Bull & Lovell (2007)	-	People's unity	-	-	-	-
Alrwafjah, Fernando & Rafael Cortes (2019)	-	-	-	Satisfaction of residents	Positive perceptions	-
Frequency of variables in each of the programmable and manageable dimensions	23	7	8	14	2	8

the realization of sustainable tourism development depends on the participation and cohesion of tourism stakeholders, including the coordination of tourism stakeholders, participation of tourism stakeholders, and cooperation and cohesion of tourism stakeholders. On the other hand, good tourism governance is one of the intervening factors affecting the sustainable development of tourism, and if it is managed in a way that determines the grounds for achieving tourism development, it can be said that achieving successful and sustainable management has been achieved. By applying stakeholder theory and implementing a framework to achieve a level of satisfaction among the stakeholder group, organizations can monitor or improve the relationships of all stakeholders. The strategic management process, which also applies to event management, is not unlike organizations, although the limited time interval of the event is clearly different from the organizational context (Reid & Arcodia, 2002). Employing stakeholders in the planning process provides a strong chance that the community will be satisfied with and support the event. Due to the competitive context of events in today's world, the application of stakeholder theory in the event planning process provides a potential competitive advantage for event organizations and management.

Based on a review of events related to event planning and good governance, it is clear that one can mention the success of an event and make effective planning for it that considers all stakeholders in accordance with governance patterns. The multiplicity and diversity of institutions and actors, each of which pursues its own sectoral and private goals, makes the only way to develop tourism to resort to a good governance mechanism, and only in the framework of good governance, the diversity and multiplicity can be together. Based on this and in accordance with the desired governance model,

Table 2. Structures related to the group of tourists extracted from theoretical foundations; Indices used and their reference. Source: Authors.

Author / Year	Physical dimensions	Interactive and social dimensions	Economic dimensions	Cultural dimensions	Sensory dimensions (individual development)	Dimensions of Management
Guerrero Melo (2013)	-	Social bonding	-	Promotion of cultural products	-	Idea production capacity\ Operating the idea
Sequeira Couto, Tang & Boyce (2017)	Event environment	-	Event tickets	-	Event excellence\ Aesthetics	-
Abdul Wafi, Lim & Kayat (2018)	Event image	-	-	-	Event attractiveness\ Event experience	-
Tian Cole & Chancellor (2008)	-	-	-	-	Experience\ Satisfaction	Return
Morgan, (2008)	Physical dimensions	Socializing	-	Event culture and tradition	Pleasure\ Personal development\ Event overview	-
Kaplanidou & Vogt (2010)	Environmental aspects\ Physical activities	Social	-	-	Emotional	Organizational
Yoon, Lee & Lee (2010)	Program\ Souvenirs\ Food\ Facilities	-	-	-	-	-
Ma et al. (2011)	Human residence\ Health protection\ Sports facilities\ Transportation\ Energy\ water\ Biodiversity\ Garbage	Social equality\ Vast community participation	Customer habits\ investment\ Recruitment	-	-	Sustainable policies
Kose, Argak & Argan (2011)	Transportation\ Infrastructure\ Cleaning\ Affinity\ Sport	Participation	Ticket\ Potential businesses\ Tourism development	-	Feelings of the community\ Pride\ Knowledge development\ Attention\ Health	Human resources\ Organizing
Nazari, Ghaderi & Fazlavi (2016)	Quality of program performance	Involvement of local community and organizations	-	-	Destination image\ Memorable experience	Marketing and Advertisement
Atkinson (2016)	-	-	Ticket price	-	-	-
O'Sullivan & Spangler (1998)	Environmental spaces	Communication\ Involving\ Intentionally confrontation\ Special activity and living in it\ Enhance interactions\ Behaviour	-	-	Feeling\ Emotions\ Thinking\ Action\ Changes in knowledge\ Changes in memory and mind\ Feelings and emotions\ cognition	-
Getz (2012)	-	Participation	-	-	Needs\ Motivation\ Attitude\ Expecting\ Positive effects on society\ Entertainment and rewards	-

Rest of Table 2.

Author / Year	Physical dimensions	Interactive and social dimensions	Economic dimensions	Cultural dimensions	Sensory dimensions (individual development)	Dimensions of Management
Aksu et al. (2010)	Food and beverage service\ Residential facilities\ Public health level\ General cleaning\ Shopping opportunities	-	-	-	-	-
Vroom (1994)	-	-	-	-	Value\ Hope	-
Wong, Cheung & Wan (2013)	-	-	-	Attitude	-	-
Tigre Moura, Gnoth & Deans (2015)	-	-	-	-	Activity\ Awareness\ Exploration\ Recreation	-
Boonpat & Suvachart (2014)	Quality of events	-	-	Variety of handicrafts and arts\ Uniqueness of handicrafts\ Quality local handicrafts\ Local handicrafts and handicraft workshops\ Variety of tourism events\ Uniqueness of events	-	-
Getz (2008)	-	-	-	-	Behaviour\ Feeling\ Attitude\ Awareness Of Understanding	-
Anastassova (2017)	-	-	-	-	Happiness\ Excitement\ Surprise\ Neutral\ Disappointment	-
Wong et al. (2013)	Buy	Friends and family	-	-	Knowledge\ Excitement\ Relaxation	-
Guerrero Melo (2013)	-	Social bonding	-	Promotion of cultural products	-	Identification of Idea production capacity\ Operating the idea
Ma et al. (2011)	Human residence\ Health protection\ Transportation\ Energy\ Water\ Biodiversity\ Garbage	Social equality\ Vast community participation	Customer habits\ investment\ Recruitment	-	-	Sustainable policies
Frequency of variables in each of the programmable and manageable dimensions	39	18	14	10	50	11

Table 3. Structures related to the group of organizers extracted from theoretical foundations; Indicators used and their reference. Source: Authors.

Author / year	Physical dimensions	Interactive and social dimensions	Economic dimensions	Cultural dimensions	Sensory dimensions (individual development)	Dimensions of Management
Ma et al. (2011)	Human residence\ Health protection\ Sports facilities\ Transportation\ Energy\ Water\ Biodiversity\ Garbage	Social equality\ Vast community participation	Customer habits\ Investment\ Recruitment	Promotion of cultural products		Operating the idea\ Sustainable policies
Kaplanido, Kerwin & Karadakis (2013)	Event quality	-	High economic impacts\ Tourism development\ Benefits of the host community	Sensory attractiveness	-	-
Blain, Levy & Ritchie (2005)	-	Messages sent by the brand\ Emotional reactions	Event image	-	Cognition\ Distinction\ Difference\ Maturity	Brand messages
pinto & pinto (1991)	-	-	-	-	Satisfaction	-
Getz (2008)	-	-	-	-	Attractor	Organizer\ Prosperity\ Marketer\ Imaginer
Bowdin, Allen, O'Toole, Harris & McDonnell (2011)	-	-	Economic acceptability	-	-	-
O'Sullivan & Spangler (1998)	-	-	-	Promotion of cultural products	Feeling\ Emotions\ Thinking\ Action	Operating the idea
Frequency of variables in each of the programmable and manageable dimensions	9	4	8	3	10	8

Yan also creates the quality of understanding experiences and its relationship with stakeholder satisfaction and behavioral levels and establishing coherence in holding events based on 6 factors: diversity, stakeholder balance, synergy, simultaneous control, flexibility. Recognisability and coherence, integrative and manageable (Yan, Zhang & Li, 2012). Variety in event quality planning, which is the result of responding to the expectations of multiple stakeholders, including diversity in event categories, event structure, variety of event content, variety of event features, variety of parameters affecting the event (location, environment, (Impressions, experiences, etc.). The balance

and equilibrium dimension for event quality planning includes balancing the technical aspects and the practical aspects of planning quality. Simultaneous control refers to the simultaneous management of single programs, each of which includes decentralized demand and expectations. Simultaneous management of unified programs and response to decentralized demands are two indicators of simultaneous control.
The synergy dimension of experiences provides a common ground for synergy in experiences from different parts of the event. The synergy of the program stages, the repetition of some programs, the step-by-step upgrade of

Table 4. Validity of Indicators Explaining Event Management in the Local Community. Source: Authors.

	Dimensions	Indicators	Percentage of initial consensus	Percentage of the final consensus
	Physical	Quality of infrastructure	0.69	0.82
	Final consensus coefficient 0.88	Quality of facilities	0.73	0.91
		Quality of human residence	0.68	0.79
		Biodiversity	0.71	0.89
	Social	Social participation	0.73	0.91
	Final consensus coefficient 0.91	Social unity and solidarity	0.75	0.94
Local community		Connections and social interactions	0.81	0.97
	Economic	Investment	0.81	0.97
	Final consensus coefficient 0.92	Employment	0.79	0.95
		Welfare	0.82	0.98
		Level and price stability	0.71	0.89
	Cultural	Cultural protection	0.78	0.96
	Final consensus coefficient 0.96	cultural exchange	0.90	0.100
		Cultural promotion	0.100	0.100
	Individual development	Pride and honor	0.79	0.95
	Final consensus coefficient 0.96	satisfaction	0.81	0.97
		Positive perception	0.90	0.100

the program content, and the development of the program will lead to the expected synergy in the quality planning of the event. The flexibility dimension refers to the flexibility of the operational levels of the event. Flexibility in time, flexibility in content, flexibility in the structure are the indicators of this dimension. The continuity of the event with the traditional dimensions and characteristics of the region and the context in which the event takes place makes the event more competitive. Good governance in the sustainable development of tourism can be in line with the factors mentioned by Yan et al for the success of the event and it can be introduced as a model of successful attraction development. Based on the "Prioritizing the components of good governance" (Gholami, Sheibani Amin, Sfar Alizadeh & Hosseinzadeh, 2018) components such as accountability, participation, effectiveness and efficiency, accountability, transparency, and rule of law, reflect the general factors of good governance that are consistent with the points mentioned in the success of the event by Yan et al. Include diversity, stakeholder balance, synergy, concurrent control, flexibility and coherence (Table 10).

Conclusion and presenting a conceptual model of event management

Managing an event requires multiple efforts to manage the interests and perceptions of stakeholders, which are formed and categorized within a specific framework. Perceptions and experiences of stakeholders, including tourists, the local community, and event organizers, and how to integrate and balance them, makes the success or failure out of the events. It is in this context that many managers of event management organizations have realized that discovering how to perceive stakeholders and try to manage them is at the heart of management plans. Management strategies as a tool used by tourism event managers to achieve their long-term goals are formed based on how the three stakeholder groups are perceived. In the framework of this research, as stated in the theoretical foundations, the model is a macro strategy with a definite and measurable domain that is available at a specific time and a limited cost and has a system, architecture, framework, process, Principles, characteristics, pillars and process, and its design is based on elements and principles of implementation and supervision. An appropriate model

Table 5. Validity of explanatory indicators of event management in the tourism community. Source: Authors.

	Dimensions	Indicators	Percentage of initial consensus	Percentage of the final consensus
	Physical	Accessibility quality	0.74	0.92
	Final consensus coefficient 0.90	administration quality	0.71	0.88
		Environmental quality	0.70	0.86
		Quality of facilities	0.80	0.96
		Shopping opportunities	0.69	0.79
	Social	Social participation	0.77	0.96
	Final consensus coefficient 0.92	Socializing	0.76	0.94
		Communication and social interactions	0.83	0.98
	Economic	Investment	0.90	0.100
Tourism community	Final consensus coefficient 0.94	Level and price stability	0.71	0.89
	Cultural	Variety	0.78	0.96
	Final consensus coefficient 0.97	Uniqueness of the event	0.100	0.100
		Event culture and tradition	0.100	0.100
	Individual development	Relaxation and pleasure	0.79	0.95
	Final consensus coefficient 0.97	Feeling valued and hope	0.81	0.97
		Awareness and perception	0.90	0.100
		Exploration	0.90	0.100
		Entertainment	0.89	0.98
		Performing new activities	0.90	0.100

Table 6. Validity of explanatory indicators of event management in the community of organizers. Source: Authors.

	Dimensions	Indicators	Percentage of initial consensus	Percentage of the final consensus
	Physical	Infrastructure development	0.75	0.93
	Final consensus coefficient 0.91	Facility development	0.73	0.89
		Event quality	0.71	0.87
Community of Organizers		Event features and variety	0.81	0.97
	Social	Social equality	0.78	0.91
	Final consensus coefficient 0.93	Social participation	0.76	0.90
		Messages sent by the brand	0.90	0.100
		Audience reaction	0.90	0.100
		Political acceptance	0.90	0.100
	Economic	Investment	0.90	0.100
	Final consensus coefficient 0.94	Level and price stability	0.71	0.89

Table 7. Main factors affecting the perception and expectations of the local community. Source: Authors.

No.	Dimension	Indicator
1	Physical dimensions	Infrastructure, Facilities, The quality of human residence, Biodiversity
2	Interactive and social dimensions	Participation, Unity, Connections and social interactions
3	Economic dimensions	Investment, Employment, Welfare, Prices
4	Cultural dimensions	Cultural protection, Cultural Exchange, Cultural promotion
5	Dimensions of individual development	Social pride, Satisfaction, Positive perception

Table 8. Main factors affecting tourists' perceptions and expectations. Source: Authors.

No.	Dimension	Indicator
1	Physical dimensions	Accessibility, Performing quality, Environmental quality, Convenient facilities, Shopping opportunities
2	Interactive and social dimensions	Participation, Socializing, Communications and interactions
3	Economic dimensions	Price
4	Cultural dimensions	Variety, Event uniqueness, Event culture and tradition
5	Dimensions of individual development	Relaxation, Pleasure, Feeling valued, Feeling hopeful, Awareness and perception, Exploration, Entertainment, Happiness and excitement, Perform new activities

Table 9. Main factors affecting the perceptions and expectations of organizers. Source: Authors.

No.	Dimension	Indicator
1	Physical dimensions	Infrastructure development, Facility development, Event quality, Event feature, Event variety
2	Interactive and social dimensions	Social equality, Community participation, Messages sent by the brand, Audience reaction, Political acceptance
3	Economic dimensions	Investment, Economic development and acceptability, Benefits for the host community, Sustainable Development, Destination image, Return

Table 10. Symmetry of Dimensions and Indicators of Event Quality Management and Optimal Governance. Spurce: Yan et al. 2012.

No.	Dimensions of quality management	Indicators	Dimensions of good governance
1	Variety	Variety in event categories, Variety in event structures, Variety in event content, Variety in event features, Variety in the parameters affecting the event (location, environment, effects, experiences, etc.)	Responsiveness
2	Balance	Balance in technical aspects, Balance in practical aspects,	Efficiency and effectiveness
3	Simultaneous control	Simultaneous management of single applications, Respond to decentralized demand	Transparent management and accountability
4	Synergy	Synergy of program steps, Repeat some programs, Step-by-step upgrade of app content, Planning development	Participation
5	Flexibility	Flexibility in structure, Flexibility in time, Flexibility in content	Consensus
6	Connection and communication	Geographical connection, Communication in products, Communication in content	Law and justice

to educate, inspire, foresight, respect stakeholders' rights, and mutual motivations to achieve integration and success of event management, which was the main challenge of this research based on literature content analysis and based on meeting multiple stakeholder expectations with interest and it obtained from good governance. Despite numerous studies that have evaluated each of the angles of event management and holding as successful, and in the best case, have emphasized the satisfaction of the customer and the visitor and his return; for all-round success, we needed a model that had a holistic and systematic view of the event and saw all aspects. The proposed model of the present study (Fig. 3) is based on achieving productivity and quality of the event proposed in the article by Yan et al. It has been found that its dimensions have been approved by experts in the Delphi round trip process and can be tested and monitored in the next research process at the experimental level. This model shows the relationship between event quality management and meeting the expectations of the stakeholder group based on physical factors, interactive and social dimensions, economic dimensions, and individual development dimensions affecting perception and expectation. To scrutinize each of the dimensions affecting the perception and expectation of stakeholders by analyzing the content of the literature, the researcher has enumerated the components that form each of the dimensions. The analysis of the results shows that in the stakeholder group of the local community, in the physical dimension, factors such as infrastructure, human residence quality facilities, and biodiversity, in the interactive and social dimension, factors such as participation, unity, bonds, and social interactions, in the economic dimension, Factors such as investment, employment, welfare, and prices, in the cultural dimension, factors such as cultural protection, cultural exchange, cultural promotion and in the dimension of personal development, factors such as social pride, satisfaction, positive perception on the formation of perception and expectations are effective.

Also in the group of tourist stakeholders as one of the most important groups of tourism stakeholders, in the physical dimension, factors such as accessibility, quality of performing, environmental quality, appropriate facilities, and shopping opportunities, in the interactive and social dimension, factors such as participation, socialization, communication, and interactions, in the economic dimension, price factor, in the cultural dimension, factors such as diversity, uniqueness, culture, and tradition of the event, in the personal

development dimension, factors such as peace, pleasure, value, hope, awareness and perception, exploration, entertainment, joy and excitement, and new activities can affect the formation of perceptions and expectations. Finally, in the stakeholder group of event organizers in the physical dimension, infrastructure development, facility development, event quality, event specificity, and event diversity, in the social interaction dimension, factors such as social equality, community participation, brand messages, audience response, and political and economic acceptance, in the economical dimension, factors such as investment, economic development and acceptance, benefits to the host community, sustainable development, destination image, and tourism return, will affect perception and expectation of stakeholders and thus return on how perceptions and expectations and thus the success of the event. The management of each component can be hoped for the event to be optimally held and successful.

Generally, it can be said that the proposed model has the following traits:

- In this model, for the first time, a set of event stakeholders is seen and a management model is not presented based on the attention to a specific group of audiences and event stakeholders.

- In the presented model, based on content analysis, all the factors affecting the perception and experience of stakeholders have been considered and the one-dimensional view of other studies has been modified.

- In the proposed model, the perception of the three levels of organizers as a group that based on management experiences is able to identify and assimilate the components affecting the event, tourists as the main consumer of the event, and the local community as the main target development of tourism destinations are separated.

- In this model, after identifying the effective factors and components with the opinion of experts and based on the Delphi method, the validity of the indicators has been obtained to make the content analysis more powerful and strengthen the components affecting more complete perception and reliance on the proposed model.

- In the model presented in this research, in the form of a transition from the concept to experience, the input path, process and output were traversed and consolidated, and finally, the desired model was presented.
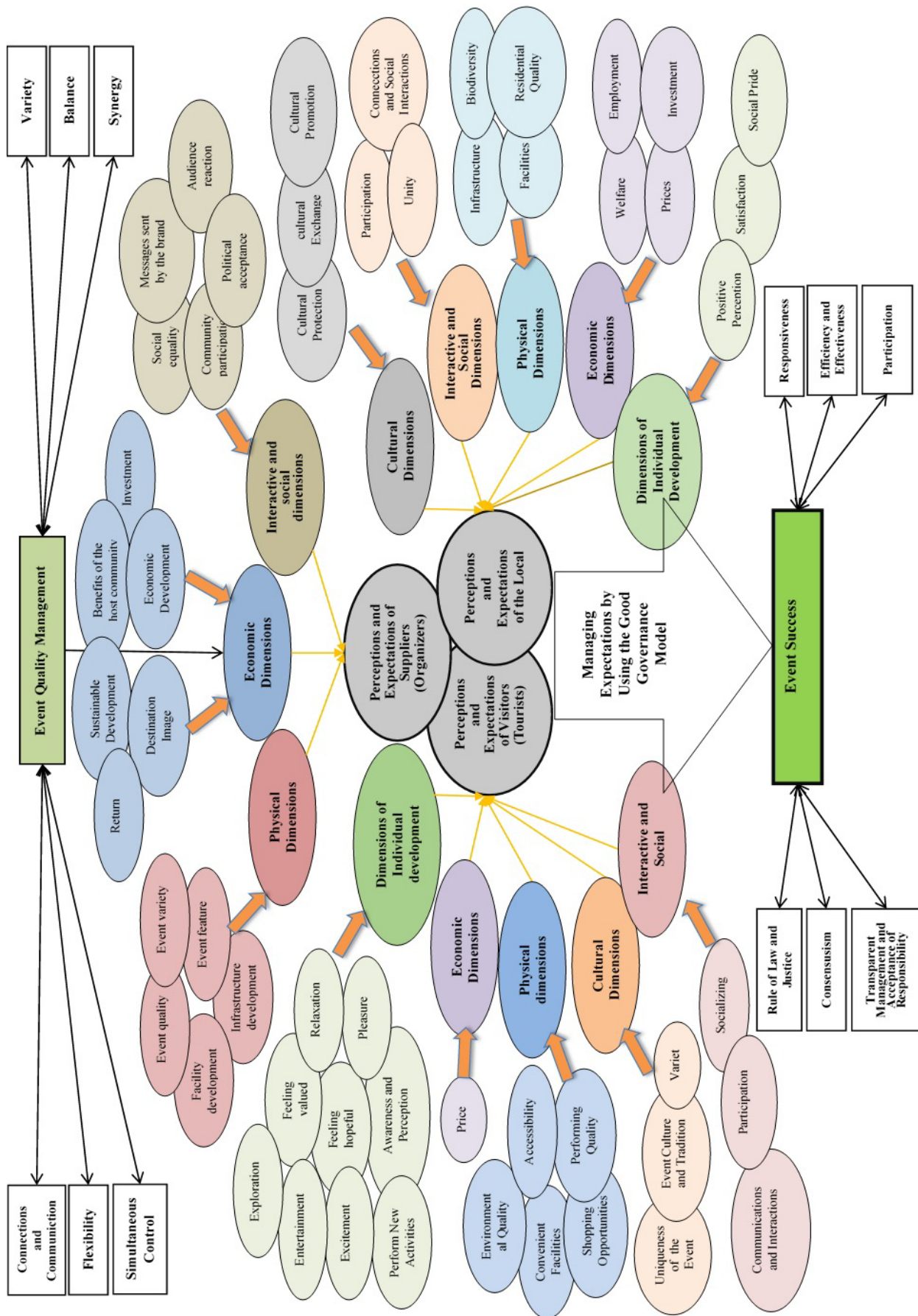
Fig. 3. Stakeholder management model in events. Source: Authors Adapted from Khooshebast, 2021.

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