



Appropriate Policy-making for Tourism Stable Management in Iran

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ABSTRACT

The development of tourism, from various aspects, has always been of interest for researchers in less developed communities. These studies, according to the way governments look at development issues, have led the governments to make decisions and implement plans for how to manage tourism (called politics); the process of studying, planning, as well as making decision and ultimately implementation in the tourism is called tourism policy-making. In Iran, different decisions have always been made to develop tourism. In this study, we sought to identify the characteristics of policy-making of tourism and to understand the causes of their inefficiency in order to provide an appropriate model for policy-making and tourism management in Iran. Using thematic analysis, the themes of policy-making for managing the tourism of Iran were investigated. The data were collected through semi-structured interviews and studying the related documents. The findings showed three categories of pervasive themes: contexts; influential factors, and Consequential dimensions. These three shape the basic concepts and organize themes for appropriate policy-making. In fact, based on the results, policy is appropriate for managing Iran's tourism; it pays attention to the context and specific characteristics of the tourism, considers the role of external factors in decision-making and policy outcomes

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1. Introduction

Tourism is of the world's fastest growing industries as well as a major source foreign income and job creation (Aung, 2013). The tourism industry of each country is rooted in people, places, heritage, and values of the country. The governments should make policies, plans to provide economic, social, and environmental benefits through tourism (Halpin and Fraussen, 2019). The ability of the national economy to benefit from tourism depends on the volume of investment in tourism infrastructures and on ability to satisfy tourists which can be done depending on the Favorable policy – making (Dekker and Scholten, 2017). For economies and communities dependent on hospitality tourism, public policy-making is largely influenced and contingent on external and highly variable factors (Dioko, 2023). Moreover, the indicators' role within policy making is closely linked to the specific governance context, influencing and being influenced by it (Gasparini and Mariotti, 2023).

In today's age, the amazing growth of tourism has led to a systematic increase in the share of this industry in the gross domestic product of countries, and tourism is considered as the main driver of economic and social progress (Najda-Janoszka and Kopera, 2014:190). In short, the tourism and hospitality industry is a critical economic sector and provides countries and regions with economic growth and economic and social development (Aguinis et al. 2023). Also, tourism creates benefits such as increasing employment, economic diversity, increasing the speed of regional development and increasing the level of social development (Akbaba, 2012). Considering that the tourism industry is one of the pillars of the world economy, exploiting this opportunity requires creating favorable conditions in the framework of favorable policies (Cross and Vaznonytė, 2020). Maybe this is the reason why tourism is the main focus of governments (Chan, 2019). Also, the unplanned development of tourism causes excessive exploitation and improper use of the country's resources, which is not in line

with the principles of sustainable development (Gunawardana and Sanjeevani, 2009:74).

Tourism policy is an interdisciplinary field that includes all the things that governments choose to do or not do in tourism (Borghetto and Belchior, 2019). Tourism policy is dependent on the understanding and interpretation of researchers from this vast territory (Estol and Font, 2016), and tourism policy researchers should first focus on the evaluation of governments with the aim of influencing tourism (Garcia, 2014:34). Although the positive impact of tourism generally outweighs the negative, some tourism practices may lead to negative outcomes. Accordingly, policy formulation, particularly within the tourism and hospitality industry, is a highly relevant and meaningful issue (Aiello et al., 2020).

Government policies and approaches in the field of tourism arise from the nature and cultural, economic, social and especially political conditions of Iran, in this regard, in order to have a correct understanding of the government approaches in the field of tourism and to know the reasons for the weak position of the tourism industry - at least in the system Iran's economy - Examining the economic nature of the government and society in Iran and its formation structure will be a good guide to understand this issue. It should be recognized that the dimensions of tourism development are the result of management and policies that are in the hidden layers and behind the curtain of this sector, which governments play the main role in realizing. The depth of influence of the fabric of Iranian society with the origin of the government is such that we witness the influence of the economic, political-administrative and cultural system related to the governing mechanisms of Iran's tourism (Delshad et al., 2018: 12). In addition to official policy and legislation, tourism intermediaries are also affected by unofficial politically motivated decrees issued by the government. Iran has many attractions, the existence of many attractions in Iran has caused it to be called a world within one border. Iran's attractions are so diverse that it provides enough motivation to travel to almost every taste. Tourism development in Iran has a special ability. In addition,

with the presence of variables such as young population, unemployment, the need to increase foreign exchange income and foreign investment, paying attention to this sector can be the basis for achieving full employment, increasing foreign exchange income, introducing Iranian civilization and culture to the world, extensive and constructive interaction with countries of the world and to break ethnic and minority borders.

Iran, country with an area of 626336 miles, has a unique diversity of cultural, ethnic, linguistic, climate, architectural and historical features. Iran has 30 UNESCO registered landmarks and 74 others sites and monuments in the pilot of this international organization. Iran has burning deserts, humid forests, and cold mountainous regions. Also the existence of a number of sacred Shiite shrines in this country, has provided a good position in the field of religious tourism for Iran (Najafi Nasab, 2018). The presence of skilled doctors, as well as medical and health services in Iran, have made this country one of the potent countries to become a medical tourism hub in the region and the world. Iran is comparable with countries such as Egypt, Greece, India, Italy and Turkey in terms of its historical significance and cultural and natural glory. Despite the high potential of Iran at generating income and improving the economic situation through the tourism industry, the indicators do not show a satisfying situation in this field. In terms of business environment, Iran ranks 79, safety and security 87, health and hygiene 93, human resources and labor market 105, ICT readiness 94, prioritization of travel and tourism 117, international openness 109, price competitiveness 1, environmental sustainability 119, air transport infrastructure 89, ground and port infrastructure 75, tourist service infrastructure 116th, natural resources is 100th and cultural resources is 38th (Raad, 2018: 3). Iran's ranking in all the indicators is worse than average in the Middle East. Several reasons have been mentioned in the literature for failure of the tourism industry in Iran, such as the mostly unfavorable view of in the world, political tensions with the West for more than three decades, poor and unstable management, weak and ineffective advertising, and lack

of tourism infrastructures such as hotels, restaurants, efficient transportation system, sanitation facilities, and the regulations of Hijab in this country. By examining the current situation of tourism development in Iran, it can be said that tourism has not achieved proper development due to its high capacity. The small share of tourism in the gross national product, low foreign exchange earnings in the foreign tourism sector and the low employment rate in the tourism sector confirm this claim. Considering that the development of tourism requires coherent and appropriate policies. Therefore, the lack of development of the tourism sector can be seen as related to inappropriate policy making, which is entirely aimed at the governments in Iran and their performance. Therefore, in this research, according to the mentioned introduction, we seek to answer the question of what is the optimal policy in the development of tourism in Iran.

2. Material and methods

To achieve this goal, the present study was conducted via qualitative analysis method, in particular thematic analysis. Thematic analysis is actually a way of identifying, analyzing, and reporting patterns in qualitative data. It is also “a process for analyzing textual data, which converts sparse and varied data into rich, processed, and detailed data (Braun and Clarke, 2006)”.

2.1. Statistical population, sample, and sampling method

The research data were obtained through semi-structured interviews with sixteen specialists in tourism management with different research fields and in different regions of Iran. In fact, the main research tool was the interview. Half of the interviews were conducted online. After coding and analyzing each interview, we proceeded to the next sample by purposive sampling, and the coding process and its results were the basis of the next expert selection. Finally, with the theoretical saturation and achievement of the desired goals, the interviews were completed. Our target community was the people living in Iran's areas and we sought to provide a way of policy-making tourism

areas that would lead to improved tourism management and development of this community in various aspects. The purpose of each research was to determine the sampling method; quantitative methods were used if the purpose of the research findings was to be generalized to a larger community. If the purpose was to understand a phenomenon within the society, qualitative methods were used. Since this research sought to understand policy-making tourism for tourism management from the past to present and to provide optimal policy-making, the qualitative method was used and random sampling was done among academic experts.

Table1. Characteristics of the interviewees

Provinces	Specialty fields	Professor	Associate professor	Assistant professor	Woman	Man
Isfahan and yazd Province in the center, Kerman in the east, Ilam in the west, Hormozgan in the south,	Geography and tourism planning, Tourism Management,	6	4	6	6	10

Source: research findings

2.2. Data analysis method

Thematic analysis by Braun and Clark (2006) was used to analyze the information and all the interviews were analyzed line by line. In 2019, Braun and Clarke explained and developed how this method was achieved and developed in various sciences, especially in the medical sciences (Braun and Clarke, 2019). They considered the process of data analysis as having three general stages of “text description, text interpretation, and text re-integration”. Therefore, the data analysis of the study was conducted in three stages: 1: Open coding (identifying topics, features, and contexts), 2: Axial codes (thematic categorization), and 3: Selective codes or inclusive themes. In fact, open coding is the search for information from the interviews, line by line or paragraph by paragraph, coding them, and leaving them open to view

the results. In the axial coding stage, they are grouped into larger topics based on the main research topics. Finally, with selective coding, these topics are linked to each other and their relationships are evaluated.

2.3. Quality and reliability assessment

There are various ways to evaluate the quality and validity of the thematic analysis findings, such as using independent coders, receiving feedbacks from the interviewees, and matching them with research literature and valid studies in the research subject (King and Horrocks, 2010). In this study, analyses were validated using independent coders and, by re-coding samples of the interviews, the structure of the proposed themes together with coding was recognized by several experts in tourism management. Also, these codes were compared with the coding of the researchers and, eventually, some of them were revised. The interviews were conducted in-depth due to their number. Coding was done manually to increase accuracy. Themes were also categorized and extracted at the level of obvious themes. In fact, open coding is the search for information from interviews on a line-by-line or paragraph-by-paragraph basis. In the axial coding stage, they are grouped into larger topics based on the main research topics. Finally, by selectively coding, these issues are connected to each other and their relationships are evaluated.

2.4. Data analysis

The data obtained from the interviews were analyzed using thematic analysis. In order to introduce an appropriate policy-making model for tourism management, it was tried to explain the main concepts and themes. On the basis of data thematic analysis, thirteen fundamental themes were identified that formed the basis of the research model. These themes can be divided into three categories: contexts, influential factors, and consequential dimensions.

The contexts included the following themes: Upstream laws in tourism Policy-making, The role of participation in tourism Policy-making, Culture and tourism Policy-making, Foreign policy, role of reforms in policy

making. Influential factors included the themes of: Entrepreneurship, Marketing, Investment, Research and information. Consequential dimensions were: Sustainable development of the tourism industry, improving the image and branding of tourism, Stabilization of society. During the open coding phase, 470 open source codes were obtained from the interviews; because of their large number, it was preferred to only show basic organizers and inclusive concepts. Examples of the most important quotes in each field were shown. Quotations from the interviews with tourism planning geographers were used to document the findings. It should be explained that the design of the interview questions and the data analysis was according to the existing theoretical literature in the field of tourism, policy-making and planning, and experience of the researchers.

Table 2. Basic, organizers, and inclusive concepts of research

Basic concepts	Organizers	Inclusive concepts
Constitution, vision document, 5year development plans	Upstream laws in tourism Policy-making	Contexts
Importance and necessity of public participation in policy-making and implementation, consequences of public participation in policy-making	The role of participation in tourism Policy-making	
Cultural challenges of policy making, cultural environment of policy making	Culture and tourism Policy-making	
De-escalation and good relations, sanctions and their effects	Foreign policy	
Reforming the role of the government, reforming public policy, changing the institutional environment, changing institutional arrangements	The role of reforms in policy making	
Creating an entrepreneurial culture, creating a banking system that supports entrepreneurship, creating a tourism entrepreneurship fund, facilitating	Entrepreneurship	Influential factors

Basic concepts	Organizers	Inclusive concepts
entrepreneurship through procedures and the bureaucracy system.		
Market segmentation, price flexibility of tourism products, government support for advertising, social networks	Marketing	
Optimal allocation of capital, spatial equity of investment, creation of investment attractiveness	investment	
Providing accurate and real statistics, Skilled training,	information science	
Stable employment and improvement of the business environment, Globalization of the tourism market	Sustainable development of the tourism industry	Consequential dimensions
Explaining the branding strategy, Characteristics of branding,	Improving the image and branding of tourism	
Belonging to the place, the reputation of the village, a sense of pride, the cultural authenticity of the village, the commodification of the host culture, the reverse process of migration	Stabilization of society through stabilization of policies	

Source: research findings

3. Results and Discussion

3.1. Contexts:

The first organizing concepts that emerged from the data and most of the interviewees emphasized on were the upstream laws in tourism Policy-making. In other words, until we do not have accurate laws and effective about the tourism (Penny Wan, 2013) any action, decision-making, and policy-making for the tourism will be in vain and even detrimental. Most of the interviewed experts emphasized on legislation and paying attention to the implementation of laws, as well as the special characteristics of tourism in Iran and the need to pay attention to it in policy making for tourism management. Examples of interviewees' quotes are provided to document

the basic and organizers' extracted concepts. "Unfortunately, the Constitution of the Islamic Republic of Iran does not mention tourism and its related concepts. Also, the Iranian documents show that the issue of tourism in accordance with the global developments of the tourism industry has not been considered by the policy makers and planning system of Iran".

Another interviewee said about the upstream laws and its impact on Policy-making: "Tourism has not been mentioned in any of the above documents of the Constitution, Iran's vision document and the comprehensive scientific map of the country. In the development plans, it is also mentioned implicitly, but it is not specified in what way, by which institution and with which budget it should be done, and this ambiguity in the law has negative effects on the development of tourism".

From the available documents of Iran regarding tourism, it appears that the policy makers and planners are not willing to consider tourism as an industry and one of the important economic fields. In all Iran's development plans, if there is a mention of tourism, it is included as a cultural category under the cultural section. Even tourism as a cultural category has been seen with a very reductionist view and it has only been seen as preserving and restoring historical buildings, creating specialized museums and improving infrastructure and providing facilities for the pilgrims of Iran's pilgrimage centers.

Another concept extracted from the interviewees role of participation in tourism Policy-making. One of the interviewees stated: "Unfortunately, in Iran, instead of people participating in policy-making, government interference is a big obstacle to participation. Most policies, not only in tourism but in all matters, are top-down and people are subject to it. In fact, we are observing the anti-participation policy from the government, which the people are not in".

Among other concepts that have been mentioned role Culture in tourism Policy-making which includes two subsets Cultural challenges of policy making and cultural environment of policy making .One of the interviewees stated: "The analysis of the relations between the government and the society

indicates more than anything that the politics in Iran is a function of the main sources of financing, i.e. oil revenues. In other words, the nature of the government in Iran caused that the means of capitalist production in Iran were not formed based on the institutionalization of the values of the capitalist model, which is economic freedom and the expansion of democracy and the growth of the real private sector, but the dependent development model in the simplest and worst form. Its purpose is the export of oil resources, increase in imports and the spread of consumerism. The transformation of values and cultural changes resulting from this is a concrete example in the case of tourism”.

Another concept mentioned by the interviewees is the issue of foreign policy, which includes de-escalation and removal of sanctions. The heavy shadow of sanctions has affected all aspects of people's lives, including the economy. Foreign policy and international relations in Iran are determined by the government, and with the change of governments, there are fundamental changes in the form and content of foreign policy. Since the foreign policy has a direct impact on the tourism industry, the government has a significant role in its development through the restoration of relations with other countries.

Another concept mentioned by the interviewees is the issue role of reforms in policy making, which includes reforming the role of the government, reforming public policy, changing the institutional environment, changing institutional arrangements (Liu and Chou, 2016). For example, one of the most important ones was the monopolistic role of the government and the interviewees considered the government (as well as parliament) as the main policy-maker and executor. They believed that the government was the only source of funding for and implementing the policies. This monopoly on legislation has had a negative impact on the preparation of plans and programs and on the financing of policies, the achievement of the objectives of good tourism development and management. Also, being governmental has led to centralizing the policies

and parallel working between organizations and bureaucracy for tourism management. One of the interviewees stated: “It seems that one of the most important reasons for the insignificant share of Iran in tourism markets is the adoption of an approach during which, due to various reasons (mainly cultural-social), making changes that are appropriate and in line with the global conditions of tourism are avoided. In other words, in Iran, tourism industry development policies, instead of aligning domestic conditions, destinations, attractions and tourism products with the global conditions of this industry, tries to align international tourism with its domestic conditions”.

3.2. Influential factors:

The second theme that the interviewees stated was there were influential factors in policy-making tourism and decision-making for tourism management. One of the policies affecting tourism is to strengthen investment. The development of a tourist destination requires investment to create infrastructure and services. Investment in tourism is made in three sectors: government, private and foreign sectors. In the early stages of tourism destination development, the government must play an active role in providing infrastructure and services. For example, one of the interviewees said about the Investment in tourism: In investing, two points should be taken into account. First, there should be an optimal allocation of capital between regions, that is, regions that are tourist destinations in the country and receive millions of tourists every year, need to invest more in them than in other regions.

The second point is that some areas have industrial, agricultural, etc. functions and according to these functions, investments are made for the development of those areas. Therefore, in order to achieve spatial justice between regions, it is necessary to determine the function of tourism in regions that have not been considered for some specific functional considerations, and invest in these regions. Another most important factor involved in policy-making management is Entrepreneurship, which can be analyzed. One of the

many problems Iran is facing today is the lack of job opportunities. The increase in demand for work as a result of population growth policies at the beginning (Ács et al., 2014) of the Iranian revolution in 1979, which led to a high population growth rate, and today the same population has entered the labor market and is seeking work. Accordingly, one of the important policies in tourism management is entrepreneurship and job creation. Today, entrepreneurship plays an important role in the development process of countries and leads to the creation of job opportunities. In different countries, entrepreneurship in tourism has received much attention due to its high capacity in creating employment. For example, one of the interviewees said about the Investment in tourism: What we have seen in the country now is the lack of movement in the direction of entrepreneurship, especially in the tourism sector. Various factors were effective in this case. Moving on the path of tourism entrepreneurship requires appropriate and coherent policies to remove obstacles and facilitate entrepreneurship

One of the factors that had prevented the emergence of entrepreneurship in the country is the lack of entrepreneurship culture. Due to the devaluation of the national currency and the lack of security, the people of Iran prefer to transfer their capital to the land and housing sector and buy dollars and gold, and this has caused the society to lack a positive attitude and value towards entrepreneurship and job creation. . This causes the next obstacle, which is the lack of access to financial resources. This issue requires the formulation of macro-financial policies in order to provide financing for entrepreneurial people. Changing the banking system in order to change the direction of banking resources from non-productive sectors to entrepreneurship can be an important policy in this field.

Another most important factor involved in policy-making for management is marketing, which can be analyzed. A tourist destination offers various attractions, facilities, services and facilities as a product to attract tourists. What is important in the meantime is the introduction of these products to the consumer market. Therefore, product marketing is

required. Marketing is a necessary destination for survival. And it plays a significant role in attracting tourists. Considering that for marketing, a product must be introduced to the consumer, it is necessary to develop tourism product supply policies to attract tourists. In relation to tourism policy and marketing, it should be said that the policy of determining the price of tourism products is important. Regarding foreign tourism, due to the existence of a competitive market in the world, determining the prices plays an important role in creating the market. Tourists react to prices in the global tourism market. Therefore, attracting tourists in the global market requires coherent pricing policies with flexibility according to different conditions. For example, the prices should be adjusted according to the change of season and depending on the climatic conditions.

Tourists need information science related to travel, reservations, access to information related to agencies, shopping centers, maps of tourist routes, museums, hotels and daily programs, and any information about the destination, and obtaining this information is very important. So that tourists are looking for available services in different sectors to meet their needs. So the importance of information is very important and the role of information should be considered as an important role in policies related to tourism. Receiving information is different according to the available tools and the advancement of technology, and in order to use a general and comprehensive system, one should use the information places, and more importantly, where these systems should be installed to help information more and provide better services. Targeted policy plays an effective role in relation to information. One of the concepts mentioned by the interviewees is the problem of research

The weakness of the tourism education and research system is one of the most influential issues in the field of tourism management, and in this context, one of the interviewees stated: “things like the lack of a PhD level in tourism in the country, the use of non-specialist professors to teach tourism in universities, the lack of implementation Extensive research in the tourism

industry, the lack of communication between the university and the industry, and the lack of applicability of the university education by the industry, as well as the theoretical poverty among the members of the society and especially the policy makers, should be taken into account in the macro policy making of the country”.

3.3. Consequential dimensions:

Finally, given the contexts in tourism and the external influential factors, the interviewees mentioned the consequences and we categorized them into three dimensions:

3.3.1. Sustainable development of the tourism industry

The concept of the tourism industry includes a chain of industrial sectors such as accommodation facilities, catering facilities, transportation equipment (Airey, 2015); which are intended to provide service facilities for tourists. Sustainable development is the process of changing the use of resources, directing investments, directing the development of technology and structural and institutional changes that are compatible with current and future needs. The new concept of sustainable development is holistic and includes all aspects of social, economic, cultural, environmental and other human needs. In other words, the most important attraction in sustainable development is its comprehensiveness (Baumgartner, 2014). Sustainability in tourism requires systematic attention to technical, cultural, political, economic, historical and environmental dimensions in moving towards the use of tourist attractions in accordance with today's needs and the preservation and sustainability of these resources for the future, which is achieved through policy making.

As one interviewee put it: “Certainly, tourism has positive and negative social, economic and environmental effects. The only proposition that can reduce the negative effects of tourism and increase its positive effects is the optimal policy in the sustainable direction of the influencing factors”.

3.3.2. Improving the image and branding of tourism

Despite the importance of the tourism industry as an economic sector in the world, national tourism branding has not received much attention from Iran's policy makers and planning system, and in the few cases where attention has been paid to the destination brand, only the design of the logo and slogan has been considered, and even the design and implementation of the program Promotion (even short-term) for the same logo has not been very important.

3.3.3. Stabilization of society through stabilization of policies

Sustainability of policies as a consequence of the research and perhaps the most important part of it was extracted. For example, one of the characteristics emphasized by the interviewees is the necessity for policy stability. Interviewees believe that one of the reasons that policy-making in the field of tourism has not been effective is that they are short-term and cross-sectional and, in fact, unstable. Implementing policies and programs is either stopped or affected by changes in governments that have a detrimental effect on policy outcomes. One of the interviewees believed that: "Plans are short-term in the field of tourism; we don't have a long-term plan and we don't have a vision for tourism development. Because our plans are temporal and have nothing to do with the past or the future, they certainly cannot bring about an economic change in the regions."

One of the extracted concepts, which one of the consequences of policy in tourism management, is community stabilization. The following is the opinion of one of the interviewees: "As evidenced by statistics, Iranian society has lost its social capital, including financial, political, natural, cultural and human capital, and social cohesion in Iran is declining as a result of wrong and incorrect policies. Tourism can play an effective role in promoting and stabilizing it through appropriate mechanisms that it implements in different dimensions".

Finally, by discovering inclusive concepts and final themes and relationships between the themes, the following diagram could illustrate the

characteristics, contexts, influential factors, and the consequential dimensions for achieving the appropriate policy-making for tourism management in Iran.

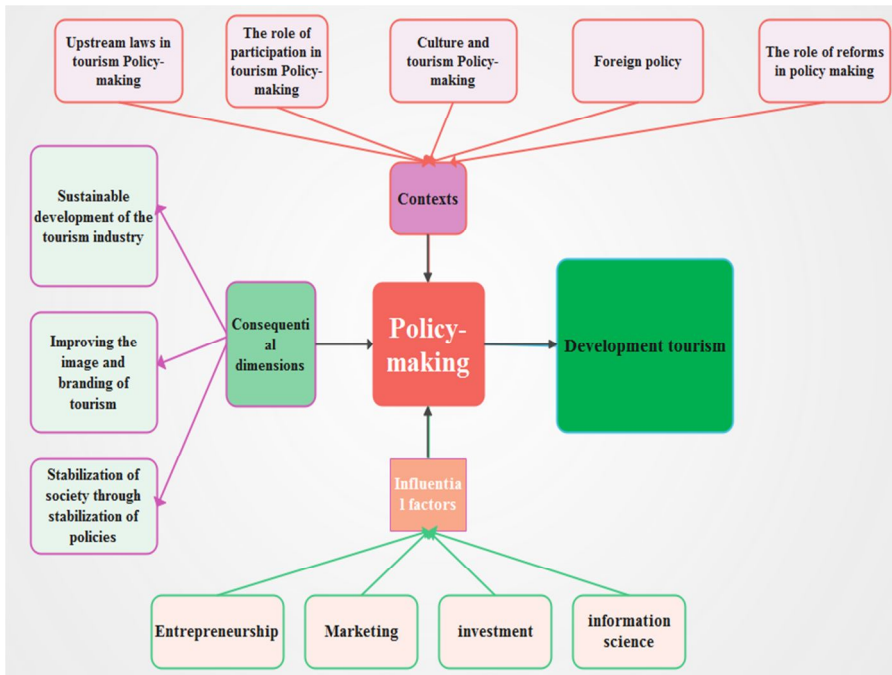


Fig1. Conceptual Model of Appropriate Policy-making for tourism Management in Iran

Source: research findings

4. Conclusion

This study showed that policy-making for tourism of Iran can be divided into three levels:

- 1) Contexts; 2) Influential factors; 3) Consequential dimensions.

Policy-making should be based on these contexts and they are the infrastructure of policy-making. In fact, these contexts are like mosaics, without being placed on which the policies would not succeed. The results showed that, in policy-making for tourism of Iran, the upstream laws should be a priority. In addition, the upstream laws can help or hinder the

effectiveness of policies. Therefore, one of the main cases that can be discovered from the analysis is the important role of the upstream laws in policy-making and management of tourism in Iran. The policy process for the development of tourism without the full and all-round participation of the real actors of this sector will be meaningless for them, and as a result, it will not have the necessary efficiency and effectiveness. The results showed that people should participate in writing policies and implementing them. In fact, every decision that is made for tourism must involve the people in order to be both more sustainable and more effective. If the opinions of the Beneficiaries are not taken into account in the decisions, the policy-making will be one-sided. It is necessary to provide the processes of creative interaction and effective participation of stakeholders in a legal, systematic and institutional manner and not in the form of traditional consultations and arbitrary suggestions of the government in an ineffective and unsecured manner. Another point that emerged from the analysis was the need for paying attention to the Foreign policy. Attention to Lifting sanctions and Resolving tensions in Iran's relations with regional and extra-regional countries was another point worth mentioning. Policies should remove sanctions and Establishing relations based on goodwill with neighbors and other countries of the world in areas.

The Iran areas of Iran have a special culture and these cultural differences should be taken into account in policy-making, as the experts pointed out. When there are not enough data about these cultural differences, the same policies are considered for place and tourist sites areas. But another group of inclusive concepts that were discovered can be called influential factors. Entrepreneurship of factors is a condition that experts mention for better policy-making. Tourism is generally offered by entrepreneurial businesses and provides the ability to identify market opportunities and develop products in tourism and creates opportunities to use new resources. Therefore, governments should develop policies to support entrepreneurial activities and encourage people to become entrepreneurs in tourism. Another

issue mentioned in the comments of the interviewees was the investment role of government. Analyses showed that, Major investments are made by the government. This monopoly has made policies one-sided and the government, as the sole decision-maker in investment, writes all the policies. In order for policy-making to be effective, it is necessary for the private sector to be present and for the government to supervise the implementation of decisions. The government's policies regarding social media filtering and its effects on tourism marketing are not hidden from anyone, and steps should be taken to resolve it. The latest inclusive concepts were categorized as consequential dimensions. These concepts are in fact the result of policies and arise after implementing the policies. Policy-makers need to pay attention to the consequences of decisions on tourism. One of these consequences is Sustainable development of the tourism industry. Policymakers should know that with inappropriate policies in the discussion of tourism, youth employment, their business environment, their future faces serious risks and causes social and economic damage.

Sustainability of policies is another concept that should be a consequence of policy-making. The analysis showed that the existing policy in management tourism of Iran is not sustainable and everything changes with the change of governments. Many policies, even if appropriate, take time to be effective. Tourism managers do not have the ability to plan to solve problems because policies may change each year. The last consequential dimensions that were discovered were the Improving the image and branding of tourism. The main challenge in positioning the national brand is the political sensitivities of the stakeholders and their acceptance of the position. This dimension illustrates that if we want policies to have a good outcome, and turn tourism in Iran into a brand we must be well aware of the concept in tourism of Iran. By recognizing the disadvantages of current policies, we can try to write and implement better policies. This research also led to new results and achievements that could be considered in future studies and planning. These include identifying the characteristics of contexts and the

environment of tourism management Iran, identifying the most important external factors affecting policy-making tourism and understanding how they relate to the contexts. Also, understanding the consequential dimensions of tourism management policy-making and above all, introducing the features that should be considered in policy-making for tourism management. In other words, this study attempted to introduce a desirable model for considering all aspects, factors, contexts, and tourism management.

The innovation of this research was that it discovered the main contexts of policy-making for tourism management of Iran. Contexts such as Upstream laws in tourism Policy-making the role of participation in tourism Policy-making, culture and tourism Policy-making, foreign policy, the role of reforms in policy making in policy-making and management were the main policy-making. Another innovation of this research was the identification of external factors that affected policy-making tourism management. Finally, consequential dimensions in tourism management of Iran were introduced. In fact, discovering and categorizing these inclusive concepts and drawing a conceptual model of appropriate policy-making of tourism management of Iran were the innovation of this research. Finally, we can say that the current state of policy-making is not appropriate for tourism management and the barriers to policy effectiveness need to be recognized. Moreover, successful external and internal models (that have existed in the past) must be studied. With the policy coherence and policy-makers, and use of experts in decision-making and implementation of policies, and training current managers, the existing policy-making (it is still governmental, top-down, looking for urban development, industrial, and sector development.) can be decentralized.

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Authors' contributions

Study concept and design; analysis and interpretation of data; drafting of the manuscript; critical revision of the manuscript for important intellectual content: Ahmad Hajarian

Conflicts of interest

The authors declare no conflict of interest

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