Revisiting a Governance System for Destinations using a Balanced Scorecard Approach

Despite the growing number of studies and papers on tourism destination governance in the last decade, this field of research still presents a pre-paradigmatic stage, lacking a more practical and applied approach to knowledge development in the area.

In spite of a relative consensus around principles of good governance, there is still a gap on how those principles should be transformed in dimensions and categories that can be legitimated, adapted and measured in the destination context. Furthermore governance and destination management are interrelated and many times overlapping each other. Another important gap lays on the fact that monitoring governance and the performance of destinations also claims for further clarification and articulation of their indicators.

With this article we aim to clarify the boundaries between governance and destination management, as well as to propose an intertwined model for the governance performance and management performance of tourist destinations. To cover those gaps, the use and adaption of the Balanced Scorecard concept is applied, once it is a consolidated tool in the area of management.

The methodologies in use are based on a Systematic Literature Review (SLR), identifying the most used and crucial categories in the literature. The methodology was based on the qualitative approach based on the content analysis of the selected texts, where the domains and categories of analysis were identified. The study allowed to identify clusters of the constructs that emerged from the SLR and from a text mining perspective.

This exploratory conceptual study allowed the creation of an evaluation model for governance and management based on the Balanced Scorecard approach. Finally, theoretical and practical implications were discussed.

Keywords: Interactive Governance. Governance indicators. Governance lifecycle of tourism destinations. Governance Balanced Scorecard.