

Original Research Article

Explaining the Dimensions and Characteristics of Tourism Governance with an Emphasis on the Management of Cultural Events Based on a Systematic Approach*

Sahar Sheikhooni¹, Manouchehr Jahanian^{2**}, Seyed Saeed Hashemi³

1. *Ph.D. Candidate in Tourism Management, Faculty of Tourism, University of Science and Culture, Tehran, Iran.*

2. *Assistant Professor, Faculty of Tourism, University of Science and Culture, Tehran, Iran.*

3. *Associate Professor, Faculty of Tourism, University of Science and Culture, Tehran, Iran.*

Received: 04/04/2024

Accepted: 23/03/2025

Available online: 21/04/2025

Abstract | Given the importance of cultural events in attracting tourists, efficient management of these events is not only vital for the success of cultural tourism but also essential for preserving and promoting local cultures. Implementing a successful governance model can lead to increased local community participation in cultural and tourism events. This not only helps foster a sense of ownership and responsibility among community members but can also improve service quality and enhance visitor satisfaction. This paper, utilizing the systematic review method, aims to elucidate the dimensions and characteristics of tourism governance with a focus on cultural event management. It also presents a structured framework of factors influencing tourism governance, particularly concerning the management of cultural events. A systematic review approach was employed, selecting 487 articles and relevant studies from 2007 to 2024 indexed in the Web of Science database. Using this method, 51 final articles were chosen as the basis for the extraction of findings. This qualitative research, conducted within an interpretive paradigm, aims to explore the features of tourism governance with an emphasis on cultural event management, and it is applied in terms of its purpose. Data collection was conducted cross-sectionally. The findings of this study indicate that in the field of tourism governance, factors such as “educational factors” (including human resource training and community awareness) and “infrastructural factors” (encompassing physical development, accessibility, and tourism technologies) have been extensively covered in the research. However, the areas of “cultural factors” and “situational and competitive factors” have received less attention, and their complex dimensions have often been overlooked. In the realm of cultural factors, few studies have addressed the roles of elements such as “cultural identity preservation in events,” “local community interaction with tourists,” and “the influence of culture on event design. Regarding situational and competitive factors, there is a noticeable research gap in areas like “utilizing geographical-historical advantages,” “strategies for competitiveness in attracting events,” and “the impact of location on the success of cultural events. Given the crucial role of efficient governance in the sustainable development of tourism, it is suggested that future research should focus on these two areas, exploring topics such as “community participation models in cultural events,” “the relationship between location and tourist attraction,” and “strategies for integrating local culture with event management.” The findings of this study, by offering a systematic framework, provide a foundation for the design of new policies aimed at strengthening institutional coordination, improving integrated event management, and enhancing the competitiveness of tourism destinations.

Keywords | *Governance, Tourism Governance, Cultural Event Management, Systematic Review.*

*This article is extracted from Ph.D. Thesis of “Sahar Sheikhooni” entitled “Explaining the Dimensions and Characteristics of Tourism Governance with an Emphasis on the Management of Cultural Events Based on a

Systematic Approach” that being conducted under the supervision of Dr. Manoucher Jahanian” and the consultation of Dr. “Saeed Hashemi” at the Faculty of Tourism, University of Science and Culture, Tehran, Iran.

**Corresponding Author: jahanian@usc.ac.ir, 9124956201.

Introduction Governance is a new model aimed at human sustainable development through interactive mechanisms that foster integration, coordination, and strategic alignment across the public, private, and civil society sectors. This approach allows countries to harness their full potential for comprehensive development. A strong and desirable civil society, combined with a modern, robust, and development-oriented government, can facilitate the creation of governance with minimal time and cost (Ghaderi et al., 2022). Governance refers to the decision-making process (Qaderi et al., 2024). The concept of governance is broader than that of government and signifies the outcome of collaboration and interaction between the actions and behaviors of various societal actors (Saninovic & Williams, 2021). The United Nations Economic and Social Commission defines governance as a decision-making process or a process where decisions are implemented, or not implemented. According to San (2014), governance can be defined as the way power is exercised in managing a country's economic and social resources for development. One of the key features of governance is its multilateral nature (Nuh et al., 2024).

Within the governance paradigm, weak countries have reached their current state due to poor governance, while developed countries have achieved their outcomes due to effective governance. Governance is a relatively new concept that has garnered academic attention since the 1990s in various fields such as economics, social sciences, tourism, construction, information technology, and others and has expanded and developed under the support of the United Nations. Governance in the tourism sector can serve as both a tool and a managerial strategy within the tourism industry. Similar to other managerial approaches in the Ministry of Cultural Heritage and Tourism, the primary authority in tourism governance, it can be used to implement the programs of the Vision Document and serve as the foundation for developing strategies for the tourism industry (Aminian et al., 2018).

Tourism, as a key factor in the economic and social development of communities, has attracted considerable attention in recent decades. Its role in strengthening the economy, creating employment, and fostering cultural exchange between countries is undeniable. However, managing this industry,

especially in societies with high cultural and historical diversity, presents unique challenges. One of the most significant challenges is the management of cultural events, which can serve as an attraction for tourists and offer a unique and rich local cultural experience (Chin & Thanh, 2022). Given the importance of cultural events in attracting tourists, effective management of these events is not only critical for the success of cultural tourism but also for the preservation and promotion of local cultures. The absence of a cohesive and efficient governance model in this regard can lead to inefficiency in resource utilization, decreased tourist satisfaction, and a significant decline in the attractiveness of tourist destinations. Furthermore, weak management of cultural events could result in the weakening or even distortion and destruction of local cultures (Valderrama & Polanco, 2024). Considering the sensitivities related to cultural tourism and the significant impact of tourism economics on society, it is necessary to adopt optimal management approaches for cultural events (Wang & Bramwell, 2012).

Moreover, there is a clear gap in comprehensive and integrated models that encompass all aspects of tourism governance and cultural event management. Most existing research has addressed certain dimensions of this field in isolation, but no complete and structured model that connects all these aspects has yet emerged. Additionally, given the rapid changes in the tourism industry and the emergence of new challenges, such as technological advancements, global crises, and shifts in tourist behavior, research must pay more attention to contemporary dynamics and challenges (Omri & Mobarouk, 2020). Many existing models have not sufficiently addressed these changes and thus prove ineffective when faced with new conditions. Furthermore, while sustainability has been recognized as one of the core principles of tourism, comprehensive development of sustainable solutions in the management of cultural events is still lacking (Abroomand Azar et al., 2023). Most studies have focused on short-term economic benefits, neglecting long-term strategies for preserving and enhancing local cultures. Therefore, research in this area could contribute to the development of models that support cultural and economic sustainability in the long term and comprehensively address the management of cultural events. Hence, further research is essential

to fill these gaps and develop comprehensive and sustainable governance models for tourism with an emphasis on cultural event management.

The development of a tourism governance model with an emphasis on cultural event management can serve as a fundamental solution to improve the current situation and enhance the quality of experiences for both tourists and local communities. This model must be designed in a way that, while preserving cultural authenticity, facilitates constructive interaction among various stakeholders, including event organizers, tourists, local communities, and policymakers. Moreover, it must address the various challenges encountered in the implementation of cultural events, such as financial, marketing, and infrastructural issues. Therefore, this study aims to propose a tourism governance model with an emphasis on cultural event management, seeking to identify factors influencing the success or failure of these events through an in-depth analysis of the different dimensions of this field.

In the absence of an appropriate governance model, cultural events may face challenges such as lack of coordination among relevant institutions, financial difficulties, program instability, and insufficient impact. The provision of a comprehensive and effective governance model can help mitigate these problems and ensure that these events are held regularly and at a high level of quality. Additionally, this model can contribute to transparency and accountability in the management of cultural events, preventing mismanagement and resource wastage. From a scientific perspective, presenting a tourism governance model with a focus on cultural event management can contribute to the development of knowledge and theory in the fields of tourism and cultural management (Nabaviyan Hamzeh Kalaei, et al., 2022). By combining the concepts of governance, event management, and cultural tourism, this research can lead to the creation of new theoretical frameworks and the development of practical approaches in this field. Moreover, the findings of this research can serve as a model for other regions with similar conditions, contributing to the development and improvement of cultural tourism management at both the national and international levels.

On a practical level, the successful implementation of a governance model can lead to increased local community participation in cultural and tourism events. This not only fosters a sense of ownership

and responsibility within the community but also enhances service quality and increases visitor satisfaction. As a result, the local community will act not only as an observer but also as an active participant in the processes of tourism and culture.

Research Background

• Tourism Governance

Tourism governance refers to a set of structures, processes, policies, and laws through which tourism activities are managed and monitored. It encompasses all activities and institutions directly or indirectly related to the tourism industry, including governments, public institutions, the private sector, local communities, and even tourists. The main objective of tourism governance is to create and maintain a sustainable and coherent framework for managing the development, growth, and sustainability of the tourism industry (Novianti et al., 2022).

One of the key characteristics of tourism governance is its networked nature. Unlike traditional governance models, which are typically hierarchical, tourism governance operates more as a network among different sectors of society. This network includes interactions among governments, international organizations, tourism-related businesses, and civil institutions (Anabestani et al., 2024). All these factors must collaborate to achieve common goals in tourism governance.

Tourism governance operates based on principles of transparency, accountability, participation, equity, and sustainability. Transparency means providing clear and accessible information to all stakeholders to ensure proper decision-making processes. Accountability refers to ensuring that all parties involved in tourism governance are responsible for their actions and decisions. Participation involves the active and effective involvement of all stakeholders in the decision-making and implementation processes. On the other hand, tourism governance strives to ensure the sustainable development of tourism by addressing cultural, social, economic, and environmental dimensions (Saeed, 2023). In other words, governance must be able to sustainably utilize natural and cultural resources while minimizing potential negative impacts. Social equity is another governing principle, that ensures that all individuals and groups benefit from the economic and social advantages of tourism (Park et al., 2022).

Tourism governance also includes strategic planning and policy-making for managing tourism destinations and engaging with tourists. These plans should attract more tourists while preserving natural and cultural resources and creating constructive interactions between tourists and host communities. In this context, the use of modern technologies and the creation of digital platforms for better management of tourism information and interactions are of great importance. In summary, tourism governance aims to create a balance between economic development and social and environmental sustainability. In a successful governance model, tourism is used as a tool for community development and cultural identity enhancement while maintaining the long-term benefits of the industry (Downs et al., 2022).

• Cultural events

Cultural events refer to a set of activities, festivals, ceremonies, exhibitions, and gatherings organized with the aim of celebrating and preserving various cultural aspects of a society or a specific group. These events generally help in strengthening cultural identity, promoting art, spreading shared values, and fostering social interactions at the community level. Culture, as one of the essential elements in defining the identity of a nation, holds special importance in many countries and societies (Khooshebasat et al., 2021).

Cultural events are held in various formats, each of which impacts different aspects of the social and cultural life of the people. The concept of cultural events encompasses two main aspects: preserving and transferring culture and creating social and cultural bonds between individuals and groups. Through cultural events, values, traditions, arts, literature, and other cultural elements are passed from one generation to the next. These events familiarize people with the rich and diverse culture of their community and encourage them to play an active role in its preservation and vitality (Richards et al., 2020).

One key feature of cultural events is their strengthening role in social communications. These events can provide opportunities for social interactions and idea exchanges among different groups, contributing to unity and social cohesion. Generally, these events act as a tool for reinforcing collective identity and reducing social gaps (Qaderi et al., 2021).

Cultural events are organized in various forms. Some may be based on traditional or religious

festivals of a community, such as the Nowruz festival in Iran, Christmas in Christian countries, or the Diwali festival in India. These types of events are among the most important cultural manifestations of society and contribute to strengthening national and cultural identity. In contrast, cultural and art exhibitions are another common form of cultural events. These exhibitions usually feature artworks, handicrafts, books, music, and other cultural representations. Cultural exhibitions provide people with the opportunity to become acquainted with the diversity and richness of different cultures and engage in the exchange of ideas and experiences (Quinn, 2020). These events, especially in communities with high cultural diversity, play an essential role in promoting art and culture.

Cultural festivals are also among the popular types of cultural events, held annually or periodically. These festivals may focus on specific topics such as cinema, music, literature, or theater. Film festivals, such as the Cannes Film Festival or the Fajr Film Festival, are examples of large-scale cultural events that promote the art of cinema and encourage filmmakers and artists from around the world. Such events not only provide artists the opportunity to showcase their works but also allow audiences to engage with and enjoy various cultural works (Rashidi et al., 2023).

Furthermore, cultural events can play a significant role in preserving and revitalizing traditions and cultural heritage. Many communities, by holding specific rituals or heritage-related festivals, work to revive ancient traditions and cultures, saving them from the threat of being forgotten. In this regard, cultural and governmental organizations also organize events such as cultural weeks, heritage-related exhibitions, and educational activities to preserve these traditions and pass them on to future generations. One of the primary goals of cultural events is to increase public awareness and promote cultural diversity (Shir-Mohammadi et al., 2020). Gustafsson et al. (2023) in their study examined the participation of both public and private sectors as part of a circular governance model and sustainable cultural tourism strategies. One of the key contributions of this study was the creation of a corporate committee that values community participation in the circular governance model and presents a people-centered sustainable cultural tourism strategy.

Safari et al. (2024) in their research focused on the feasibility of developing cultural tourism in

the traditional fabric of the city of Amol, with an emphasis on historical buildings. Their findings indicated a significant relationship between the capacity of historical-cultural buildings in the old town, management performance, urban infrastructure, and the development of cultural tourism in Amol.

Anwar Sharif (2021) in their article explored the reality of governance in the Anbar province areas and assessed the effectiveness of governance approaches such as transparency, accountability, participation, equity, strategic vision, and decentralization. The study revealed that the most significant barrier to good governance was the lack of attention to gender components and the non-participation of women in decision-making processes.

Ba'aghideh Roudi et al. (2023) conducted a study to evaluate the obstacles to developing cultural tourism from the perspective of tourists. The results highlighted that weak infrastructure and the shortage of specialized human resources were the main obstacles. Managerial, cultural, and environmental factors followed in terms of importance.

Abroumand et al. (2023) in their study investigated the role of cultural tourism in reviving the social and cultural values of the historical Bazaar of Tabriz. The results showed that among the social factors, the structural factor had the greatest impact, with a path coefficient of 0.467. In terms of cultural factors, religion had the most significant path coefficient of 0.455.

Tejhdadi et al (2021) in their article presented the governance and sustainable performance of companies in Indonesia. Their study concluded that educating and training decision-making members had a negative impact on economic and environmental sustainability performance, with no effect on social sustainability performance.

In recent decades, tourism has become one of the largest and fastest-growing global industries, attracting significant attention from researchers, policymakers, and industry professionals due to its broad impact on the economy, culture, and environment. However, tourism in various regions requires proper governance and the management of cultural events to be an effective tool for sustainable development and the enhancement of cultural and social identity. In this context, developing a tourism governance model with an emphasis on managing cultural events, particularly in areas with

cultural and historical diversity, holds considerable importance.

Given the different methods of examining and measuring the characteristics and dimensions of tourism governance, specific elements of tourism governance need to be highlighted. Most importantly, selecting the components for creating governance indices remains a critical task. Although many issues exist, the comparison clearly shows that tourism governance with an emphasis on managing cultural events urgently requires improvement.

Research Methodology

A systematic review is a type of qualitative study that examines data and findings extracted from other related qualitative studies on the subject, providing a systematic perspective for researchers to uncover new topics (Sorensen & Torfing, 2017). In other words, the systematic review approach is an exploratory research method aimed at creating and extracting a common reference framework for the results of past studies by compiling separate qualitative research through the process of translation and integration at an abstract level. A systematic review is a process of searching, evaluating, integrating, and interpreting qualitative research in a specific field (Sohrabi et al., 2018).

Content analysis can be conducted using either a deductive or inductive approach, with the choice of approach depending on the research objective. Thus, an inductive approach is used when there is insufficient prior knowledge about the phenomenon or when the existing knowledge is fragmented and incoherent. In contrast, a deductive approach is used when the structure of the analysis is based on prior knowledge, or when the goal of the study is to test a theory. In this study According to Table 1, content analysis with a deductive approach was applied (Taslimi & Alipour, 2019).

Some of the most well-known models for implementing the systematic review method include Noblet and Hare's three-stage model (1988), Walsh & Downe's six-stage model (2006), and Sandelowski and Barroso's seven-stage model (2006). In this research, the Sandelowski and Barroso model (Fig. 1) has been used, which is most commonly used in systematic review studies.

The validation of qualitative studies in a systematic review can be done through two approaches. The first approach involves using expert opinions to confirm the research findings, and the second involves providing a comprehensive result from

reviewing the theoretical foundations and previous studies, which is validated through the use of new case studies (Mohseni Kiasari et al., 2017). In this study, the first approach was used to validate the research findings. To assess the reliability of the research, in addition to the primary coding performed by the researcher, another researcher coded the same text independently, without knowledge of the first researcher’s codes. If the codes from both researchers are close to each other, this indicates a high agreement between the two coders, which reflects the reliability of the study (Hajipour et al., 2016). To measure the level of agreement between two reviewers or raters, the Kappa test is used. The Kappa statistic, also

known as Cohen’s Kappa, measures the agreement between two evaluators who have categorized different items into mutually exclusive categories (Mohseni Kiasari et al., 2017). The Kappa value ranges from 0 to 1. The closer the value is to 1, the higher the agreement between the reviewers; however, when the Kappa value approaches 0, it indicates less agreement between the two reviewers. In this section, the steps of implementing the systematic review method in this research are explained in more detail.

• **Step one: Formulating the research question**

For formulating the research question, parameters such as “What,” “Who or the study population,” and time constraints, according to Table 2, were used.

Table 1. Theoretical Gaps. Source: Gretzel et al., 2006.

Research Gap	Explanation of the Research Gap	Response to the Research Gap
Theoretical Gaps	Understanding abstract and conceptual components and their relationships based on diverse contexts.	Enriching theoretical literature due to the exploratory nature of identifying abstract components and concepts.
Methodological Gaps in Research	Previous studies are based on case study research strategies.	Developing theory and validating empirical evidence focusing on identifying antecedents and consequences.
Contextual Gaps in Research	Limited research in developing countries and the Third World based on the cultural, economic, and political conditions prevailing in these societies.	Conducting research in a developing country (Iran) and enabling a comparative study.
Applied Research Gaps	Lack of applicability of previous research through identifying models to address practical needs.	Applying research by testing the model in Iran and creating a repository of applied knowledge.
Gaps in Conceptual and Theoretical Models	Absence of standard models and frameworks.	Designing a conceptual model.

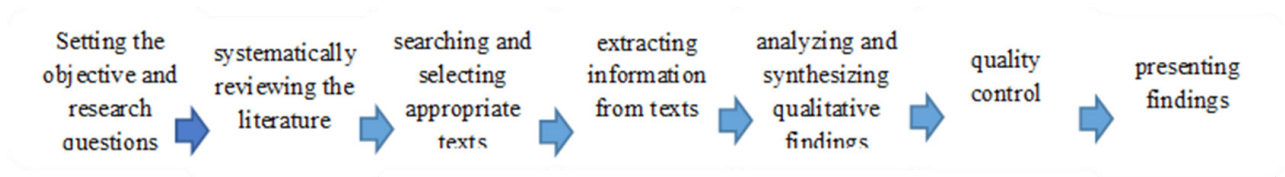


Fig. 1. Sequential steps of the systematic review method. Source: Sandelowski and Barroso, 2006.

Table 2. Formulating the Research Question. Source: Sandelowski and Barroso, 2006.

Question Parameters	Question Response
What	Development of tourism governance with an emphasis on cultural event management
Study Population	Existing research and scientific fields in the database (such as governance, tourism governance, cultural events, etc.); journals, book chapters
Time Constraints	English-language articles from 2007 to 2024

• **Step 2: Systematic review of the literature**

In this phase, a systematic search of published articles and books was conducted, leading to a list of relevant keywords. In this study, a combination of keywords such as governance, tourism governance, and cultural events was used in the Web of Science citation database to extract related articles from 2007 to 2024.

• **Step 3: Search and selection of relevant articles**

As previously mentioned, different combinations of the three main terms—governance, tourism governance, and cultural events—were searched in titles, abstracts, and keywords in the Web of Science database to select documents that were specifically related to governance, tourism governance, and cultural events from the resources provided by this database. Initially, 487 articles from the beginning of the database’s history up until the time of this study were retrieved. The first step was to remove articles that were generally unrelated to the research objectives. It is worth noting that at the end of this stage, 182 articles remained. Given the focus of the systematic review method on first-hand sources and those specifically addressing the subject of interest, a more detailed review of the article abstracts was conducted to exclude articles that were not aligned with the goals and research questions of this study. In this phase, articles that were not in English or lacked available abstracts were also excluded. Additionally, articles with low citation counts were

removed from the collection. After this phase, 88 articles remained for further review. This process was time-consuming but allowed the researcher to confidently discuss topics discovered during the review of articles and key resources in the field, as well as uncover some overlooked topics through the systematic review. Subsequently, 51 articles that did not address specific characteristics of e-government, despite passing the earlier stages, were also excluded due to their lack of relevance to the research question. Finally, 27 articles were selected for analysis. An overview of the entire process is shown in Fig. 2.

• **Step 4: Extraction of Results**

In the next phase of the systematic method, the selected articles were studied to extract relevant and key content. Based on the research question focused on “Dimensions and characteristics of tourism governance with an emphasis on cultural event management,” these characteristics were extracted from the article texts. It is worth noting that, after reviewing the full text of the articles, a small number were removed as their content was not related to the research topic. Ultimately, the characteristics obtained from 45 articles are summarized in Table 4.

• **Step 5: Analysis and Synthesis of Qualitative Findings**

In the systematic review method, themes or patterns are sought within the studies identified

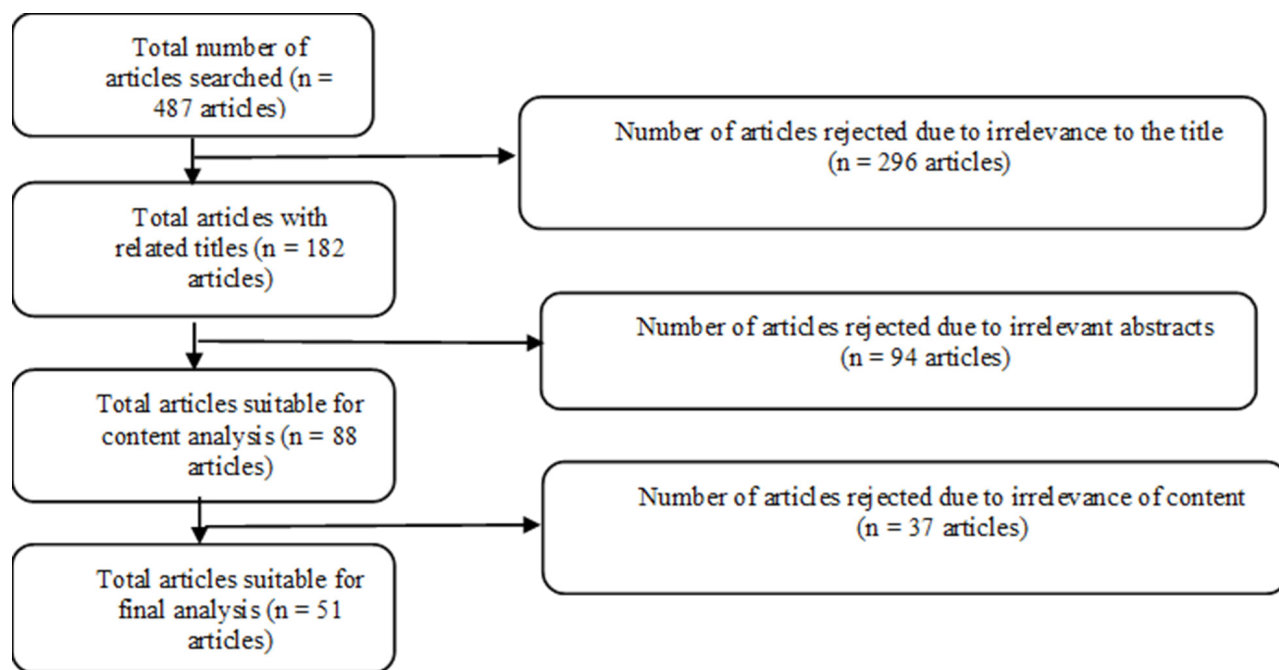


Fig. 2. Summary of the Systematic Method Used. Source: liberati et al., 2009.

Table 4. Characteristics Extracted from Final Articles. Source: Liberati et., al 2009.

Researcher	Article Title	Features (Codes)
Zhang et al. (2024)	Resilience and recovery: A systematic review of tourism governance strategies in disaster-affected regions	Festivals and Events
Becken & Loehr (2024)	Tourism governance and enabling drivers for intensifying climate action	Historical Attractions
Thi et al. (2024)	Sustainable tourism governance: A study of the impact of culture	Increase in Educational Centers
Sentanu et al., (2023)	Challenges and successes in collaborative tourism governance: A systematic literature review	Pilgrimage and Religious Activities
Farsari (2023)	Exploring the nexus between sustainable tourism governance, resilience and complexity research	Historical and Civilizational Heritage
Sharpley (2022)	Sustainable tourism governance: local or global?	Proximity to Neighboring Attractions
Downs et al. (2022)	Sunscreen pollution and tourism governance: Science and innovation are necessary for biodiversity conservation and sustainable tourism	Weather Conditions
Novianti et al. (2022)	Tourism Governance: Village-Based Tourism Criteria in Indonesia	Facilities and Services
Kim & Lee (2022)	A tourist's gaze on local tourism governance: The relationship among local tourism governance and brand equity	Natural Tourism Attractions
Bichler (2021)	Designing tourism governance: The role of local residents	Proximity to Tourism Accommodation Centers, Proximity to Commercial Centers
Dangi et al. (2021)	Augmenting the role of tourism governance in addressing destination justice	Preservation of Traditional Rituals
Angelica et al. (2021)	Examining the concept of governance in tourism research	Ethnic Ceremonies and Festivals
Siakwah et al. (2020)	Tourism governance and attainment of the sustainable development goals in Africa	Tourism Agencies and Tours
Vargas Sanchez (2020)	Covid-19 crisis: A new model of tourism governance for a new time	Historical and Civilizational Heritage
Roxas et al. (2020)	Mapping stakeholders' roles in governing sustainable tourism destinations	Regional Competition
Dos Anjos & Kennell (2019)	tourism, governance and sustainable development	Mid-term Education
Rienschke et al. (2019)	Private over public interests in regional tourism governance: A case study in Costalegre, Mexico	Scientific Seminars
Halkier et al. (2019)	Destination development in Western Siberia: tourism governance and evolutionary economic geography	Popular Culture
Jamal & Camargo (2018)	?Tourism governance and policy: Whither justice	Local Community Education
Pulido-Fernandez et al. (2018)	Proposal for an indicators system of tourism governance at tourism destination level	Literature
Islam et al. (2018)	Tourism governance in protected areas: investigating the application of the adaptive co-management approach	Tourist and Guide Education
Stoffelen et al. (2017)	Obstacles to achieving cross-border tourism governance: A multi-scalar approach focusing on the German-Czech borderlands	Officials and Workers' Education
Ramzy (2017)	Managing Egyptian tourism through tourism governance	Art and Music
Van der Zee et al. (2017)	Complexity in the governance of tourism networks: Balancing between external pressure and internal expectations	Strategic Location

Researcher	Article Title	Features (Codes)
Luthe & Wyss (2016)	Resilience to climate change in a cross-scale tourism governance context: a combined quantitative-qualitative network analysis	Tourism Research and Studies
Viken et al. (2016)	Responsible tourism governance. A case study of Svalbard and Nunavut	Poetry and Language
Adu-Ampong (2016)	Governing tourism-led local economic development planning: An interactive tourism governance perspective on the Elmina 2015 Strategy in Ghana (Doctoral dissertation)	Research Project Delegation
Wray (2015)	Drivers of change in regional tourism governance: A case analysis of the influence of the New South Wales Government, Australia	Urban and Intercity Network Organization
Panyik (2015)	Rural tourism governance: Determinants of policy-makers' support for tourism development	Facilities and Services
Schroeder (2015)	cultural values and sustainable tourism governance in Bhutan	Geopolitical Location
Al-Najjar (2014)	Corporate governance, tourism growth and firm performance: Evidence from publicly listed tourism firms in five Middle Eastern countries	Staff Education
Valente et al. (2014)	What type of organisation is best to lead regional tourism? Beyond the dogma of the market model of regional tourism governance	Recreational and Cultural Facilities
Pfarr (2014)	Tourism governance and the influence of stakeholder networks—A case study from Western Austral	Cultural Heritage
Flores (2014)	A Tourism Governance Proposal in Mexico	Effective Education
Sharpley & Ussi (2014)	Tourism and governance in small island developing states (SIDS): The case of Zanzibar	Regional Competition
Daryaei et al. (2012)	The effect of good governance on tourism industry development	Art and Music
Vanneste & Ryckaert (2013)	Governance in the tourism practice	Hotel and Accommodation Construction for Travelers
Hultman & Ryckaert (2012)	Tourism place-making: Governance of locality in Sweden	Scientific Seminars
(2012) بادمنو و همکاران	mediating empowerment: The role of technology in sustainable tourism governance	Popular Culture
Wang & Bramwell (2012)	Heritage protection and tourism development priorities in Hangzhou, China: A political economy and governance perspective	Local Community Education
Bramwell & Lane (2011)	Critical research on the governance of tourism and sustainability Introduction	Tourist and Guide Education
Erkus (2011)	Modes of tourism governance: a comparison of Amsterdam and Antalya	Urban and Intercity Network Organization
Baggio et al. (2011)	Design of Tourism Governance Networks	Scientific Seminars
Beaumont & Dredge (2010)	Local tourism governance: A comparison of three network approaches	Road and Communication Infrastructure Development
Lapeyre (2009)	Rural communities, the state and the market: a new-institutional analysis of tourism governance and impacts in namibian communal lands (Doctoral dissertation)	Scientific Seminars

Researcher	Article Title	Features (Codes)
Dinica (2009)	Governance for sustainable tourism: a comparison of international and Dutch visions	Poetry and Language
Eagles (2009)	Governance of recreation and tourism partnerships in parks and protected areas	Art and Music
Sharpley (2009)	Dark tourism and political ideology: Towards a governance model	Ethnic Ceremonies and Festivals
Dredge & Pforr (2008)	Policy networks and tourism governance	Recreational and Cultural Facilities
Sheldon & Park (2008)	Sustainable wellness tourism: Governance and entrepreneurship issues	Staff Education
Dinica (2008)	Challenges for sustainable tourism governance in the Netherlands	Strategic Location
Newmeyer (2008)	Under the Wing of Mr. Cook: Transformations in Tourism Governance	Historical and Civilizational Heritage
Beritelli et al. (2007)	Destination governance: Using corporate governance theories as a foundation for effective destination management	Art and Music
Mordue (2007)	Tourism, urban governance and public space. Leisure studies	Scientific Seminars

in the review process. To achieve this, themes or topics are first identified and specified. Once the topics are clear, a thematic classification is created, grouping similar topics under the most appropriate heading, which is referred to as a “category.”

After obtaining the results, interviews were conducted with two academic experts to validate the findings. The criteria for selecting the experts were based on their availability, the publication of credible articles in the research field for university professors, and for managers, and a minimum of three years of managerial experience.

Furthermore, as explained in the research methodology section, the reliability of the study was assessed using the Kappa coefficient. In this study, the Kappa index was found to be 0.7, indicating a high level of agreement between the two reviewers and acceptable reliability. The extracted framework is presented in [Table 4](#).

Findings

The findings of this study indicate that the expansion of the scope of tourism studies and its impacts dates back to the 1960s, with an emphasis on economic growth as a national development indicator. This was measured based on gross domestic product (GDP), employment rate, and multiplier coefficients.

This research shows that tourism development is a multidimensional process, and various factors play a role in this process, including infrastructural, educational, cultural, situational,

competitive, and natural factors. Infrastructural factors are considered one of the main pillars of tourism governance. The construction of roads and communication networks, the establishment of hotels and accommodations, the creation of recreational and cultural facilities, and the organization of communication networks can play a significant role in attracting tourists and enhancing their experience. These infrastructures not only facilitate access for tourists but also strengthen the local economy. Poor infrastructure can be a serious barrier to tourism development, especially in underdeveloped areas, which require more attention. In this context, the creation of hospitality and catering facilities near commercial and recreational centers can contribute to balanced tourism development.

Educational factors are also critical for tourism governance. Training staff, local residents, tourists, and their guides, as well as expanding educational centers and conducting tourism research, are among the factors that can significantly impact the quality of tourism services. Effective training ensures a more skilled workforce in the tourism industry, improving service quality. Local community training is particularly important, as locals can play an active role in tourism development. Furthermore, expanding research and assigning research projects to universities and scientific centers can help identify opportunities and address existing challenges in the field.

Cultural factors represent some of the most

Table 5. Classification of Extracted Characteristics from the Articles. Source: Wang et al., 2022.

Main Category (Themes)	Subcategory (Themes)
Infrastructure Factors	Facilities and services, Construction of roads and transportation networks, Construction of hotels and accommodations for travelers
	Proximity to tourist accommodation centers and commercial centers
	Recreational and cultural facilities
	Hospitality and catering facilities
Educational Factors	Travel agencies and tours
	Organization of urban and intercity communication networks
	Staff training
	Training of local residents
	Training tourists and their guides
	Effective training
	Mid-term training
Increase in educational centers	
Cultural Factors	Training of officials and workers
	Conducting tourism research and studies
	Assignment of research projects
	Art and music
	Pilgrimage and religious activities
	Literature
	Poetry and language
	Festivals and fairs
	Scientific seminars
	Ethnic ceremonies and festivals
Situational and Competitive Factors	Historical attractions
	Popular culture
	Preservation of traditional rites
	Proximity to neighboring attractions
Natural Factors	Regional competition
	Historical and civilizational heritage
	Geopolitical situation
	Cultural background
Natural Factors	Strategic specific location
	Climatic conditions
	Natural tourism attractions

appealing aspects of tourism. Themes such as art and music, literature, festivals, ethnic ceremonies, and the preservation of traditional rituals show the potential of culture to attract tourists. Cultural tourism can help preserve and revitalize cultural identity while stimulating the local economy through festivals and fairs. However, it is important to note that using culture as a revenue source should not lead to excessive commercialization

or the destruction of cultural values. Striking a balance between utilizing culture and preserving it is a significant challenge in this field.

Situational and competitive factors also have a profound impact on tourism governance. Factors such as proximity to neighboring attractions, regional competition, cultural background, and geopolitical position can make an area an attractive destination for tourists. Geopolitical positioning, such as being along busy transit routes or near borders, can be a significant competitive advantage. Additionally, the historical and civilizational heritage of areas, especially for cultural and historical tourism, is highly attractive. At the same time, regional competition can enhance the quality of services and facilities, but collaboration and synergy among different regions are also necessary. Finally, natural factors, as one of the key foundations of tourism, include natural attractions, strategic location, and climatic conditions. Natural attractions such as mountains, seas, forests, and deserts have great potential for nature-based tourism development. Suitable climatic conditions are also a key factor in attracting international tourists. However, the preservation of natural resources and prevention of environmental degradation are major challenges for the development of nature-based tourism. Sustainable and responsible use of these resources can ensure the future of tourism in this area.

Conclusion

This research holds both empirical and theoretical significance. The review of current studies enhances the ability to develop the theoretical framework, which forms the basis for this study. Additionally, this study follows the theory of socio-cultural systems and hypothesizes that insufficient studies have been conducted on the dimensions and features of tourism governance, with a focus on managing cultural events.

Governance and tourism governance are two related but distinct concepts, each playing a key role in managing and regulating processes at various levels. While both operate within the realms of policy-making, planning, and resource management, there are fundamental differences between them, arising from their objectives, actors, and areas of implementation. Governance generally refers to a set of structures, processes, and procedures used to manage, monitor, and guide resources in a social, economic, or political system. In governance,

governments and governing bodies are responsible for creating policies, implementing them, and overseeing the functioning of various sectors of society. These systems are designed to maintain order, justice, and accountability in society and are based on principles such as transparency, accountability, stakeholder participation, and sustainability. Governance exists at various levels, from local to national and international, and its primary goal is to create a stable, just, and predictable environment for individuals and groups.

On the other hand, tourism governance specifically focuses on the tourism industry and managing activities related to it. While public governance oversees all social, economic, and political fields, tourism governance is specifically concerned with managing tourism resources, interacting with tourists, and ensuring the sustainability

of tourism destinations. Tourism governance also involves strategic planning and policy-making for managing tourism destinations and engaging with tourists. These plans must be designed to not only attract more tourists but also preserve natural and cultural resources while fostering constructive interactions between tourists and host communities.

In this context, the use of modern technologies and the creation of digital platforms for better management of tourism information and interactions is of high importance. Overall, tourism governance aims to balance economic development with social and environmental sustainability. In a successful governance model, tourism serves as a tool for community development and the enhancement of cultural identity, while ensuring the long-term sustainability of the industry.

References list

- Abroumand Azar, P., Akbari namdar, S., & Valizadeh, N. (2023). The role of cultural tourism in reviving socio-cultural values of Tabriz historical market. *Urban Tourism*, 9(4), 121-135. <https://doi.org/10.22059/jut.2022.333807.977>
- Adu-Ampong, E. A. (2016). *Governing tourism-led local economic development planning: An interactive tourism governance perspective on the Elmina 2015 Strategy in Ghana* [Doctoral dissertation, University of Sheffield].
- Al-Najjar, B. (2014). Corporate governance, tourism growth and firm performance: Evidence from publicly listed tourism firms in five Middle Eastern countries. *Tourism Management*, 42(1), 342-351. <https://doi.org/10.1016/j.tourman.2013.09.008>
- Aminian, N., & Seyed Naghavi, M. A. (2018). Presenting Pattern of Good Governance of Tourism in Iran. *Tourism Management Studies*, 13(42), 27-102. <https://doi.org/10.22054/tms.2018.9018>
- Anabestani, A., & Barani Aliakbari, S. (2024). Spatial Analysis of Factors Affecting the Formation of Smart Rural Tourism (Case Study: Tourism-Oriented Villages in Eastern Kermanshah Province). *Spatial Planning*, 14(3), 87-114. <https://doi.org/10.22108/sppl.2024.141126.1782>
- Baaqede Roudi, N., Alizadeh, K., & Jafari, H. (2023). Evaluating the obstacles related to the development of cultural tourism from the tourists view points (Case Study: Khaf County). *Journal of Geography and Regional Development*, 11(41). <https://doi.org/10.22067/jgrd.2023.83781.1314>
- Baggio, R., Scott, N., & Cooper, C. (2011). Design of Tourism Governance Networks (E. Laws, H, Richins, J., Agrusa, & N. Scott Eds.). *Tourist Destination Governance. Practice, Towards a Theory and Issues* (159-171).
- Beaumont, N., & Dredge, D. (2010). Local tourism governance: A comparison of three network approaches. *Journal of sustainable tourism*, 18(1), 7-28. <https://doi.org/10.1080/09669580903215139>
- Becken, S., & Loehr, J. (2024). Tourism governance and enabling drivers for intensifying climate action. *Journal of Sustainable Tourism*, 32(9), 1743-1761. <https://doi.org/10.1080/09669582.2022.2032099>
- Beritelli, P., Bieger, T., & Laesser, C. (2007). Destination governance: Using corporate governance theories as a foundation for effective destination management. *Journal of Travel Research*, 46(1), 96-107. <https://doi.org/10.1177/0047287507302385>
- Bichler, B. F. (2021). Designing tourism governance: The role of local residents. *Journal of Destination Marketing & Management*, Vo19, 100389. <https://doi.org/10.1016/j.jdmm.2019.100389>
- Bramwell, B., & Lane, B. (2011). Critical research on the governance of tourism and sustainability. *Journal of Sustainable Tourism*, 19(4-5), 411-421. <https://doi.org/10.1080/09669582.2011.580586>
- Chin, H., & Thanh, N. T. (2022). The impact of good governance on community satisfaction in Vietnam. *Journal of Asian Public Policy*, 15(1), 78-95. <https://doi.org/10.3390/admsci12010035>
- Dangi, T. B., & Petrick, J. F. (2021). Augmenting the role of tourism governance in addressing destination justice, ethics, and equity for sustainable community-based tourism. *Tourism and Hospitality*, 2(1), 15-42. <https://doi.org/10.3390/tourhosp2010002>

- Daryaei, A. A., Aliashrafipour, M., Eisapour, K., & Afsharian, M. (2012). The effect of good governance on tourism industry development. *Advances in environmental biology*, 2046-2053. <https://shorturl.at/Iykg0>
- Dinica, V. (2008). Challenges for sustainable tourism governance in the Netherlands. *International Journal of Tourism Policy*, 1(4), 335-352. <https://shorturl.at/nFvAw>
- Dinica, V. (2009). Governance for sustainable tourism: a comparison of international and Dutch visions. *Journal of Sustainable Tourism*, 17(5), 583-603. <https://doi.org/10.1080/09669580902855836>
- Dos Anjos, F. A., & Kennell, J. (2019). Tourism, governance and sustainable development. *Sustainability*, 11(16), 4257. <https://doi.org/10.3390/su11164257>
- Downs, C. A., Cruz, O. T., & Remengesau Jr, T. E. (2022). Sunscreen pollution and tourism governance: Science and innovation are necessary for biodiversity conservation and sustainable tourism. *Aquatic Conservation: Marine and Freshwater Ecosystems*, 32(5), 896-906. <https://doi.org/10.1002/aqc.3791>
- Dredge, D., & Pforr, C. (2008). *Policy networks and tourism governance. Network Analysis and Tourism: From Theory to Practice*, 58-78. <https://doi.org/10.21832/9781845410896-008>
- Eagles, P. F. (2009). Governance of recreation and tourism partnerships in parks and protected areas. *Journal of Sustainable Tourism*, 17(2), 231-248. <https://doi.org/10.1080/09669580802495725>
- Erkuş-Öztürk, H. (2011). Modes of tourism governance: a comparison of Amsterdam and Antalya. *Anatolia*, 22(3), 307-325. <https://doi.org/10.1080/13032917.2011.614354>
- Farsari, I. (2023). Exploring the nexus between sustainable tourism governance, resilience and complexity research. *Tourism Recreation Research*, 48(3), 352-367. <https://doi.org/10.1080/02508281.2021.1922828>
- Flores, F. M. (2014). A tourism governance proposal in Mexico. E. Fayos-Sola, M. D. Alvarez, & C. Cooper (Eds.), *In Tourism as an instrument for development: A theoretical and practical study* (Vol. 5, pp. 195-209). Emerald Group Publishing Limited.
- Ghaderi, E., Keaei, B., Faghihi, A., & Mohmoudzadeh, S. M. (2024). Identifying and analyzing dimensions and components of tourism destination governance with an entrepreneurial approach using the importance-performance matrix. *Iranian Pattern of Progress*, 12(1), 165-193. <https://doi.org/10.1001.1.23295599.1403.12.1.7.5>
- Gretzel, U., Fesenmaier, D. R., Formica, S., & O'Leary, J. T. (2006). Searching for the future: Challenges faced by the tourism and hospitality industry. *Journal of Travel Research*, 45(2), 126-137. <https://doi.org/10.1177/0047287506291598>
- Gustafsson, C., & Amer, M. (2023). Forsvik, Sweden: Towards a people-public-private partnership as a circular governance and sustainable culture tourism strategy. *Sustainability*, 15(5), 4687. <https://doi.org/10.3390/su15054687>
- Hajipour, B., Motameni, A., & Tayebi Abolhasani, A. (2017). Meta-synthesis of success factors for commercialize of products with advanced technology. *Innovation Management Journal*, 5(4), 19-54. https://www.nowavari.ir/article_46945.html
- Halkier, H., Mueller, D. K., Goncharova, N. A., Kiriyanova, L., Kolupanova, I. A., Yumatov, K. V., & Yakimova, N. S. (2019). Destination development in Western Siberia: tourism governance and evolutionary economic geography. *Tourism geographies*, 21(2), 261-283. <https://doi.org/10.1080/14616688.2018.1490808>
- Hultman, J., & Hall, C. M. (2012). Tourism place-making: Governance of locality in Sweden. *Annals of Tourism Research*, 39(2), 547-570. <https://doi.org/10.1016/j.annals.2011.07.001>
- Islam, M. W., Ruhanen, L., & Ritchie, B. W. (2018). Tourism governance in protected areas: investigating the application of the adaptive co-management approach. *Journal of Sustainable Tourism*, 26(11), 1890-1908. <https://doi.org/10.1080/09669582.2018.1526291>
- Jamal, T., & Camargo, B. A. (2018). *Tourism governance and policy: Whither justice?. Tourism Management Perspectives*, Vo25, 205-208. <https://doi.org/10.1016/j.tmp.2017.11.009>
- Khooshebast, F., Jahaniyan, M., & Javadan, M. (2021). An analysis of the factors affecting the perception of event organizers regarding cultural tourism events. Case study: The commemoration of Ferdowsi. *Spatial Planning and Development Journal*, 25(1), 69-95. [10.1001.1.16059689.1400.25.1.3.8](https://doi.org/10.1001.1.16059689.1400.25.1.3.8)
- Kim, J. J., & Lee, C. J. (2022). A tourist's gaze on local tourism governance: The relationship among local tourism governance and brand equity, tourism attachment for sustainable tourism. *Sustainability*, 14(24), 16477. <https://doi.org/10.3390/su142416477>
- Khalili, M., Sohrabi, M. R., Mirzabeygi, V., & Torabi Ziaratgahi, N. (2018). Chemometric simultaneous determination of Sofosbuvir and Ledipasvir in pharmaceutical dosage form. *Spectrochimica Acta Part A: Molecular and Biomolecular Spectroscopy*, Vo 194, 141-151. <https://doi.org/10.1016/j.saa.2018.01.011>
- Lapeyre, R. (2009). *Rural communities, the state and*

the market: a new-institutionnal analysis of tourism governance and impacts in namibian communal lands [Doctoral dissertation, Versailles-St Quentin en Yvelines]

- Liberati, A., Altman, D. G., Tetzlaff, J., Mulrow, C., Götzsche, P. C., Ioannidis, J. P. A., Clarke, M., Devereaux, P. J., Kleijnen, J., & Moher, D. (2009). The PRISMA statement for reporting systematic reviews and meta-analyses of studies that evaluate healthcare interventions: Explanation and elaboration. *BMJ*, 339, b2700. <https://doi.org/10.1136/bmj.b2700>
- Luthe, T., & Wyss, R. (2016). Resilience to climate change in a cross-scale tourism governance context: a combined quantitative-qualitative network analysis. *Ecology and Society*, 21(1), 27. <https://doi.org/10.5751/ES-08234-210127>
- Moher, D., Liberati, A., Tetzlaff, J., Altman, D. G., & The PRISMA Group. (2009). «Preferred Reporting Items for Systematic Reviews and Meta-Analyses: The PRISMA Statement.» doi: <https://doi.org/10.1136/bmj.b2535>
- Mohseni Kiasari, M., Mohammadi, M., Jafarnejhad, A., & Mokhtarzadeh, N. (2018). Classification of Demand-based Innovation Policy Tools Using Meta-synthesis Approach. *Innovation Management Journal*, 6(2) 109-138. https://www.nowavari.ir/article_60175_en.html
- Mordue, T. (2007). Tourism, urban governance and public space. *Leisure studies*, 26(4), 447-462. <https://doi.org/10.1080/02614360601121413>
- Nabaviyan Hamzeh Kalaei, S. M. R., Bagherzadeh, M. R., Jafari Kolarijani, A., Tabari, M., & Bagherzadeh, M. S. (2022). Design and validation of an indigenous model of good governance based on religious teachings with a mixed approach. *Socio-Cultural Strategy*, 11(1), 81-113. <https://doi.org/10.22034/scs.2022.144326>
- Newmeyer, T. (2008). Under the Wing of Mr. Cook: Transformations in Tourism Governance. *Mobilities*, 3(2), 243-267. <https://doi.org/10.1080/17450100802095320>
- Novianti, N., & Ilona, D., Zaitul, Z. (2022). Tourism Governance: Village-Based Tourism Criteria in Indonesia. *Geo Journal of Tourism and Geosites*, 41(2), 415-421. <https://doi.org/10.30892/gtg.41211-845>
- Nuh, M., Mawardi, M., Parmawati., & Yusuri,A. (2024). Collaborative governance model in sustainable village tourism development(Case Study: Kemiren Village Tourism Ijen Crater Geopark Cultural Site). *Quality Access to Success* 25(199), 310-318. <https://doi.org/10.47750/QAS/25.199.34>
- Noblit, G. W., & Hare, R. D. (1988). *Meta-Ethnography Synthesizing Qualitative Studies*. SAGE Publications.
- Omri, A., & Mabrouk, M. (2020). Political and institutional governance for sustainable development: Evidence from MENA countries. *Journal of Cleaner Production*, 251, 119488.
- Panyik, E. (2015). Rural tourism governance: Determinants of policy-makers' support for tourism development. *Tourism Planning & Development*, 12(1), 48-72. <https://doi.org/10.1080/21568316.2014.960603>
- Park, J., Tse, S., Mi, S. D., & Song, H. (2022). A model for cross-border tourism governance in the greater bay area. *Journal of China Tourism Research*, 18(6), 1259-1283. <https://doi.org/10.1080/19388160.2022.2036664>
- Pforr, C. (2015). Tourism governance and the influence of stakeholder networks – A case study from Western Australia. In H. Pechlaner & E. Smeral (Eds.). *Tourism and leisure:Current issues and perspectives of development* (pp. [145-160]). Springer Gabler. https://doi.org/10.1007/978-3-658-06660-4_10
- Pulido-Fernandez, J. I., & Pulido-Fernandez, M. D. L. C. (2018). Proposal for an indicators system of tourism governance at tourism destination level. *Social Indicators Research*, 137, 695-743. <https://doi.org/10.1007/s11205-017-1627-z>
- Qaderi, M., Sepehrnia, R., Salehi amiri, R., & Rezaie, A. (2022). The Implication of Human Capital and Sporting Events in Islamic Republic of Iran Cultural Diplomacy. *Organizational Behavior Management in Sport Studies*, 9(2), 83-92. <https://doi.org/10.30473/fmss.2022.64376.2449>
- Quinn, B. (2005). Arts festivals and the city. *Urban Studies*, 42(5), 927-943. <https://doi.org/10.1080/00420980500107250>
- Ramzy, Y. (2017). Managing Egyptian tourism through tourism governance. *Journal of Social Sciences (COES&RJ-JSS)*, 6(2), 196-210. <https://doi.org/10.25255/jss.2017.6.2.196.210>
- Rashidi, H., Agheli, M., & Khadir, M. (2023). Investigating the Effect of Cultural Events and Mental Conflict on the Image and Intention to Visit the Destination among Tourists in Sarab Meime District of Ilam Province. *A Scientific Journal of Ilam Culture*, 23(76.77), 135-155. <https://doi.org/10.22034/farhang.2023.169589>
- Richards, G., King, B., & Yeung, E. (2020). Experiencing culture in attractions, events and tour settings. *Tourism Management*, 79, 104104. <https://doi.org/10.1016/j.tourman.2020.104104>
- Riensche, M., Castillo, A., García-Frapolli, E., Moreno-Casasola, P., & Tello-Díaz, C. (2019). Private over public interests in regional tourism governance: A case study in Costalegre, Mexico. *Sustainability*, 11(6), 1760. <https://doi.org/10.3390/su11061760>

doi.org/10.3390/su11061760

- Roxas, F. M. Y., Rivera, J. P. R., & Gutierrez, E. L. M. (2020). Mapping stakeholders' roles in governing sustainable tourism destinations. *Journal of Hospitality and Tourism Management*, 45, 387-398. <https://doi.org/10.1016/j.jhtm.2020.09.005>
- Saeed, F. (2023). An overview of the importance and benefits of good urban governance in the development of the tourism industry. *Journal of New Research Approaches in Management and Accounting*, 7(26), 972-982.
- Safari, M., Roradeh, H., & Abbasnejad Seresti, R. (2024). Feasibility of Developing Cultural Tourism in the Traditional Context of Amol City with Emphasis on Historical Monuments. *Journal of Tourism Planning and Development*, 13(49), 167-192. <https://doi.org/10.22080/jtpd.2024.27045.3877>
- Sandelowski, M., & Barroso, J.(2006). Defining and Designing Mixed Research Synthesis Studies. *Res Sch*;13(1), 29.
- Saninović, D., & Williams, L. (2021). Factors influencing participation in cultural minority festivals in Australia. *Journal of Cultural Heritage Management and Sustainable Development*, 11(3), 342-358.
- Schroeder, K. (2015). Cultural values and sustainable tourism governance in Bhutan. *Sustainability*, 7(12), 16616-16630. <https://doi.org/10.3390/su71215837>
- Sentanu, I. G. E. P. S., Haryono, B. ., Zamrudi, Z., & Praharjo, A. (2023). Challenges and successes in collaborative tourism governance: A systematic literature review. *European Journal of Tourism Research*, 33, 3302. <https://doi.org/10.54055/ejtr.v33i.2669>
- Sharif, A., & Sief Aldeen, A. (2021). The evaluating of good governance practices in Iraqi local administrations. *Materialstodwy Proceedings*, 44(9), 743-759. <https://doi.org/10.1016/j.matpr.2021.03.234>
- Sharpley, R. (2009). Dark tourism and political ideology: Towards a governance model. In R. Sharpley & P. R. Stone (Eds.), *The darker side of travel: The theory and practice of dark tourism* (pp. 145-[specific page range]). <https://doi.org/10.21832/9781845411169-009>
- Sharpley, R., & Ussi, M. (2014). Tourism and governance in small island developing states (SIDS): The case of Zanzibar. *International journal of tourism research*, 16(1), 87-96. DOI:10.1002/jtr.1904
- Sharpley, R. (2022). Sustainable tourism governance: local or global?. *Tourism Recreation Research*, 48(5), 809-812. <https://doi.org/10.1080/02508281.2022.2040295>
- Sheldon, P. J., & Park, S. Y. (2008). Sustainable wellness tourism: Governance and entrepreneurship issues. *Acta turistica*, 20(2), 151-172.
- Shirmohammadi, Y., Jalalian, I., Baghi, Z., & Torkashvand, S.(2020). The contribution of cultural event to the formation of the cognitive and effective images of a tourist destination. *Journal of Tourism Planning and Development*, 8(31), 147-161. <https://doi.org/10.22080/jtpd.2020.14641.2888>
- Siakwah, P., Musavengane, R., & Leonard, L. (2020). Tourism governance and attainment of the sustainable development goals in Africa. *Tourism Planning & Development*, 17(4), 355-383. <https://doi.org/10.1080/21568316.2019.1600160>
- Sun, T., & Wang, X. (2014). China's engagement in global health governance: A critical analysis of China's assistance to the health sector of Africa. *J Glob Health*, 4(1), 010301. <https://doi.org/10.7189/jogh.04.010301>
- Sorensen, E., & Torfing, J.(2017). Metagoverning Collaborative Innovation in Governance Networks. *The American Review of Public Administration*, 47(2), 826-839. <https://doi.org/10.1177/02750740166431>
- Stoffelen, A., Ioannides, D., & Vanneste, D. (2017). Obstacles to achieving cross-border tourism governance: A multi-scalar approach focusing on the German-Czech borderlands. *Annals of Tourism Research*, 64, 126-138. <https://doi.org/10.1016/j.annals.2017.03.003>
- Taslimi, M. S., & Alipour, M.(2019). Talent Research Approaches in I. R. Iran's Talent Policies. *Journal of Public Administration*, 11(1), 123-150. <https://doi.org/10.22059/jipa.2019.264568.2349>
- Thi, H. N., Thi, T. N., Trong, T. V., Duc, T. N., & Nghi, T. N. (2024). Sustainable tourism governance: A study of the impact of culture. *J. Gov. Regul*, 13(2). <https://doi.org/10.22495/jgrv13i2siart22>
- Valderrama, E. L., & Polanco, J. A. (2024). Understanding how collaborative governance mediates rural tourism and sustainable territory development: a systematic literature review. *Tourism Recreation Research*, 49(4), 888-904.
- Valente, F., Dredge, D., & Lohmann, G. (2014). What type of organisation is best to lead regional tourism? Beyond the dogma of the market model of regional tourism governance. In *CAUTHE 2014–24th CAUTHE Conference: Tourism and Hospitality in the Contemporary World: Trends, Changes and Complexity*, 10-13 February 2014, Brisbane (pp. 1-33).
- Van der Zee, E., Gerrets, A. M., & Vanneste, D. (2017). Complexity in the governance of tourism networks: Balancing between external pressure and internal expectations. *Journal of Destination Marketing*

& Management, 6(4), 296-308. <https://doi.org/10.1016/j.jdmm.2017.07.003>

- Vanneste, D., & Ryckaert, L. (2013). Governance in the tourism practice. E. Fayos-Solà (Eds.), *In book: Knowledge Management in Tourism: Policy and Governance Applications* (Vol. 4, pp. 301-321). Emerald Group Publishing. DOI:10.1108/S2042-1443(2012)0000004019
- Vargas Sanchez, A. (2020). Covid-19 crisis: A new model of tourism governance for a new time. *Worldwide Hospitality and Tourism Themes*, 12(6), 691-699. DOI:10.1108/WHATT-07-2020-0066
- Viken, A., Johnston, M. E., Nyseth, T., & Dawson, J. (2014). Responsible Arctic tourism: Myth or reality? A case study of Svalbard and Nunavut. In A. Viken & B. Granås (Eds.), *Destination development in tourism: Turns and tactics* (pp. 245–261).
- Walsh, D., & Downe, S (2006). Appraising the quality of qualitative research. *Midwifery*, 22(2), 108-119. <https://doi.org/10.1016/j.midw.2005.05.004>
- Wang, Y., & Bramwell, B. (2012). Heritage protection and tourism development priorities in Hangzhou, China: A political economy and governance perspective. *Tourism Management*, 33(4), 988-998. <https://doi.org/10.1016/j.tourman.2011.10.010>
- Wray, M. (2015). Drivers of change in regional tourism governance: A case analysis of the influence of the New South Wales Government, Australia, 2007–2013. *Journal of Sustainable Tourism*, 23(7), 990-1010. <https://doi.org/10.1080/09669582.2015.1042482>
- Zhang, F., Yang, L., & Sarker, M. N. I. (2024). Resilience and recovery: A systematic review of tourism governance strategies in disaster-affected regions. *International Journal of Disaster Risk Reduction*, 103, 104350. <https://doi.org/10.1016/j.ijdr.2024.104350>
- Tejahdadi, R., Rahman, M., & Setiawan, D. (2021). Governance and sustainable corporate performance in Indonesia: A multi-dimensional approach. *Sustainability Accounting, Management and Policy Journal*, 12(4), 812-835.
- Wang, H., Zhang, B., & Qiu, H. (2022). How a hierarchical governance structure influences cultural heritage destination sustainability: A context of red tourism in China. *Journal of Hospitality and Tourism Management*, 50, 421-432. <https://doi.org/10.1016/j.jhtm.2022.02.002>

COPYRIGHTS

Copyright for this article is retained by the authors with publication rights granted to Tourism of Culture journal. This is an open access article distributed under the terms and conditions of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>).



HOW TO CITE THIS ARTICLE

Sheikhooni, S., Jahanian, M., & Hashemi, S. (2025). Explaining the Dimensions and Characteristics of Tourism Governance with an Emphasis on the Management of Cultural Events Based on a Systematic Approach. *Tourism of Culture*, 6(20), 6-21.

DOI: 10.22034/toc.2025.498307.1181

URL: https://www.toc-sj.com/article_218604.html?lang=en

