



**International Journal of Biology, Pharmacy
and Allied Sciences (IJBPAS)**

'A Bridge Between Laboratory and Reader'

www.ijbpas.com

**PRESENTATION OF TOURISM MODEL IN IRAN ON THE BASIS OF NEO-
INSTITUTIONAL THEORY**

**NASRIN MOHAMMADI¹, GHOLAMREZA MEMARZADEH², AFSANEH ZAMANI
MOGHADAM³**

¹PhD student of Management and Cultural Planning, Science and Research Branch, Islamic Azad University, Tehran, Iran

²Faculty Member, Science and Research branch, Islamic Azad University, Tehran, Iran

³Faculty Member, Science and Research Branch, Islamic Azad University, Tehran, Iran

***Corresponding Authors: E Mails: gmemar@yahoo.com**

ABSTRACT

Neo-institutional theory state that organizations become eligible, get resources and survive based on their acceptance of institutional forces. This theory explains organizational performances in strategic and institutional dimensions as providing competitive responses. Aim of the present study is defending application of neo-institutional theory in order to present a tourism development model in Iran. In this research, significance of institutional forces have been investigated according to three variables (normative, mimetic, and legitimacy) in two conditions, namely ideal and present conditions. Based on objectives of the present study, priority of each variable would be identified in both conditions. Moreover, it is an exploratory and methodology includes qualitative-quantitative procedures. Population are comprised of managers in different levels (higher, middle, and executive) working in Organization of Cultural Heritage, Handcraft Industries and Tourism. Findings showed that in Iranian tourism development model variable of normative force was the first priority and other variables of mimetic and legitimacy had second and third priorities, respectively.

Keywords: Tourism Industry; development; Neo-institutional Theory

INTRODUCTION

In the age of post-modernism, tourism areas embrace the earth, from deep in the oceans to the atmosphere, all the human characteristics, cultures, nature, art works, etc. In fact, this century should be titled: “The age of tourism industry” because the technology developments in the 21st century provided more leisure time for people so they could spend much more time on hobbies [24]. Development through tourism, is an encounter that all the countries consider it and spend years of investigation on the innovative techniques to improve it. Although the power of oil economy in wealth, it couldn't attract the professionals' attitude as a reliable and trustworthy axis for full capacity development of nations because it is mortal like every other natural material. This occasion led the philosophers to think about a substitute and replacement to be a skillful potential for making money.

Based on the annual report of national tourism organization in 2012, the number of tourists in the global level crossed 1 billion bound for the first time witness the 50% raise in tours and tourists in comparison with 10 years earlier. On the basis of global tourism organization, the weakest country in tourist attraction in the year of 2020 would earn more than 20 billion dollars. However the

tourism annual income of Iran equals the 10% of the global gross production, 11.4% global employment and 11% of total global revenue. Nevertheless the annual revenue of tourism in Iran approximated only 1 billion dollars but based on development program, it is anticipated that in the first of the year 2025 it would reach the 20 billion [47].

Since Iran is placed in the first nine countries that possess historical buildings and monuments, and also positioned among the ten prior countries for eco-tourist attractions [37]. These features change the country to a powerful tourism producer that waits for growth and blossoming [47]. On one hand, tourism is not present in isolation and its performance is very dependence to other co-operative organizations all over the globe. The interaction of each of these organizations can be either a thread or an opportunity for other countries tourism industry. To encounter with global evolutions and changes, performance clarity and obtaining the competition advantage in tourism industry, it should act prepared, professional and likewise contains high level of flexibility. Enclosed and limited approaches dependence of local occasion, prevent the tourism from stable development. The main purpose of this investigation is to

design a development model for tourism due to fundamental changes of tourism industry in global dimensions as far as protecting the normative and cultural basics from threads.

Theoretical fundamentals of the study

Tourism

Apart from the vulgar concept of tour as hobby and amusement, the perception of Tourism is traveling that is derivated from the word "Tour" means voyage from some place to another, based on etymology [21].

In another definition the tourism application as a social basis is emphasized[38]. It is expected that these definitions emphasized and provide a base for attitude and approach evaluation like leisure activities in comparison with everyday life (that may be the most common implication of tourism).

Tourism industry

The global en-bloc industry that contains all the parameters related to tours, hotels, transportation and every other thing that connected to needs and services of tourists and promotion of touristic conditions [8]. Indeed tourism is more than an industry and service that is converting to a global dynamic phenomenon with political, economic, social and bio-environmental dimensions that affects differently on various nations and increase all the positive effects and decrease

of negative effects requires precise recognition and analysis of that [48].

Development

Development in which balance and equilibrium, preservation of values and quality of moralities, principals and economic priorities can be seen and attempt is made to create a comprehensive substitute development which is nearly economic[48].

Tourism development

In this approach tourism development is carried out using the existing resources in a way that economic, social, cultural needs are fulfilled besides providing tourist expectations, unity, and cultural identity, maintained of environment and creating a balance between economic and welfare [2].

Organizational change

'Organizational change' can be defined as functional institutional environment including organizations and the one that justifies homogeneity of organization. DiMaggio& Powel [5]define organizational change as homogeneous organizations that form and institutional life and generally include fundamental suppliers, customers of productions and resources, legal businesses and other organizations with similar services. Therefor organizational change is defined as an organ ruled by a group of organizations with mutual interactions. Institutional theory

categorizes organizations in an organizational change in a way that all tend to develop as much and similar together as possible. This concept is also called institutional isomorphism which is a legitimate process in posing force on a part of population so as to make it similar to other part.

Moreover, Scott believes that similarity can exist in face of three types of institutional force, namely normative, legitimacy, and cognitive [31]. Legitimate similarity occurs as a result of implementation formal rules and obligations, this is because rules become legitimate by the organizations. Institutional forces guide organizations to conform their structures, strategy and similar processes[31],[5]., as concluding remarks, similarity can be a considered a prior factor for organizations; as it can facilitate intra organizational interactions, organizational activities can also be supported socially [6].

The Institutional Theory in Tourism Studies

The Institutional Theory is applied with different purposes in tourism studies. The main research areas in which the Institutional Theory was used as a theoretical basis in tourism studies are: environmental, entrepreneurship, innovation, technologies, social responsibility, institutional

arrangement, governance structures, public policy, and political trust.

These tourism studies are mostly empirical, since only three are theoretical works [13,45,12]. The empirical application of the Institutional Theory is recent with the first study being published in 2004. However, between 2009 and 2013, a greater concentration of these publications was registered. A gradual, annual increase of publications was observed, with the height of publications of the Institutional Theory applied to the tourism sector occurring in 2013. Most of the studies have components of tourism supply as an object of analysis, specifically hotel ventures [30,35,13,45], golf courses [40,28] and agricultural-based tourism clusters [9,10]. There are also studies evaluating the perception of the local resident communities about the tourism institutions [22], as well as the innovating processes embraced by cuisine chefs [23]. However, there are no identified studies with the object of analysis – under the institutional perspective – involving tourist demand. Regarding the geographical perspective, there are studies involving regional analysis [22,40,29] as national analysis [30,31,44,1,36,16,17,18,43]. At the same time, there are also comparative studies between countries [7,23,35], regions of the

same country [39] and even comparisons between regions of neighboring countries [32].

It prevails that the largest number of tourism studies carried out with the Institutional Theory is in the environmental area. These studies present a great deal of concern, mainly, with the pressures of the institutional environment influencing environmental management practices adopted by the tourism enterprises. They also present an analysis model which allows the measurement of significant Institutional Theory constructs such as the impact of three sources of institutional pressure (coercive, normative and mimetic) in the tourism organization's behavior and performance, as well as the effect of social legitimacy given by the social actors and reflexes from this effect in the organizational performance. The rural tourism sector is a subject of analysis by Forbord et al. (2012) who describe the sector through three interdependent factors: products, organizations and institutions. Through comparative³ analysis, it is highlighted that, while regulatory prescriptions are the basis for top-down standardization, cognitive factors serve as a starting point for creativity and heterogeneity, bottom-up, in the tourism sector. Wang and Ap[44] also offer a

sectorial analysis of tourism by describing the factors that affect the implementation of tourism policies in China, which comprehend the following: the socioeconomic macroenvironment, institutions, interorganizational relations and interest groups. Another study within the research areas of "public policies" in tourism identifies in which way formal and informal institutions influence the conception and implementation of supporting policies for tourism companies [39].

Through a comparative analysis between two Spanish regions, Urbano et al[39] states that, while formal (regulatory) institutions play an active part in the conception of supporting mechanisms for tourism business, it is the informal institutions (through socio-cultural factors such as cultural values, entrepreneurial activity, population education and social networking) that are the important determinants for its implementation. In the investigation field regarding "governance structures", Lapeyre[17] uses the concepts of power and governance in the tourism field to understand why and how the actors bring up specific structures of governance to operate tourism activities, redistribute revenues and minimize transaction costs. The two works of Renaud Lapeyre (Lapeyre, 2009; 2011) and the study by Urbano et al[39] are exclusively

based on an economic perspective of the Institutional Theory, sustained by authors such as Douglass North, Clark Gibson and Oliver Williamson. This current institutional understanding seeks to explain how the institutional framework affects the organization's economic and social development. In turn, this generates the arguments of the regulative pillar. Regarding the "political trust" that institutions can generate from residents of a tourism destination, Nunkoo et al. [22] and Nunkoo and Smith [22] identify connections between the concepts of legitimacy and trust when supporting that political legitimacy can only be achieved upon the confidence of the residents in the public administration.

Nevertheless, this review of the literature also allowed the identification of tourism studies that employ certain concepts or approaches of the Institutional Theory but are not exactly applicable as a theoretical study basis. Alipour and Kilic's [1] work are some of the examples that take over the concept of "intuitionism" to analyze the structure of the Cyprus tourism sector. The "institutional support" approach, used by Lerner and Haber [19], conclude that tourism developments with financial support by external resources show better performance compared to those that are completely self-financed. Initially,

the "institutional arrangement" argument is used to assess the potential contribution of tourism companies of a communitarian basis in reducing poverty and empowerment [16]. Subsequently, it is used to analyze the socio-economic impact of the tourism relations between community, public and private bodies in rural areas [17]. Wink's [46] study about ecotourism and processes of collective learning also does not use the Institutional Theory as a theoretical perspective. Another example is Ateljevic and Doorne [3] who concluded that the development of small tourism businesses is influenced, mainly, by existing governmental regulation.

METHODOLOGY

Regarding objective, the present study is an exploratory and application one; its main objective and preliminary objective is identification of factors (dimensions and variables) to design tourism model. Also, designing the model and its verification, attempts are made to offer a novel attitude toward tourism and its factors so as to apply them in the organization.

Data collection was both qualitative quantitative. After reviewing the literature, use was made of qualitative approach to find and limit dimensions, variables and criteria of tourism development. To this end, also use was made of semi-structured to structures

interviews aiming at come with components of triple institutional variables though content analysis. These components then formed items of a questionnaire besides those obtained from literature. Then, tourism development was designed. In order to increase accuracy of the questionnaire and inclusion of experts' ideas, use was made of Delphi Method. In quantitative section, validity was measured using Friedman Test. According to this, priority of each variable was defined. Finally, analysis of data was made through statistical software.

Population of the study were managers in different levels (higher, middle, and executive) in Organization of Cultural Heritage, Handcraft Industries and Tourism of Tehran (central branch) and related branches in suburbia.

Time period of the study was 2013 to 2015.

Procedure of sampling and defining sample

Regarding quantitative part which includes questionnaire use was made of Morgan Table and 190 managers were chosen using stratified sampling from among a total of 380 managers working at three levels all over the country. As for qualitative sampling, which was carried out through Delphi Method, 12 executive and scientific journalists were selected.

RESEARCH QUESTIONS

What are institutional variables of tourism development of the country?

How each institutional variable lend support to tourism development?

How much is the gap between institutional variables in both desired and the present conditions?

RESEARCH FINDINGS

Results shown in table 1 show that mean is higher than 5 for all factors; in other words, factors comprising industry are of reasonable conditions. However, this needs to be investigated through inferential statistics.

Table 1 descriptive statistics of variables of industry (institutional)

Statistics					
		Industry	Normative	mimetic	Legitimacy
N	190	190	190	190	190
	0	0	0	0	0
Mean		8.8526	8.8605	8.8219	8.8450
Mode		9.17	8.88	8.83	8.62
St. deviation		.90782	.64866	1.24262	.77476
Variance		.824	.421	1.544	.600
a. Multiple modes exist. The smallest value is shown					

Table 2 inferential statistics of industry

Binomial Test						
		Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
Normative	Group 1	<= 5	1	.01	.50	.000a
	Group 2	> 5	189	.99		
	Total		190	1.00		
Mimetic	Group 1	<= 5	1	.01	.50	.000a
	Group 2	> 5	189	.99		
	Total		190	1.00		
Legitimacy	Group 1	<= 5	1	.01	.50	.000a
	Group 2	> 5	189	.99		
	Total		190	1.00		
a. Based on Z Approximation.						

Results of analysis of table 2 indicate that level of significance was zero and less than 5% for all factors and also it was observed that for group 2 the value was more than 50%. In this sense, it can be proposed that this factor is not in reasonable condition now. On the other hand, continuance of analysis of descriptive statistics showed high mean value for this factor.

Prioritization of industry factors

Are these factors equal? Since these factors are dependent variables for which sample has provided a response, after Friedman Test prioritization is possible. For this aim, zero hypothesis and zero hypothesis were considered.

Zero hypothesis: industry factors are of the same priority.

Substitute hypothesis: industry factors are not of the same priority.

Table 3 ranking factors of industry

Ranking	
	Mean
Normative	2.12
Mimetic	2.06
Legitimacy	1.82

Results of the test have two outcomes. The first outcome (table 4.29) includes descriptive statistics showing ranks of each factor.

The second outcome (table 3) presents data for each variable, k2 value, confidence interval and level of significance. Since level

of significance is 0.006 and less than 5%, zero hypothesis is rejected and claim of similarity of rank (priority) of factors of industry is not accepted. So, it can be concluded that means of ranks of factors forming industry are not the same.

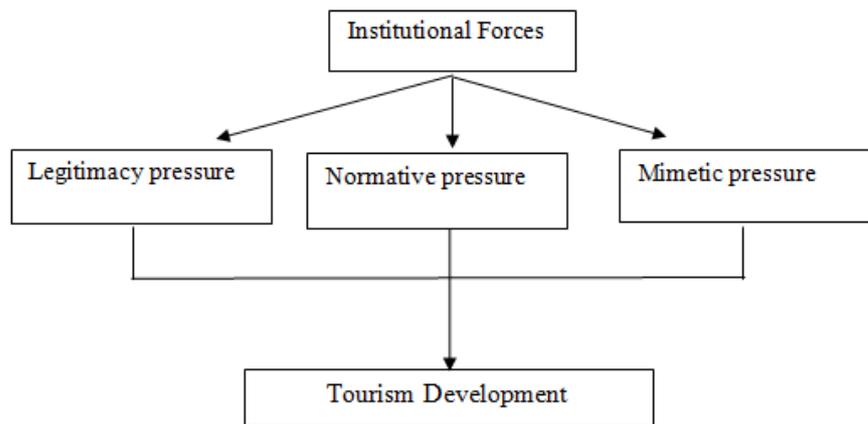
Table 4 Friedman Test

Test Statistics ^a	
N	190
Chi-Square	10.338
Df	2
Asymp. Sig.	.006
a. Friedman Test	

Based on table 4.30 normative factor is the first priority and mimetic and legitimacy factors are the second and the third priorities, respectively.

Figure 1:

Conceptual model of research



DISCUSSION

Investigation of factors of industry

Analysis show that obtained level of significance was zero and less than 5% for all factors and the observed values were more than 50% for group 2. In this way, it can be said that this factor is in reasonable condition now. On the other hand, continuance of analysis of descriptive statistics showed high mean value for these factors.

Prioritization of industry factors

Normative factor is the first priority and mimetic and legitimacy factors are the second and the third priorities, respectively.

Analysis show that obtained level of significance was zero and less than 5% for all factors and the observed values were more than 50% for group 2. In this way, it can be said that this factor is in reasonable condition now. On the other hand, continuance of analysis of descriptive statistics showed high mean value for these factors.

Prioritization of normative factors

The reason for promotion of the component ‘international geniality’ was at the first priority, ‘designing and creation of systems welcoming reactions and comments of tourists to revise, promote and update of methods, processes and presenting better

services' was at the second priority, 'setting moral code of tourism in line with Moral Global Instructions in GCET' is at the third priority, 'application of branding strategies in management of target view in promotion of environmental knowledge of inhabitants in interaction with their own environment' and 'devising programs for making tourists with social-cultural and political atmosphere' were at next priorities.

Investigation of mimetic forces

Analysis show that obtained level of significance was zero and less than 5% for all factors and the observed values were more than 50% for group 2. In this way, it can be said that this factor is in reasonable condition now. On the other hand, continuance of analysis of descriptive statistics showed high mean value for these factors.

Prioritization of mimetic factors

Factor of 'planning for marketing development of exploitation of modern tourism advertisement' was at the first priority, 'increase of competitive rates of travel costs' was at the second priority, and then 'setting a comprehensive statistical system' is at the third priority, 'empowering human resources in accordance with constant changes of technology and expectations of tourists, development of technological, communicative and information

infrastructures to promote marketing internationally, 'offering new cyber service', 'application of tourism information systems', 'implementation of management plans', and 'symbolizing tourism organization of successful policies of countries with great tourism backgrounds' were at next priorities.

Investigation of legitimacy factors

Analysis show that obtained level of significance was zero and less than 5% for all factors and the observed values were more than 50% for group 2. In this way, it can be said that this factor is in reasonable condition now. On the other hand, continuance of analysis of descriptive statistics showed high mean value for these factors.

Prioritization of mimetic factors

Means of ranks for factors comprising legitimacy factors were equal.

CONCLUSION

Findings indicated that effect of institutional forces on development of tourism was undeniable. These forces, particularly normative ones, influence tourism industry greatly. This is due to the fact that interaction with other nations, priority of tourists' needs and getting in line with tourism strategies in pioneer countries and respecting moral codes and the environment are of great importance. Then, mimetic force has the second significant effect on tourism management.

This is significant due to development of tourism infrastructures, execution of management programs, empowering employees, marketing and modern advertisement in line with programs of successful countries.

Finally, the third priority is with legitimacy forces which relates to following international rules and rights in development of tourism and its related interactions.

REFERENCES:

1. Alipour, H. and Kilic, H. (2005). An institutional appraisal of tourism development and planning: the case of the Turkish Republic of North Cyprus (TRNC). *Tourism Management*. **26**: 79-94.
2. Alvani, M., and Pirouzbakht, M.; 1996; process of tourism management; center of cultural studies, Tehran, Iran
3. Ateljevic, J. and Doorne, S. (2004). Diseconomies of scale: a study of development constraints in small tourism firms in central New Zealand. *Tourism and Hospitality Research*. **5(1)**: 5-24.
4. Burns, P. and Holden, A. (1995) *Tourism: A New Perspective*, Hemel Hempstead: Prentice Hall International.
5. DiMaggio, P. J. and Powell, W. (1983). The iron cage revisited: institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*. **48(2)**:147-160.
6. Fonseca, V. S. (2003). A abordagem institucional nos estudos organizacionais: bases conceituais e desenvolvimentos contemporâneos. In: M. M. F. Vieira and C. A. Carvalho (orgs.), *Organizações, instituições e poder no Brasil*. FGV. Rio de Janeiro. 47-66.
7. Forbord, M. et al. (2012). Stability and variety – products, organization and institutionalization in farm tourism. *Tourism Management*. **33**: 895-909.
8. Goeldner, Charles, R. and Ritchie, J. R. Brent (2003). *Tourism*
9. Grimstad, S. (2011). Developing a framework for examining business-driven sustainability initiatives with

- relevance to wine tourism clusters. *International Journal of Wine Business Research*. **23(1)**: 62-82.
10. Grimstad, S. and Burgess, J. (2012). Environmental Sustainability and Competitive Advantage in a Wine Tourism Micro-cluster. *Australia and New Zealand Academy of Management Conference*. Australia.
11. Gunn, C.A. (2002), *Tourism Planning: Basic Concepts*. Washington, D.C.: Taylor and Francis.
12. Gyau, A. and Stringer, R. (2011). Institutional isomorphism and adoption of e-marketing in the hospitality industry: a new perspective for research. In: K. L. Sidali, A. Spiller and B. Thesis. University of Versailles Saint-Quentin-en-Yvelines.
16. Lapeyre, R. (2010). Community-based tourism as a sustainable solution to maximise impacts locally? The Tsiseb Conservancy case, Namibia. *Development Southern Africa*. **27(5)**: 757-772.
17. Lapeyre, R. (2011a). Governance structures and the distribution of tourism income in Namibian Communal Lands: a new institutional framework. *Tijdschrift voor economische en sociale geografie*. **102(3)**: 302-315.
18. Lapeyre, R. (2011b). The Grootberg lodge partnership in Namibia: towards poverty alleviation and empowerment for long-term sustainability?. *Current Issues in Tourism*. **14(3)**: 221-234.
19. Lerner, M. and Haber, S. (2001). Performance factors of small tourism ventures: the interface of tourism, entrepreneurship and the environment. *Journal of Business Venturing*. **16(1)**: 77-100.
20. Meyer, J. and Rowan, B. (1977). Institutional organizations: formal structure as myth and

- ceremony. *American Journal of Sociology*. **83(2)**: 340-363.
21. Mousavi, Mirnajaf, Abdollahzadeh; 2014; strategic tourism planning; Arad-Ketab Publication; Tehran, Iran.
22. Nunkoo, R. and Smith, S. (2013). Political economy of tourism: trust in government actors, political support, and their determinants. *Tourism Management*. **36**: 120-132.
23. Ottenbacher, M. C. and Harrington, R. J. (2009). Institutional, cultural and contextual factors: potential drivers of the culinary innovation process. *Tourism and Hospitality Research*. **9**: 235-249.
24. Papeli, M. H, and Saghaee, M.; 2006; tourism (identity and concept); SAMT Publication; Tehran, Iran.
25. Riquel-Ligero, F. (2010). *Análisis institucional de las prácticas de gestión ambiental de los campos de golf andaluces*. Ph.D. Thesis. Department of Management and Marketing, Faculty of Business, University of Huelva. 510 pp.
26. Riquel-Ligero, F. (2011). The Social Legitimacy of Golf Tourism: An Application to the golf courses of Andalucía. *Enlightennig Tourism, A Pathmaking Journal*. **1(1)**: 152-173.
27. Riquel-Ligero, F. and Vargas-Sánchez, A. (2012a). El entorno institucional de carácter medioambiental de los campos de golf andaluces: un análisis factorial. *Cuadernos de Turismo*. **29**. 209-229.
28. Riquel-Ligero F. and Vargas-Sánchez, A. (2012b). Legitimidad social versus desempeño en las políticas de responsabilidad social mediambiental de los campos de golf andaluces. *Visión de Futuro*. **16(2)**: 1-25.
29. Riquel-Ligero, F. and Vargas-Sánchez, A. (2013). Las presiones institucionales del entorno medioambiental: aplicación a los campos de golf. *Revista Europea de Dirección y Economía de la Empresa*. **22**: 29-38.
30. Rivera, J. (2004). Institutional pressures and voluntary environmental behavior in developing countries: evidence from the Costa Rican hotel industry. *Society & Natural Resources: An International Journal*. **17(9)**: 779-797.

31. Roxas, B. and Chadee, D. (2013). Effects of formal institutions on the performance of the tourism sector in the Philippines: the mediating role of entrepreneurial orientation. *Tourism Management*. **37**: 1-12.
32. Sánchez-Fernández, M. (2012). A responsabilidade social corporativa no marco da Teoría Institucional. *CICS Working paper 6*. Centro de InvestigaçãomCiênciasSociais. University of Minho. Braga.
33. Scott, W. (1995). *Institutions and organizations*. Sage Publications. California.
34. Scott, W. and Christensen, S. (eds.), (1995). *The institutional construction of organizations:international and longitudinal studies*. Sage. California.
35. Shah, K. U. (2011). Strategic organizational drivers of corporate environmental responsibility in the Caribbean hotel industry. *Policy Sciences*. **44**: 321-344.
36. Strambach, S. andSurmeier, A. (2013). Knowledge dynamics in setting sustainable standards in tourism – the case of ‘Fair Trade in Tourism South Africa’. *Current Issues in Tourism*.1-17.
37. Sharpelli, A. R.; 2001; Rural Tourism, translated by Rahmatollah Monshizadeh and Fatemeh Nasirzadeh, Monshi Publication; Tehran, Iran.
38. Taghavi, M. and Pour-soleimani; 2009; influential factors of tourism management; *Economic Journal*; 9 (3).
39. Urbano, D. et al. (2010). Support policy for the tourism business: a comparative case study in Spain. *The Service Industries Journal*. **30(1)**: 119-131.
40. Vargas-Sánchez, A. and Riquel-Ligero, F. (2010). An institutional approach to the environmental management system of golf courses in Andalusia. *European Journal of Tourism, Hospitality and Recreation*. **1(1)**: 24-38.
41. Vargas-Sánchez, A. and Riquel-Ligero, F. (2011). An institutional approach to the environmental practices of golf course. *AcademicaTuristica, Tourism and Innovation Journal*. **4(1)**: 5-15.

-
42. Vargas-Sánchez, A. and Riquel-Ligero, F. (2012). Influence of the institutional context on the performance of golf courses, considering the natural environment. *Environmental Engineering and Management Journal*. **11(11)**: 2001-2012.
43. Vatanasakdakul, S. and Aoun, C. (2009). Social Structures, Isomorphic Pressures, and B2B Utilisation in the Thai Tourism Industry. *Proceedings of the 42nd Hawaii International Conference on System Sciences*. Hawaii.
44. Wang, D. and Ap, J. (2013). Factors affecting tourism policy implementation: a conceptual framework and a case study in China. *Tourism Management*. **36**: 221-233.
45. Wilke, E. and Rodrigues, L. (2013). Fontes de pressão institucional: reflexões sobre legitimidade na indústria hoteleira brasileira. *Revista Brasileira de Pesquisa em Turismo*. **7(2)**: 318-358.
46. Wink, R. (2005). Eco-tourism and collective learning: an institutional perspective. *International Journal Environment and Sustainable Development*. **4(1)**: 2-16.
47. World tourism organization (UNWTO), Tourism Highlights, [online] Available at:
48. Zargham-borojeni, H.; 2012; planning tourism development in developing countries, Mahkameh Publication; Tehran, Iran