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Dimensions and models of tourism governance in a tourism system: The experience of Catalonia

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ABSTRACT

The concept of governance has achieved a growing presence in academic debates in recent years, although it has not done so in the same way in the area of tourism destination management. The research presented here allows us to see how the actors in the Catalan tourism system perceive and understand governance and identifies dimensions and models of governance. A categorization comprising seven dimensions of tourism governance (participation, coherence, responsibility, effectiveness, know-how/quality, openness, and simplification) is provided through the construction of a semantic network based on the actors' understanding of their own practices. By applying principal component analysis to the set of variables associated with each category, five different models of governance approaches are obtained (Transparent Strategy, Liable Outcomes, Hermetic Results-oriented-ism, Democratic Moralism, and Democratic Bureaucracy).

1. Introduction

Tourism as an activity possesses certain singularities that make it a fertile ground for governance analysis (Pechlaner & Volgger, 2013; Velasco González, 2008). One of them is the enormous transversality (Bramwell, 2011) that connects it with multiple fields and demands that its management be tackled from a wide perspective, as well as from the traditional relationship between public and private actors in the field of destination management. These elements expand with the complexity specific to the activity and the desire of a section of society to make their voices heard on matters that affect them (Baggio, Scott, & Cooper, 2010). To this can also be added the need to provide a suitable response to the challenges faced by the sector and the expectations of the actors, as well as to society's growing demand for greater transparency.

In the analysis of destination governance, academics have taken an interest in management (Pechlaner, Beritelli, & Volgger, 2015), interactions between actors (Islam, Ruhanen, & Ritchie, 2018; Svensson & Nordin, 2005), value at the service of sustainability (Borges, Eusébio, & Carvalho, 2013; Farmaki, 2015; Hall, 2011b) and, to a lesser extent, social participation (Nunkoo, 2015; Tosun, 2005), the definition of organizational archetypes (d'Angella, Carlo, & Sainaghi, 2010), and the design of evaluation models (Pulido-Fernández & Pulido-Fernández, 2018). In this context, the objective of this paper is to identify and understand the dimensions and models of governance in a tourism system

through the example of Catalonia, while understanding that it is a concept related to policy development and seeking how best to achieve the aims of the policy. An improved knowledge of governance can enhance the ability to achieve public policies.

The structure of the paper begins with a reflection on the evolution of public administration and then approaches the concept of tourism destination governance from an academic perspective. This is followed by an analysis of the concept in the case of Catalonia, with the construction of a semantic network that reveals the inherent perception of those responsible (publicly and privately). This is accompanied by a reflection on the relationship between the diverse dimensions using principal component analysis, and the determination of the five models of governance derived from their interpretation.

2. The concept of governance and tourism destinations

2.1. The road towards governance

Neither the concept of governance nor its evolution can be approached without first looking at the role played by public administration and its transformation over the past forty years. In fact, governance means different things to different people (Bevir & Rhodes, 2001).

The 'Old Public Administration' model, with nuances and in a quite generalized way, was maintained in Western societies from the late

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nineteenth century to the beginning of the 1980s. It was based on organizational hierarchy and meritocracy as basically distinctive elements (Robinson, 2015). The 'New Public Management' model, which explains the change in direction taken by the administration from the 1980s, can be understood as a way of proceeding in management that remained valid until the mid-1990s (Neves Pereira, Vieira Neto, Alledi Filho, & Gonçalves Quelhas, 2017). Attempts were made to resolve the difficulties faced by the administration in responding to situations in which the market economy had a considerable impact. This period was characterized by special attention being paid to the specific management ability of the private sector and by placing special emphasis on the control of inputs and outputs (Osborne, 2017).

The 'New Public Service' model began to become evident at the beginning of the new millennium, fostering the idea that the focus of public management should be on the citizen, although not as a consumer of services, but rather as a main actor (Pereira López & Gullías, 2015). The role of the civil servant/administrator is to contribute to providing the citizenry with the ability to define and articulate their common interests. This model demands that the citizenry be active, committed and able to move beyond their particular interests, while taking a more global view of society's problems (Denhardt & Denhardt, 2000).

The transition from the New Public Management to the New Public Service model is where the concept of governance began to take shape and make its presence felt in both management and academic areas (Pereira López & Gullías, 2015). The significance was – and to a certain extent still is – vague, with poorly defined outlines that allowed approaches that were not always completely concurrent (Rhodes, 1996).

Evolution over time led to an intensive and not very appropriate use of the term that some denounced as a risk of falling into banal rhetoric (Velasco González, 2014). However, there appears to be general consensus that with governance the aim is to explain a new way of exercising government, paying special attention to the participation (Jordan, Vogt, Kruger, & Grewe, 2013) of the networks of actors affected by the subjects, to how decisions are taken and to the way power is shared (Neves Pereira et al., 2017). It fosters interaction between the public, private and civil areas (Rhodes, 1996).

The nuances incorporated in the different definitions are nourished by the nature of the organizations that make them (Ruhanen, Scott, Ritchie, & Tkaczynski, 2010), as well as by the positioning of the theoreticians. Thus, from the late 1980s to the early 1990s, the concept of governance focused on the exercise of power at the service of a defined objective, such as economic development (World Bank, 1992), although also introducing interactions (Kooiman, 2005) that sketched out conflicts in areas of common interest. In this period, the complexity, dynamism, and diversity (Kooiman, 2005) that characterize societies began to manifest themselves. This propitiated and demanded new systems of government. Governance was therefore initially understood as a new form of public management structured around models of organization that were very sensitive to the market (Rhodes, 1996).

Throughout the second half of the 1990s, governance reinforced the idea of the existence of organized networks that complemented the conventional government structures (Rhodes, 1996) and focused on the citizenry as an active body that wished to administer itself, become representative, and participate in everything that was of interest (United Nations Development Programme, 1997). The idea of governance was characterized by the interdependence of the organizations, interactions between members of a network, the value of the trust between the actors, and the autonomy of those networks in relation to the states (Rhodes, 1996).

From the year 2000, elements were incorporated that were designed to characterize how the exercise of this power could be carried out (European Commission, 2001). The appearance of concepts such as openness, responsibility, effectiveness, coherence, and accountability can clearly be seen. Governance was linked to New Public Management. This had appeared some years earlier (Osborne & Gaebler, 1992) in the discourse of the administration's management models and aimed to take

into consideration some of the values specific to business practices. Its influence also takes into account the evolution of New Public Management towards New Public Service (Denhardt & Denhardt, 2007), in which the idea of participation not only includes those groups that may have had a very direct connection – often with an economic interest – but also those that felt called to participate from a more civic perspective.

The concept of governance is related to the policy, purpose, or assumption about how best to achieve this purpose. For this reason, analyzing the dimensions and models of governance makes sense, as improved knowledge of governance will help provide us with a greater ability to achieve public policies.

2.2. Governance in tourism destinations

It was not until well into the 1990s that the subject of governance began to gain a greater presence in published tourism studies (Borges et al., 2013). Within the theoretical framework, a progressive evolution can be found from destination planning to governance via destination management (Pechlaner et al., 2015).

Some authors consider the concept of governance applied to the tourism destination consists of developing rules and mechanisms for implementing the policies and business strategies that make it possible to involve all the institutions and people (Beritelli, Bieger, & Laesser, 2007). For others, the idea of governance in tourism can be explained as the coordination of the different levels of government with the civil society that lives in the destination and the business fabric of the sector operating in it (Madrid Flores, 2009). Cooperation among actors denotes different levels of the exercise of power and the ability to exercise it in destination management (Saito & Ruhanen, 2017).

There was also an approach that improved the nature of tourism activity as fertile ground for governance. This paid heed to the existing traditional public-private relationship, the necessary involvement of society in the destination, the transversal nature of the tourism phenomenon, and the traditional view of the actors that the destination was a meeting place for all those involved (Velasco González, 2008).

The dynamism of the tourism sector and the multiple tasks of the destination managers also lead to a requirement for governance to look at successfully managing the complexity by coordinating and establishing links with all actors (Palmer, 1998). Thus, governance becomes a tool with which the destinations can adapt to the changes in the complex environments in which they find themselves (Baggio et al., 2010). Similarly, cooperation between actors is met from the perspective of the opportunities generated with the territorial innovation systems that end up as useful tools for governance in tourism destinations (Anton Clavé & Duro, 2010). In the same way, although in the opposite direction, governance has an impact on the destinations' level of innovation (Svensson & Nordin, 2005).

The competitiveness of a destination is determined by this common, shared action (Pechlaner, Volgger, & Herntrei, 2012). Therefore, the administration becomes a meeting place (Duran Fuentes, 2013).

Tourism governance offers a mechanism for the resolution of conflicts in an activity that may generate them (Velasco González, 2014). Of particular note is the potential of governance to establish coordination and cooperation networks between the actors who directly or indirectly find themselves involved in the tourism value chain (Moscoso, 2014). However, confidence in the government and knowledge of the actual situation of tourism are key factors for ensuring that the participation of external actors in the activity can make a positive contribution to governance (Nunkoo, 2015).

This same potential is what places governance as a central element of a well-balanced approach to sustainable tourism (Beaumont & Dredge, 2010), to the extent that guaranteeing such a sustainable development will only be possible by making it one of the challenges faced from the governance of the sector (Hall, 2011a).

The World Tourism Organization has also approached the subject

and describes governance as “a measurable government practice, that is aimed at effectively directing the tourism sectors at the different levels of government through forms of coordination, collaboration and/or cooperation that are efficient, transparent and subject to accountability, that help to achieve goals of collective interest shared by networks of actors involved in the sector, with the aim of developing solutions and opportunities through agreements based on the recognition of interdependencies and shared responsibilities” (Duran Fuentes, 2013, p. 7).

All this means that leadership becomes a key part in the management of the tourism destination, as it is the lever that allows the stimulation of participation, favors coordination and cooperation, defines objectives assumable by the other actors, and drives the destination under sustainable development guidelines (Pulido-Fernández & Pulido-Fernández, 2016).

It is essential to understand the degree of maturity in the management of tourism destinations by evaluating their level of governance. Existing models are few and far between. Some were established on the basis of a small number of dimensions (Queiroz & Rastrollo-Horrillo, 2015) that focused the spotlight on aspects such as participation, transparency and accountability. Others incorporated planning tools, trust, and the characteristics of the existing networks (Fernández-Tabales, Foronda-Robles, Galindo-Pérez de Azpillaga, & García-López, 2017). Some authors (d'Angella et al., 2010) identify four normative models of signature leadership that is enterprising and fragmented and based on the type and quantity of the actors, financing, participation, and decision-taking procedures. This scarcity is derived from the specific complexity of the network of relations established in the destination, although that does not mean it is not possible to create models (Pulido-Fernández & Pulido-Fernández, 2016). Alternatively, this is an invitation to study this field in greater depth.

3. Methodology

3.1. Objectives

The study pursues two objectives:

1. To identify and summarize the dimensions that make governance comprehensible and intelligible from a tourism actor's perspective.
2. To observe whether there are governance models in a tourism system that can be categorized.

To achieve these two objectives, the paper first identifies those elements (dimensions) that make up the concept of governance from the perspective of the tourism system actors. Once the dimensions have been made known, the type of relationship established between them, the predominance of some of them, and the distance between others are observed. It is these interrelationships that shape the various models and, therefore, the governance models are the result of the research.

A governance model describes the foundations on which an organization establishes governance guidelines. It is the projection of the strategy through a sometimes systematic and sometimes intuitive approach. The value of models lies in the fact that they allow us to see the different ways in which a tourist destination is approached from the governance standpoint, and on which aspects of governance the emphasis is placed. Managers can recognize themselves in the models and can understand more clearly which attributes of governance they operate, becoming aware of them, assessing whether they are the most appropriate for the situation of the destination, and taking decisions.

This is done by analyzing the Catalan tourism system using quantitative and qualitative techniques that make it possible to approach the concept of governance and identify models.

3.2. Study area

It makes sense to analyze the governance of a tourism system because it helps us understand the mechanisms that govern the management of a destination from the perspective of the relationships between the actors involved (Pechlaner & Volgger, 2013); the way in which they participate in the exercise of power; and the weight given to one dimension or another among those that make up the concept of governance. The fact that it is undertaken in Catalonia is advantageous due to the importance of the tourism sector in the productive system as a whole (Duro, Rodríguez, Sardà, & Ferré, 2010). Some 78,000 companies operate in this sector, contributing 12% of the GDP, 13.3% of the employment, and an overall expenditure of 24,177 million euros (IDESCAT, 2019).

Thus, the importance of tourism in the whole productive system of Catalonia justifies the analysis of its governance system. Nevertheless, it is the existence of a wide network of organizations that form interest groups – both social and participatory – concerned with solving the challenges and addressing the threats posed by tourism that increases the significance of the analysis of governance in Catalonia.

To date, Catalonia has 88 associations that both sectorially and territorially defend their corporative interests before the different administrations. For its part, the public sector operates on four levels: local, county, provincial and Catalan. On a local level there are 165 registered tourist offices, which tells us the approximate number of public actors that have a definite interest in this sector, albeit on different scales. Systems for representing business groups in the organs of government are habitually established among the public bodies and it can be observed that the more evolved a body is in its management guidelines, the greater its level of private actor participation.

Since approximately 2015, tourism in some areas of Catalonia has occupied a central position in the public opinion debate about possible externalities (Milano, 2018) and how they condition the relationship between residents and visitors. At the same time, the role of the citizenry has been reinforced when it comes to demanding greater participation and sustainability in the management of those elements that directly affect them.

It makes sense to analyze the governance of the tourism activity in Catalonia because of the importance of this industry in the whole productive system. The existence of a wide network of organizations that form interest groups, as well as the growing interest of citizens in the phenomenon of tourism, including some with adverse reactions, justify the analysis of governance in Catalonia.

3.3. Data gathering

In order to undertake the study, it was necessary to obtain direct information from agents for the preparation of the questionnaire. Four semi-structured interviews were undertaken in advance with key actors in the sector, from both the public and private spheres, and representatives of the different territorial situations (the Catalan Federation of Campsites and Holiday Resorts, the Barcelona Provincial Government Tourism Commission, the Tarragona Provincial Government Tourism Board and the Girona Provincial Government Tourism Board). The results were a first approach to the subject. They helped determine the agents' degree of knowledge of the subject and to clarify certain concepts. They also provided very useful information for drawing up the questions and interpreting those that could be dimensions of the governance concept.

The selection criteria for the entities in this phase focused on wide territorial representativity, the incorporation of public and private agents, and the choice of the person in charge of the body to attend the interview. These in-depth interviews were carried out between August and October 2016. This method had been applied successfully in previous studies (Bramwell & Cox, 2009; Dodds, 2007; Sanz-Ibáñez & Anton Clavé, 2016).

3.4. Questionnaire

The questionnaire had to be drawn up in keeping with the need for information at the service of the specific objectives of this paper and, at the same time, to define new content in order to develop subsequent areas of analysis. The exploitation of the data generated could therefore go beyond the definition of tourism governance as well as the models that could be identified.

Seven versions of the questionnaire were prepared and the content and length were adjusted until it contained a total of 37 questions.

This paper concentrates on the analysis of the information derived from Questions 8, 9, and 11, using the rest of the data to contextualize and shed light on the significance of the replies to those three key questions. The first two provide an understanding of what the actors in the Catalan tourism system think of when asked about the word ‘governance’ and then to study the identification of models in depth. An understanding of the situation in a specific context is established by summarizing governance as a phenomenon based on its significance for the actors involved. Question 11 allows the weight given to the dimensions in governance to be evaluated and, in order to exercise better control over each of them, it was proposed to break down the concepts to be assessed into two. The rest of the questionnaire allows the contextualization of the information and will be the basis for further research.

The questionnaire was sent out on April 15, 2017 to a total of 253 actors, public and private, across Catalonia as a whole, as well as to the different levels of local government and the diverse sectorial areas. By August 2017, 107 replies had been received, of which 97 were complete.

Neither the questionnaire nor the accompanying letter contained a definition of governance, precisely to avoid contaminating the answers. In fact, it is important to note that the respondents were not asked for a definition of governance, but about what they understood governance to be and thus to be able to infer the dimensions.

As can be seen in Table 1, the replies received made up a highly diverse, plural, and representative situation and were consistent with the global reference universe. Interestingly, organizations with average-sized budgets and small teams that operate in medium-sized and large destinations make up most of the universe analyzed (Table 2).

3.5. Analytical techniques

3.5.1. Semantic analysis

The first objective of this research is to delimit the concept of governance in tourism from the perspective of Catalan tourist actors and to identify its dimensions bearing in mind that the diffuse nature of its limits and the evolution of the term have been attested over time. Several scholars (Allan Urzúa, 2008; Borgida et al., 1991; Castañeda Morfín, 2016; Doerfel, 1998; Drieger, 2013; Hinojosa Rivero, 2008; Vera-Noriega, Pimentel, & Batista de Albuquerque, 2005; Verd Pericás, 2005) have developed techniques that allow the construction of semantic networks that derive from a concept and that permit an understanding of how it is interpreted by a specific group, reaching beyond the limits of what would be its definition. Thus, the semantic networks offer a means of accessing the cognitive organization of the knowledge (Vera-Noriega et al., 2005).

Question 8 demanded a single concept with the question “What is the

Table 1
Characterization of the replies received.

Scale	%universe	%reply	Area	%universe	%reply	Type	%universe	%reply
Local	58.49	53.61	Barcelona	26.48	21.65	Public	56.53	65.98
County	23.71	21.65	Girona	27.27	19.59	Private	34.78	22.68
Provincial	8.30	14.43	Lleida	17.39	13.40	Mixed	8.69	11.34
Catalonia	7.90	7.22	Tarragona	20.55	39.17			
Inter-scalar	1.60	3.09	Catalonia	8.31	6.19			

Source: Authors.

Table 2
Characterization of the organizations surveyed.

Budget of the organization (€)	% reply	Number of employees in the organization	% reply	Number of regulated beds in the destination	% reply
0 to 25,000	21.51	1	16.67	Until 100	9.52
25,001 to 50,000	9.68	2	13.33	101 to 500	12.38
50,001 to 100,000	10.75	3 to 5	25.55	501 to 1000	11.43
100,001 to 250,000	19.35	6 to 10	21.11	1001 to 5000	24.76
250,001 to 500,000	13.99	11 to 15	6.67	5001 to 10,000	2.86
500,001 to 1,000,000	9.68	16 to 20	5.56	10,001 to 30,000	15.24
1,000,001 to 2,500,000	7.52	21 to 30	5.56	More than 30,000	23.81
2,500,001 to 5,000,000	1.07	31 to 40	3.33		
5,000,001 to 10,000,000	4.30	41 to 300	2.22		
More than 10,000,000	2.15				

Source: Authors.

first idea that comes into your head when you hear the word governance?”. Four attributes were requested as a response to Question 9 (Please state the four main elements of a tourism destination management model under the criteria of governance?) (Kaufmann et al., 1999).

For the purposes of contextualization and the organization of the replies, the analysis took into account that the literature reviewed on governance identified a recurrent series of dimensions in this regard: participation (Bingham, Nabatchi, & O’Leary, 2005; Eagles, 2009; Jordan et al., 2013; Nordin, Svensson, & Flagestad, 2005; Nunkoo, 2015; Tosun, 2005; Vernon, Essex, Pinder, & Curry, 2005), coherence (Beritelli et al., 2007; Eagles, 2009), responsibility (Eagles, 2009; Kaufmann, Kraay, & Zoido-Lobaton, 1999; Paddison & Walmsley, 2018; Queiroz & Rastrollo-Horrillo, 2015), effectiveness (Eagles, Havitz, McCutcheon, Buteau-Duitschaever, & Glover, 2010; The; Valente, Dredge, & Lohmann, 2015; World Bank, 1992), know-how (Beritelli et al., 2007; Nordin et al., 2005), and openness or transparency (Eagles, 2009; Fukuyama, 2016). This paper is based on their prior identification to be considered by the public actors involved in the tourism system under analysis and to understand whether each of these categories incorporates concepts that help us better understand the scope of the specific dimension and its deployment from the perspective of a tourism destination. The semantic analysis allowed this paper to validate the dimensions, to detail their content and significances, and to identify a new one.

3.5.2. Principal component analysis

The second objective, to identify governance models from the perspective of the possible relationship between the identified dimensions, was studied using principal component analysis (PCA), a descriptive factorial statistical technique based on a data matrix with a series of elements in which several different variables are measured.

PCA simplifies the complexity in high dimensional data while retaining trends and patterns. It does this by transforming variables into fewer dimensions that act as summaries of features. The analysis undertaken attempted to identify the structure of a group of observed variables by interpreting the interrelations between them. The objective was to find a new set of variables, smaller than the initial one, to express more comprehensibly the common dimensions among the original variables. PCA also provided other functionalities, such as establishing relations between the variables and seeing how they associate with one another or how they distance themselves.

This instrument was applied to the evaluations of Question 11 in which the participants were asked to assess to what extent they agreed with fourteen statements that, in a way that was not directly visible, translated the seven dimensions of governance analyzed through semantic analysis. Each dimension was tackled with two statements with the intention of analyzing the nuances in more detail than they explain and to propitiate a greater contrast between the replies to guarantee the rigor of the results. The wording of this question was determined by the result of the previous interviews.

The two tools used, semantic network analysis and principal component analysis, operate in a coordinated manner in two phases to first arrive at the dimensions and then the models. The analysis of the semantic network allowed it to be corroborated what was identified in the prior interviews.

4. Results

4.1. Significances

As indicated above, two questions on the questionnaire, numbers 8 and 9, were designed to define the concept of governance from the perspective and experience of the actors in the Catalan tourism system. Question 8 (*What is the first idea that comes into your head when you hear the word governance?*) was aimed at observing which unique idea was associated with the concept of governance. Question 9 (*Please state four main elements of a tourism destination management model under the criteria of governance*) allows us to analyze tourism governance. Question 8 received 91 valid replies that raised a total of 22 different elements. In some cases, these elements were close to each other or synonymous. They were processed to standardize the data:

The replies “government”, “good government” and “ideal government” were all dealt with under the single concept of “good government”.

- The replies “cooperate”, “cooperation” and “public-private cooperation” were grouped under the single concept of “cooperation”.
- A distinction was made between replies such as “cooperation” in the three aforementioned approaches and those given as coordinate.
- Two very similar replies, “responsibility” and “co-responsibility”, that denote different ideas were differentiated.
- The replies “management” and “co-management”, which express different ideas, were differentiated.
- One response, “slowness”, was eliminated, given that it denoted a sarcastic approach to the governance concept.
- Five answers were rejected as they were complex sentences impossible to summarize into an idea

In accordance with the previous comments and as seen in Table 3, the 91 replies were classified into a total of 22 items that were also categorized in the dimensions identified in the literature on governance. This allowed them to be grouped consistently in order to concentrate the concept of governance into a smaller and more understandable set of elements. These elements make up what some authors (Hinojosa Rivero, 2008) have called Value J, which is an indicator of the semantic wealth of the network. The FMG value is specific to the quantitative analysis of the semantic networks and was also established. It allows the distance

Table 3

List of unique significances associated with governance.

Rank	Word	Frequency (F)	%	FMG Value %	Dimension
1	Management	19	20.89	100.00	COHERENCE
2	Cooperation	12	13.19	63.14	PARTICIPATION
3	Coordination	9	9.89	47.34	PARTICIPATION
4	Good government	8	8.79	42.08	COHERENCE
5	Participation	8	8.79	42.08	PARTICIPATION
6	Leadership	5	8.79	42.08	COHERENCE
7	Law	4	5.49	26.28	RESPONSIBILITY
8	Control	3	4.39	21.01	EFFECTIVENESS
9	Efficiency	3	3.30	15.80	EFFECTIVENESS
10	Change	3	3.30	15.80	COHERENCE
11	Planning	3	3.30	15.80	COHERENCE
12	Improvement	2	2.19	10.48	COHERENCE
13	Co-management	2	2.19	10.48	PARTICIPATION
14	Strategy	2	2.19	10.48	COHERENCE
15	Co-responsibility	1	1.10	5.27	RESPONSIBILITY
16	Organization	1	1.10	5.27	COHERENCE
17	Co-decision	1	1.10	5.27	PARTICIPATION
18	Efficacy	1	1.10	5.27	EFFECTIVENESS
19	Administration	1	1.10	5.27	COHERENCE
20	Private sector	1	1.10	5.27	PARTICIPATION
21	Communication	1	1.10	5.27	OPENNESS
22	Responsibility	1	1.10	5.27	RESPONSIBILITY

Source: Authors.

between the words to be quantified. Through the total set of words derived from the concept being analyzed, a value of 100% is given to the most frequent word and the percentage of the following defining words is determined according to the first. The highest FMG values determine the nucleus of the network.

Table 3 shows how the categorization of these words was linked to some of the theoretical dimensions: coherence, participation, responsibility, effectiveness and openness; these have their origin in the literature review and the preparatory interviews for drawing up the questionnaire. This creates a more detailed definition of the significance of governance that allows a better understanding of the term.

Immediately after this, Question 9 (*Please indicate four main elements of a model of tourism destination under governance criteria*) was designed to force the respondent to expand on the first approach proposed in the previous question, while maintaining the limited scope that only required four concepts associated with the management of a tourist area, tourism governance, and not just an abstract concept of governance.

There were 206 valid replies to this question mentioning 43 different items. These items also showed how, in some previous cases, attempts had been made to take into account and deal with proximity and synonymy in order to proceed to a standardization of the data obtained:

- The replies “organization” and “regulation” were grouped together.
- The replies “management” and “management technique” were grouped together.
- The replies “collaboration” and “cooperation” were grouped together.
- The replies “effectiveness” and “efficacy” were grouped together, despite the different nuances.
- For the same reasons expressed with regard to Question 8, the differentiation between the replies “co-responsibility” and “responsibility” and “co-management” and “management” was maintained.

The possibility of expanding the number of replies to four provided more nuances to the approach of the concept of tourism governance. The first element that became evident was seeing how concepts associated with attitudes appeared. As such, the following were mentioned: availability, loyalty, commitment, enthusiasm, consensus, cohesion,

transversality, agreement, trust and adaptation. Despite this, those concepts were not taken into account, as they are closer to the idea of skills than to the dimensions of governance. However, the possibility of studying them in depth in future analyses was evaluated. A clear emergence of the idea of knowledge was observed, which can also be associated with quality and expressions such as knowledge, professionalism, training, innovation, excellence, quality, and improvement. Finally, the idea of simplification was expressed timidly but clearly through the word agility.

As observed in Table 4, a first approach to how tourism governance is conceived by the actors that operate in this sector reveals a block of seven dimensions: participation, coherence, responsibility, effectiveness, know-how/quality, openness, and simplification. A ranked distribution of tourism governance dimensions is shown in Fig. 1.

Each of the dimensions is therefore be interpreted as follows:

- **Participation:** understood as working together and the possibility of taking part in the actions of the other, assuming a responsibility in their management space.
- **Coherence:** understood as the exercise in which a project is configured, the organization is managed by coordinating the resources to achieve an end, and there is an ability to congruently interpret future scenarios.
- **Responsibility:** understood as the ability to guarantee the fulfilment of the functions, based on sustainable development criteria, subject to the regulatory reference frameworks, while keeping the citizenry informed of the important points.
- **Effectiveness:** understood as the achievement of the objectives aspired to, with the best possible use of the available resources and under the criteria of control of the procedures and results.

Table 4
Relationship of multiple concepts associated with tourism governance.

Words (Frequency)	Total frequency	%	FMG Value %	Dimension
Cooperation (25), participation (19), coordination (9), synergies (3), co-responsibility (2), co-financing (2), co-management (2), co-decision (1), citizenry (1),	64	31.07	100	Participation
Planning (17), management (9), strategy (8), organization (3), leadership (3), coherence (3), vision (2) competitiveness (1), traceability (1), implementation (1), challenges (1), budget (1).	50	24.27	78.12	Coherence
Sustainability (15), responsibility (7), organization (3), law (2), rendering of accounts (1).	28	13.59	43.75	Responsibility
Efficiency (7), results (5), objectives (5), efficacy (4), control (4), effectiveness (2),	27	13.11	42.18	Effectiveness
Knowledge (10), training (4), quality (2), professionalism (2), prevision (1), excellence (1), innovation (1), improvement (1).	22	10.68	34.37	Know-how/ quality
Communication (9), transparency (5),	14	6.79	21.87	Openness
Agility (1).	1	0.49	1.56	Simplification

Source: Authors.

- **Know-how/quality:** understood as the knowledge applied to management with the criteria of professionalism, in pursuit of excellence, quality, and constant improvement accompanied by continuous training.
- **Openness:** understood as the proactive explanation of that which is undertaken, facilitating public access to up-to-date information in an understandable, simple way.
- **Simplification:** understood as the ability to act simply and flexibly.

4.2. Governance models

Governance models were identified using the PCA result. As previously stated, PCA simplifies the complexity described by a range of variables in high dimensional data, while retaining trends and patterns.

PCA is a very useful tool for understanding the relationships between the dimensions observed in the analysis, as the principal components are expressed as a linear combination of the original variables. From the point of view of its application, it is considered as a reduction method, in other words, a method that allows the dimension of the number of original variables considered in the analysis to be reduced. PCA is one of the methods of factor analysis. Factor analysis indicates how items or variables tend to be grouped. By examining the conceptual content of the items that belong to the same factor, it can be understand which underlying factors explain the correlations between them. This is why it has been seen as very useful in identifying governance models.

This tool was applied to the evaluations of Question 11, in which the participants were asked to assess their degree of agreement with fourteen statements that invisibly translated the seven dimensions of governance, each identified with a pair of indicators.

To determine the statistical robustness, the Kaiser-Meyer-Olkin (KMO) test of sampling adequacy was used, to check whether the partial correlations between variables were small when they were between 0 and 1. The results are shown in Table 5.

This test indicates the degree to which each variable in a set is predicted without error by the other variables. A KMO value of 0 indicates that the sum of partial correlations is large in relation to the sum of correlations, indicating that factor analysis is likely to be inappropriate. A KMO value close to 1 indicates that the sum of partial correlations is not large in relation to the sum of correlations and therefore factor analysis should yield distinct and reliable factors. The factorial analysis becomes more suitable as the value increases. In the present case, KMO equals 0.862, which for us defines a good sampling suitability ($0.8 \leq KMO \leq 0.9$).

As seen in Table 6 and Fig. 2, in terms of the study, the KMO criterion applied led to the selection of five components. It represents the number of components and detects the point at which the component curve becomes almost horizontal. The vertical axis (value) indicates the amount of variance explained by each factor on the horizontal axis. Three of those components have a specific value greater than 1 and cumulatively account for 62.989% of the information; the other two values lower than 1 end up accounting for 74.572% of the information.

Derived from the matrix of correlations (Appendix 1), it can be observed there are no negative correlations between the variables. Positive correlations can be observed that are more intensive between coherence (understood as planning) and responsibility (understood as control), and between know-how and openness (understood as active communication). The lower correlation that can be seen between the dimension of effectiveness (understood as results as an objective) and the dimension of effectiveness (understood as results subordinated to ethics) or the accountability of the dimension of responsibility with the regulatory reduction of the dimension of simplicity.

Also derived from the correlation matrix, it can be observed how effectiveness, understanding the results as the most important objective in management, is the variable with the least impact on others. Openness, understood as the ability to actively communicate, is the variable that most intensively accompanies the others. Similarly, coherence,

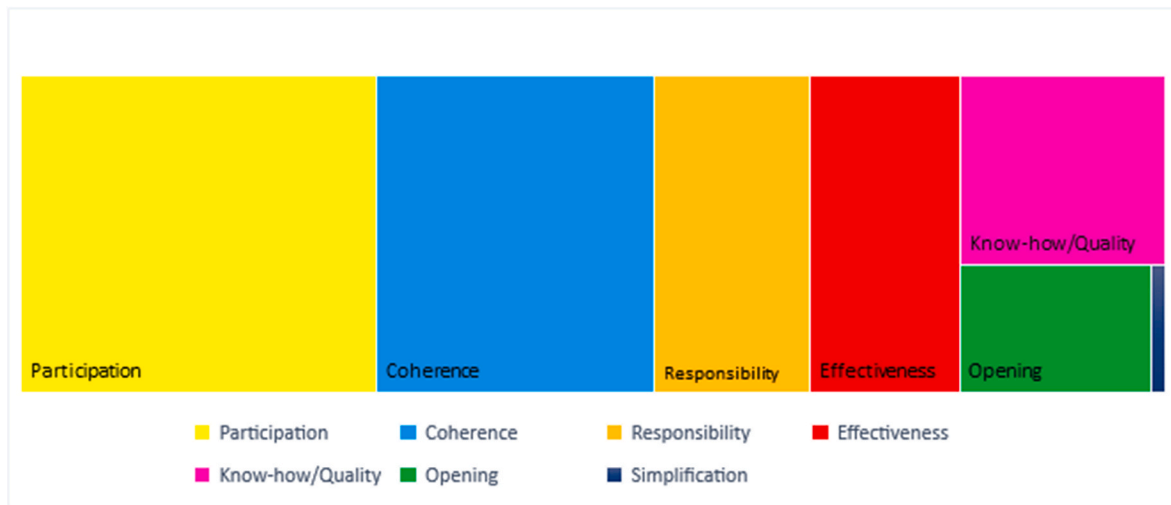


Fig. 1. Ranked distribution of the dimensions of governance in destinations. Source: Authors.

Table 5
Kaiser-Meyer-Olkin Test for sampling adequacy.

EFFECTIVENESS – result as main objective	0.548
OPENNESS - sharing information	0.880
PARTICIPATION – cooperation actors	0.904
RESPONSIBILITY – accountability	0.843
COHERENCE – planning	0.834
SIMPLICITY – reduction in bureaucracy	0.847
KNOW-HOW – key success factor	0.921
RESPONSIBILITY – control	0.766
OPENNESS – active communication	0.900
PARTICIPATION – linkage of those affected	0.826
EFFECTIVENESS – ethical predominance over result	0.818
COHERENCE – vision	0.908
SIMPLICITY – reduction in regulations	0.862
KNOW-HOW – training	0.875
KMO	0.862

Source: Authors.

Table 6
Specific values of the factors and variability levels.

	F1	F2	F3	F4	F5
Value	6.095	1.556	1.167	0.906	0.716
Variability	43.534	11.116	8.338	6.470	5.113
% aggregated	43.534	54.650	62.989	69.459	74.572

Source: Authors.

expressed as the vision, is highly correlated with the rest. The subrogation of ethics to the results, within the dimension of effectiveness, maintains relatively low levels with the set of variables as a whole, except for openness (understood as active communication) and participation (understood as the linkage of those affected).

Finally, with PCA, it is possible to identify what could be called the five governance models of the Catalan tourism system. They correspond to the five factors obtained, as seen in Table 7.

4.2.1. Factor 1: Transparent strategy

There is a first principal component that accounts for 43.534% of the information. In this case, the governance model focuses the spotlight on openness and know-how as the main dimensions, complemented by coherence understood as a vision, and participation. In this way it becomes distanced from effectiveness and responsibility. The bodies in which these dimensions predominate are those that know how things need to be done and in which direction the organization should be taken.

They are also careful to openly explain their actions. Although they have a clear behavior for their ability, they are not obsessed with the results.

4.2.2. Factor 2: Liable outcomes

A second principal component accounts for 11.116% of the information. For the actors linked to this component, the governance model highlights the value of responsibility and effectiveness, without being subordinated to ethical behavior. They distance themselves from simplicity and even more so from knowledge. It is possible to interpret this commitment to the result as the action that brings control and accountability as management travelling companions. It is difficult to understand the dichotomy between effectiveness and simplicity, as the latter could be a factor that gives impetus to the former. The organizations in which these dimensions predominate are committed to the result to be obtained, based on their present abilities, which they monitor exhaustively and which they are prepared to account for.

4.2.3. Factor 3: Hermetic results-oriented-ism

The third principal component accounts for 8.338% of the information. This governance model focuses above all on simplicity and effectiveness, without subordination to ethical behavior. In contrast, it distances itself from the dimensions of responsibility and openness. It gives priority to efficiency and renounces giving a voice to the actors and elements not directly integrated into what constitutes management (communication, transparency, etc). The organizations in which these dimensions predominate prioritize the result above everything else, demanding simplicity in the procedures in order to achieve results. They are not in the least concerned with communicating what it is they are doing.

4.2.4. Factor 4: Democratic moralism

The fourth principal component accounts for 6.470% of the information. It focuses on participation, understood as a mechanism for giving voice to those affected by the result of a situation and uses ethics as a determining factor of the result. It is distanced from coherence expressed as a vision and responsibility expressed as control. It concentrates on its mission without the supposed sophistication that derives from knowledge. The bodies in which these dimensions predominate are those that prioritize above all the possibility of facilitating the participation of those who feel connected to or affected by the activity. They always subordinate the results determining ethical factors, positioning themselves more in the day-to-day management than in the mid-to long-term.

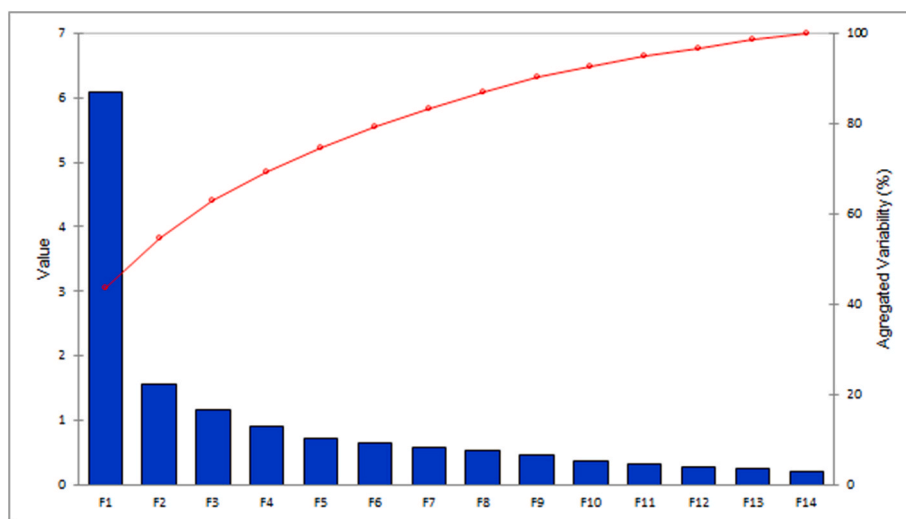


Fig. 2. Variance explained by each factor.
Source: Authors.

Table 7
Principal component analysis: Contribution of the variables.

Contribution of the variables (%)	F1	F2	F3	F4	F5
EFFECTIVENESS – result as main objective	0.411	22.686	33.204	4.134	7.533
OPENNESS - sharing information	9.629	1.539	1.878	4.297	5.656
PARTICIPATION – cooperation actors	7.028	5.687	4.785	5.536	2.387
RESPONSIBILITY – accountability	3.923	21.683	0.235	5.525	1.977
COHERENCE – planning	5.810	11.204	6.238	3.172	1.173
SIMPLICITY – reduction in bureaucracy	6.584	4.269	22.462	5.644	0.021
KNOW-HOW - key success factor	9.899	0.991	0.517	10.581	0.068
RESPONSIBILITY – control	4.887	11.613	0.207	0.866	64.642
OPENNESS – active communication	11.020	1.798	2.197	1.754	0.855
PARTICIPATION – linkage of those affected	7.600	2.079	1.809	25.897	10.872
EFFECTIVENESS – ethical predominance over result	6.083	8.257	2.004	23.519	1.215
COHERENCE – vision	9.510	3.269	1.087	0.255	2.320
SIMPLICITY – reduction in regulations	7.959	4.106	19.030	2.613	1.075
KNOW-HOW – training	9.656	0.819	4.349	6.206	0.207

Source: Authors.

4.2.5. Factor 5: Democratic bureaucracy

The fifth principal component accounts for 5.113% of the information. It revolves around responsibility understood from the perspective of control and participation, also understood from an approach to those affected. It is distanced from simplicity and know-how. The organizations in which these dimensions predominate are concerned with control and procedure without suffering from a bureaucratic or regulatory burden, while giving a voice to those who have something to say. They place achievement of the result in second place.

The identified factors allow us to define the models that take on different weights in their predominance in the Catalan tourism system, as can be seen in Fig. 3.

5. Discussion

Dimensions are one of the most analyzed elements in the governance

literature. It can be seen from various pieces of research that up to 40 dimensions can be identified (Ruhanen et al., 2010). Those that have been identified in this research coincide with part of the usual ones, although they form a smaller set.

This study has identified the scope of the governance dimensions defined in a tourist destination from the perspective of the system’s actors. The dimensions identified are participation (understood as collaboration and the possibility of taking part in the actions of the other), coherence (understood as planning and strategic management), responsibility (understood as the fulfilment of the functions paying heed to sustainable development criteria), effectiveness (understood as efficiency in the achievement of results), know-how and quality (understood as knowledge and training), openness (understood as active communication and transparency), and simplicity (understood as the ability to provide a simple, flexible response). These dimensions coincide with those that most academics identify in areas specific to public management in general. Those identified in this research make up a smaller set.

One of them, simplicity, does not appear to have been described in other studies (Ruhanen et al., 2010). However, it has to be taken into account that its frequency is lower among the actors in the Catalan tourism system, if it is compared to the other dimensions mentioned.

The study also establishes the bases for consideration of the weights ascribed to the different dimensions from the perspective of the Catalan tourism system actors. It is important to recall the diversity of the organizations that responded to the questionnaire and, therefore, the representativeness of the system as a whole based on the effective sample. It is this representativeness that can give solidity to a new tool for measuring governance, which could be proposed in future research.

As has been seen, participation is without doubt one of the dimensions with the greatest presence in the majority of the analyses. It would, however, appear to be a shortcoming that the dimension of participation has not been the subject of greater scrutiny, of a critical approach associated with two aspects that can be derived from the concept: legitimacy (Cullen-Knox, Eccleston, Haward, Lester, & Vince, 2016; Fung, 2006) and ability (Provan & Kenis, 2007). Where they have been made, approaches to legitimacy have been mainly linked to how they are applied in international or global bodies (Bexell, 2014).

Information and communication technologies have also led to considerations in terms of e-participation on the part of some scholars and they have often been seen to favor the participation of those who were already participating (Komito, 2005). In addition, to achieve effective e-participation there need to be guidelines, a guide and an impetus

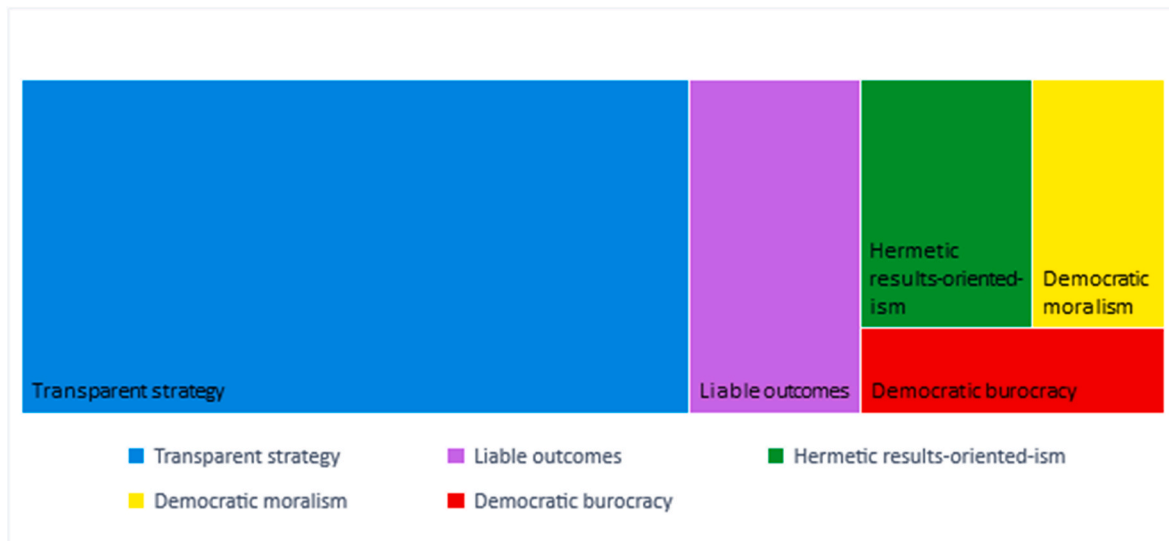


Fig. 3. Ranked distribution of the governance models.
Source: Authors.

(Islam, 2008). Some studies have looked in parallel at the concept of social license (Morrison, 2015), understood as the acceptance or even approval of a project or an initiative by the local community and other interest groups. Nevertheless, that does not resolve the doubts that can be generated around legitimacy and ability, although it is true that this was not the objective of this study.

Attention also has to be paid to how some theoreticians (Paddison & Walmsley, 2018) consider that in public contexts in which participation is favored, it is also necessary to be able to transfer the responsibility that needs to be shared. This twin direction – decision ergo responsibility – is not always taken into account by those who call for participation.

Of interest are the reflections that seek to improve understanding of the dynamics of corporative governance in the business environment (Beritelli et al., 2007). The aim is to apply them to tourist destinations in order to achieve not only greater effectiveness, but also a true implementation of the plans in a coherent management context. For some scholars (Eagles, 2009), the idea of management as part of coherence collides with transparency, given that a strict application of what could be called management tools does not favor the mechanisms for making that management visible. Despite everything, for some scholars (Fukuyama, 2016), it is precisely the dimensions of transparency, combined with responsibility understood as accountability, that best contribute to the configuration of quality governance. In the case of this paper, the two large dimensions that mainly make up governance are participation and coherence. Nevertheless, when the models are identified, they do not appear combined and therefore do not establish a specific model, as would be expected given their importance.

Moreover, it is precisely from the business environment that an important contribution can be made in terms of know-how at the service of tourism development (Nordin et al., 2005). It is in the private sector that a greater ability is recognized in the destination to innovate and contribute the knowledge and expertise necessary to guarantee competitiveness. The results of the analysis of this paper show that know-how is also one of the main dimensions of the model designated as Transparent Strategy.

For their analyses, some scholars (Beritelli et al., 2007) define a methodology similar to that used in the section of this paper dedicated to the analysis of the semantic networks when it makes a prior selection of the dimensions of governance derived from the review of the theories of corporative governance. These were subsequently used as a tool to analyze the governance structures in the destinations.

This set of dimensions, explained with their meanings, helps us

better understand the concept of governance from a general and theoretical perspective, with the addition that this paper does this specifically with the value of simplicity. As such, it is possible to define a more concrete perimeter for the concept.

In the definition of tourism governance models, a particular deficiency is found in the existing literature. It is widely accepted in the academic literature that there are few studies of governance models in tourism. In fact, this is also a conclusion presented by other authors who have dealt with this subject: “Firstly, few studies relating to tourism have explored the modes of tourism governance in the destinations” (Wan & Bramwell, 2015, p. 325).

Some approaches have distinguished networks on a local governance level by their type of leadership, whether this be with community participation, a public-municipal partnership or a tourism management body in which the greatest weight comes from the private sector (Beaumont & Dredge, 2010). The categorization in this case does not derive so much from the dimensions that make up the concept, as from the nature of whoever sets the direction. Having said that, certain patterns are observed that are worth considering. In tourism management bodies, it was found that the contributions with the greatest strategic value were the fruit of participation, as well as of greater transparency and accountability. The latter case would be close to the Democratic Bureaucracy model configured around responsibility and participation identified in this research.

Another approach is that which establishes the models based on the combination of four elements: key actors, objectives, rules of interaction, and governance roles and strategies (Di Gaetano & Strom, 2003; Pierre, 1999). This has led in the literature to the identification of five governance models – Directive, Corporatist, Clientelist, Pluralist, and Populist (Di Gaetano & Strom, 2003) – to which others add two more, Pro-growth and Pro-wellbeing (Gill & Williams, 2011).

This paper also identifies approaches based on the relationship between public and private actors in tourist destinations and the management styles, proposing four models: hierarchic, market-led, networks and community (Hall, 2011a). This last model of community defined by Hall, in which the citizenry manifests its desire to involve itself more directly in the governance through debate and dialogue, would link partially to that seen in the Democratic Moralism and Bureaucratic Democracy models identified in this research.

Some authors (Provan & Kenis, 2007) classify the governance models according to two aspects: that their members participate in the exercise of the government, either directly or through delegates, and that they

have a government of plural participation or a government with leadership of only one of the bodies that make it up. Those academics establish in their models the dichotomy between effectiveness and participation, similarly to the way it is established in the Democratic Moralism model defined in the present research.

Although tourism activity management could be fertile ground for governance (Velasco González, 2008), in terms of models the literature is even scarcer. There is an interesting approach (d'Angella et al., 2010) that identifies four models – regulatory, leadership of the firm, entrepreneurial and fragmented – that are also established on the basis of the combination of four items: the typology and number of actors, the financing of the body, the return obtained from participation, and the decision-making procedures.

The identification and characterization of five tourism governance models (Transparent Strategy, Liable Outcomes, Hermetic Results-oriented-ism, Democratic Moralism, and Democratic Bureaucracy) is new. Identifying models based on how the governance dimensions interact makes the models directly the result of the intrinsic elements of governance. This helps us understand, for a certain number of organizations, which elements take on a greater weight when explaining the factors that orient the management of a tourist destination, from the configuration of patterns of behavior in the tourism area management influenced by a subset of particular dimensions.

Their usefulness can also be seen in so far as they facilitate an improved analysis of public policies, the relations between the actors, and the impetus given to the governance itself. Also novel is the fact that the identification of the models in this paper is based on the set of dimensions that make up the concept of governance in the destinations and not only on one of them taken in isolation, or on other –possibly even external – criteria.

From a methodological perspective, PCA at the service of an improved understanding of governance in a tourism system implies a certain novelty, as it has not often been applied in that field of study. It has, however, been extraordinarily useful in identifying and conceptualizing the existing governance models. Some examples can be found in the study of natural park management in Canada (Eagles, 2009), or the study in Australia that used this tool to generate an index of governance (Strydom & Skully, 2009). However, in neither of those cases was it along the same lines as in this paper. Of course, beyond the area of governance, other investigations have used cluster analysis and PCA to evaluate other subjects regarding destinations that could be related to governance, such as, for example, quality, to name but one (Vajčnerová, Sáša, Ryglóvá, & Ziaran, 2016).

There are some aspects of the management of tourism destinations that could lead us to consider that there is also a certain singularity in their governance (Pulido-Fernández & Pulido-Fernández, 2019). This concerns elements such as the traditional participation of business organizations in the governing bodies, the influence of market dynamics on initiatives, the enormous transversality that leads to the implementation of policies that influence other areas (infrastructure, culture, environment, labor, transport, etc), and a greater sensitivity in the face of certain tendencies (quality, sustainability, accessibility, responsible tourism, etc.) and their incorporation into policies.

On the other hand, it is important not only to identify the dimensions, but also to understand their degree of influence, their interrelation and, therefore, the organizational cultures they end up describing. For the efficiency of the system as a whole, it could be of interest to recognize in each interlocutor whether there is a link to any of the models described, in order to understand their operating patterns and to attempt to develop links from that improved organizational knowledge.

It is also surprising that there is no relationship between the governance models identified and the aspects that characterize the bodies (available budget, size of the teams, the volume of the offer in the destination where they operate, their territorial scope, whether they are public or private, etc). It should be reiterated that the replies obtained

came from a diverse and plural group, as explained in Section 3.4, and that therefore they could have given rise to connections that the data fail to demonstrate. To a certain point, the link with one or other governance model appears to derive more from an approach of a cultural nature than from the distinctive specific elements of the management ability of each body.

6. Conclusions

The actors that make up the Catalan tourism system from public and private perspectives interpret the concept of governance based on 43 concepts that were grouped together in seven dimensions, taking into account the analysis of the literature and the results: participation, coherence, responsibility, effectiveness, know-how/quality, openness and simplicity. They are all important enough to be taken into account in the drawing up of a model to evaluate governance. The coincidence with the bulk of the dimensions identified by most academics (Ruhanen et al., 2010) can be confirmed, with simplicity being a new dimension arising from this study.

These dimensions present different weights, with participation and coherence being the two main elements having a weight greater than 50% in the assemblage of dimensions. It can be confirmed that participation and coherence are the two dimensions that take on a greater presence in the theoretical definition of governance in a tourism system and therefore would appear to be the guarantees of a model of good government. Curiously, it is seen that when the predominant models are identified, they do not remain configured on the basis of a specific combination of the two. In fact, only two of the models integrate participation: democratic moralism and democratic bureaucracy, and with the lowest rates of variability.

These aspects lead us to consider a 'rhetorical' exercise among those in charge of the sector regarding the value of participation as a dimension of governance. They also lead us to consider the possibility of future research in which the integration of the dimensions in the actual management situation of the different organisms could be analyzed.

When the dimensions are studied to see whether they establish certain relational schemes, five important differentiated governance models can be identified in which the combinations lead some dimensions to prevail over others. Taking their characteristics into account, these models could be designated as follows: Transparent Strategy, Liable Outcomes, Hermetic Results-oriented-ism, Democratic Moralism and Democratic Bureaucracy.

Likewise, only two of the models, Democratic Moralism and Democratic Bureaucracy, include participation and with the lowest variability indices. The value that most of the literature gives to participation is, therefore, debatable (Bingham et al., 2005; Eagles, 2009; Jordan et al., 2013; Nordin et al., 2005; Nunkoo, 2015; Tosun, 2005; Vernon et al., 2005). It is somewhat contradictory to see how, from the perspective of the dimensions in the case of Catalonia, great emphasis is placed on the weight achieved by participation, but that afterwards its impact on the configuration of models does not have the same importance. This creates a dichotomy between the rhetoric and the practice. These aspects indicate the value of undertaking an exclusive analysis of the actual mechanisms of participation in future studies.

Most governance models in published tourism research come from actual observed patterns based on critical observation by academics, whereas this paper is attempting to develop models based on observations made by industry practitioners.

Being able to identify a pre-established governance model in a destination becomes useful among the actors linked to the system in order to be able to act in a more fluent manner. This makes it possible to take advantage of the potentials that derive from those prevailing dimensions in the model, and to introduce elements that boost the weaker dimensions and those that merit correction. This paper identifies models based on a predominant combination of dimensions and an absence of others, whereas the majority of the existing models do this through the

variations of a single dimension (Beaumont & Dredge, 2010) or through elements that characterize the organizational structures of the studied bodies (d'Angella et al., 2010).

Derivatively, being able to recognize a structure of value and weight ponderation among the dimensions that make up governance in tourism areas should help us configure a measurement and evaluation mechanism that allows us to recognize and assess the actual situation of any destination of a similar size. Based on the recognition of a certain level, correction and improvement mechanisms can then be introduced.

The tourism phenomenon is developing in increasingly complex, dynamic and diverse societies (Kooiman, 1993), and it is doing so while manifesting an enormous ability to evolve. This substratum should invite us to establish governance models strongly based on participation

and coherence, two dimensions that give voice to the system's actors and to management based on ability and a suitable orientation. This will naturally guarantee the presence of the rest of the dimensions. This is a model not identified in the present research that could be called Democratic Strategy, which could serve as a model to prescribe with the desire to favor good government in tourism destinations.

Credit author statement

Octavi Bono i Gisbert: conceptualization, methodology, investigation, data curation, formal analysis, writing-original draft, **Salvador Anton Clavé:** conceptualization, methodology, formal analysis, writing-review and editing, supervision.

Appendix 1

Correlation matrix (Pearson (n)): Variables	EFFECT.	OPEN.	PARTIC.	RESP.	COHER.	SIMP.	KNOW. H.	RESP.	OPEN.	PARTIC.	EFFECT.	COHER.	SIMP.	KNOW. H.
EFFECTIVENESS – result as main objective	1	0.160	0.120	0.322	0.156	0.143	0.052	0.226	-0.023	0.089	-0.054	0.003	0.190	-0.057
OPENNESS - sharing information	0.160	1	0.542	0.457	0.493	0.354	0.474	0.332	0.664	0.518	0.400	0.549	0.412	0.506
PARTICIPATION – cooperation actors	0.120	0.542	1	0.366	0.536	0.324	0.459	0.379	0.446	0.317	0.267	0.393	0.286	0.509
RESPONSIBILITY – accountability	0.322	0.457	0.366	1	0.385	0.132	0.295	0.379	0.315	0.252	0.193	0.204	0.182	0.356
COHERENCE – planning	0.156	0.493	0.536	0.385	1	0.209	0.398	0.430	0.380	0.232	0.256	0.433	0.249	0.373
SIMPLICITY – reduction in bureaucracy	0.143	0.354	0.324	0.132	0.209	1	0.582	0.249	0.437	0.451	0.321	0.406	0.678	0.393
KNOW-HOW – key success factor	0.052	0.474	0.459	0.295	0.398	0.582	1	0.389	0.565	0.416	0.422	0.543	0.573	0.663
RESPONSIBILITY – control	0.226	0.332	0.379	0.379	0.430	0.249	0.389	1	0.409	0.382	0.114	0.281	0.266	0.363
OPENNESS – active communication	-0.023	0.664	0.446	0.315	0.380	0.437	0.565	0.409	1	0.562	0.548	0.663	0.511	0.630
PARTICIPATION – linkage of those affected	0.089	0.518	0.317	0.252	0.232	0.451	0.416	0.382	0.562	1	0.571	0.467	0.477	0.359
EFFECTIVENESS – ethical predominance over result	-0.054	0.400	0.267	0.193	0.256	0.321	0.422	0.114	0.548	0.571	1	0.473	0.353	0.451
COHERENCE – vision	0.003	0.549	0.393	0.204	0.433	0.406	0.543	0.281	0.663	0.467	0.473	1	0.563	0.612
SIMPLICITY – reduction in regulations	0.190	0.412	0.286	0.182	0.249	0.678	0.573	0.266	0.511	0.477	0.353	0.563	1	0.484
KNOW-HOW – training	-0.057	0.506	0.509	0.356	0.373	0.393	0.663	0.363	0.630	0.359	0.451	0.612	0.484	1

Values in bold are different from 0 with a significance level alpha = 0.95.

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