Tourism–Culture Synergy and Visitor Experience: A Management Perspective on Cultural Destination Competitiveness

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Article Info	ABSTRACT
	The emerging trend in cultural destinations is that effective integration of tourism and culture are becoming a crucial part of building on visitor experience and maintaining competitive advantage in experience-based tourism economy. The importance of the concept of tourism-culture synergy, visitor experience and destination competitiveness has been broadly studied, but the current literature is conceptually disjointed and impartially amorphous as a management construct. This gap has been resolved in this review by a systematic integrative synthesis of peer reviewed literature on cultural tourism, visitor experience and destination competitiveness. The review not only tracks the development of the cultural tourism domain of research but also summarises the core aspects of visitor experience in a cultural setting in addition to looking at how management and governance architecture can facilitate or inhibit the tourism-culture synergy. The synthesis makes it clear that visitor experience cannot be perceived as a consequence of the development of cultural tourism, but a strategic process in which the tourism-culture synergy is converted into the competitiveness of the destination. Following these observations, the paper constructs a form of integrative conceptual framework that places management competencies like cross-sector coordination, experience orchestration, and policy alignment as the forces of competitive advantage of cultural destinations. This review illustrates the conceptual relationships, research gaps that persist, and future research directions to add value to the academic field of tourism and management and also provide practical implications on the ways in which destination managers and policymakers can exploit cultural assets to achieve sustainability in competitiveness.

1. INTRODUCTION

The contemporary tourism systems have been characterised by cultural tourism which is based on a larger shift to experience-based economies where symbolic meaning, involvement, and authenticity have become major contributors of value creation [10], [11], [12]. The growing demand of tourists to have an immersive and meaningful experience makes cultural destinations not to be considered only in terms of the material heritage resources or the number of existing cultural sites [7], [8]. Rather, competitiveness is growing stronger and stronger as to the extent of successful destinations integrating cultural resources and tourism services to design, manage and provide unique visitor experiences [1], [2], [6]. As an element in this changing environment, culture no longer acts as a dormant tool, but as a

dynamic strategic resource that is created in a relationship amongst visitors, local communities, cultural organisations, and destination managers [7], [12]. Despite the fact that cultural tourism received a lot of scholarly interest, the literature that deals with tourism-culture relationship, visitor experience and destination competitiveness are conceptually disjointed [10], [3]. The nature of the existing studies tends to concentrate on isolated parts of the phenomenon such as cultural heritage management, experiential satisfaction or competitiveness measure, but fail to discuss how these parts are aligned strategically because of managerial and governance processes [2], [6], [8]. Specifically, visitor experience is often perceived as a track of the tourism development as opposed to a mediation model that objectively develops the correlation between tourism-culture synergy and

destination competitiveness [11], [12]. Besides, these management viewpoints illustrating cross-sector coordination, experience orchestration, as well as policy alignment, are disproportionately underrepresented in the literature preventing the field to provide coordinated explanations or practical implications [1], [4], [6]. It is against this backdrop that the aim of this review is to synthesise and critically important existing studies on matters relating to tourism-culture synergy, visitor experience and cultural destination competitiveness in management biased approach. These are fourfold in nature and they include: (i) to track the development of cultural tourism research and isolation of thematic channels predominant to the research [3], [10], (ii) to synthesise major dimensions of visitor experience in cultural contexts [11], [12], (iii) to investigate the managerial and governance processes through which tourism-culture synergy is facilitated or inhibited [1], [6], and (iv) to create a synthesising conceptual framework that elucidates how visitor experience mediates tourism-culture syner Throughout these purposes, the review aims to contribute to the further enhancement of conceptual brevity, accentuate the existing gaps in the research, and aid the more consistent construction of theories in the studies in the field of cultural tourism and destination management. The rest of the paper is organised in the following way. Part 2 has provided a discussion of the background literature on cultural tourism, visitor experience, and destination competitiveness. Section 3 describes the systematic integrative review approach that was chosen in this research. Section 4 gives the essence of synthesis of tourism culture synergy, visitor experience, and competitiveness according to the management point of view followed by the construction of an integrative conceptual framework in Section 5. The

implications are then presented before the managerial and policy implications are discussed and finally the paper ends with a summary of the key contributions and limitations.

2. Related Background and Literature Overview

Studies focusing on cultural tourism have changed significantly in recent decades, mostly in line with general change in tourism demand, cultural consumption patterns and destination development plans [10]. The early analyses of cultural tourism were mainly pegged on heritage based approaches, focusing on maintaining, interpreting and visiting of concrete cultural resources like monuments, museums and historic buildings [10], [8]. During this stage, culture was conceived in a rather abstract way as a fixed resource and tourism development emphasised in terms of access, preservation and numbers of visitors [3]. Later literature developed on this understanding by adding the creative tourism visions and the significance of modern cultural production, creative industries, festivals, and events to destination appeal [10], [7]. Within more recent cultural tourism studies, there has been a growing application of experiential paradigms in cultural tourism studies which have been in line with the experience economy and are characterised by immersive, participatory and meaning-based visitor experiences [11], [12]. This development indicates an increasing awareness of the fact that both physical and cultural resources such as traditions, practises, storeys, and local ways of life are significant in determining the destination value [8], [9]. Table 1 summarises the development of these research themes and prevailing views on the literature of cultural tourism.

Table 1. Evolution of Cultural Tourism Research Themes and Perspectives

Phase	Dominant Focus	Core Cultural Assets	Key Research Emphasis	Representative Perspectives
Heritage-based tourism	Preservation and visitation	Tangible heritage (monuments, museums, historic sites)	Conservation, authenticity, visitor numbers, interpretation	Heritage management, cultural conservation
Culture-led tourism	Cultural production and events	Tangible and intangible culture (festivals, arts, creative industries)	Place promotion, urban regeneration, cultural consumption	Cultural economy, creative industries
Creative tourism	Active cultural engagement	Skills, creativity, local practices	Learning, participation, skills-based experiences	Creative tourism, participatory culture
Experiential cultural tourism	Meaningful and immersive experiences	Intangible culture (stories, traditions, lifestyles, narratives)	Emotional engagement, identity, symbolic value	Experience economy, experiential value creation

| Co-created cultural tourism | Interactive value creation | Cultural networks and stakeholders | Co-creation, community involvement, authenticity negotiation | Service-dominant logic, co-creation theory |

In tandem with the mentioned developments, a considerable amount of literature has been carried out to study visitor experience within the framework of cultural tourism [11], [12]. The initial works were dominant in terms of satisfaction- and quality-service-based methods, where the performance evaluation of attractions, facilities, and services was conducted [2], [8]. As much as these models gave good insight about perception of visitors, they lacked much elaboration of more detailed experiential mechanisms behind cultural consumption [11]. Subsequently, the later research offered experiential frameworks that pre-empt emotional, cognitive, sensory, and symbolic aspects of visitor experience [11], [12]. These concepts theorise the experiences of cultural tourism as that of the subjective, mean-inspired experience influenced by interpretation, personal engagement, and identity creation [10]. Recent studies have also drawn further on co-creation and participatory experiences, and associations between the active involvement of visitors, local communities, artists and cultural institutions in the co-creation of experiential value [7], [12]. Table 2 captures the important dimensions of visitor experience as usually found in recent studies of cultural tourism.

Table 2. Key Visitor Experience Dimensions in Cultural Tourism Literature

Experience Dimension	Description	Typical Indicators Used in Studies
Cognitive	Learning, knowledge acquisition, understanding of culture	Perceived learning, interpretation quality
Emotional	Affective responses during cultural encounters	Enjoyment, excitement, nostalgia, inspiration
Sensory	Multi-sensory stimulation	Visual appeal, sound, atmosphere, aesthetics
Symbolic	Meaning-making and identity connection	Cultural identity, personal relevance, symbolism
Behavioral	Active participation and engagement	Interaction, participation intensity
Social	Interaction with locals and other visitors	Social bonding, community contact
Co-creative	Joint creation of experience value	Visitor involvement, collaboration with hosts
Transformative	Lasting personal or attitudinal change	Memory strength, self-reflection, life impact

The topic of cultural destination competitiveness has long been discussed in the sphere of tourism studies, with the traditional focus on the elaborate frameworks incorporating the resources, infrastructure, demand conditions, and management capabilities [1], [2]. The models of classical destination competitiveness mainly emphasised on the comparative and competitive advantages based on the availability of the physical resources, accessibility, and service quality [2]. These frameworks have been modified with time to include the increasing value of culture and experience as strategic assets [10]. Modern literature tends to place cultural assets and experience differentiation at the core of destination competitiveness especially in markets that are experiencing an ever-growing level of competition and experience convergence [1], [6]. Nevertheless, even though the culture and experience are commonly recognised as differentiation sources, there is a tendency to under-theorise their strategic consideration in the destination management systems [6], [10]. Throughout these bodies of literature, one can distinguish a number of gaps. To begin with, management perceptions that account on how tourism-culture relations are strategically managed, governed, and maintained are loosely interwoven [1], [6]. Second, visitor experience is largely regarded as an outcome measure, other than a mediating factor between cultural resources and competitiveness [11], [12]. Third, there exist no causal and integrative frameworks to explicitly

relate tourism-culture synergy, experience design and destination competitiveness through a coherent management oriented model [2], [6]. It is these gaps that highlight why the synthesised perspective will be necessary in going beyond fragmented treatments and offers a more integrated interpretation of how cultural destinations might tap into the tourism-culture synergy in order to provide better visitor experience and retain competitive edge.

3. Review Methodology

This review has used systematic integrative review to overview and critically assesses existing studies on tourism-culture synergy, visitor experience and cultural destination competitiveness in a management perspective. The integrative design was chosen to facilitate inclusion of multiple types of studies and several methodological options as well as to permit the synthesis of the data thematically in terms of conceptual, empirical, and applied input. There were established criteria in the extent of the review to include peer-reviewed journal articles that directly dealt with the concepts of cultural tourism, visitor experience, and destination competitiveness in the context of tourism and management. A thorough search in the relevant academic databases such as Scopus

Web of science, ScienceDirect and Google Scholar through searches was selected based on the extensive scope of tourism, management and interdisciplinary studies. The search strategy used was a combination of the structured key words based on cultural tourism, tourism cultural synergy, visitor experience, destination management, and competitiveness with the use of Boolean operators to narrow down the search. The review was limited to the English-language works published over a specific period of time in order to set the key papers in the field and present the latest developments in the subject matter. Relevant and quality of the reviewed studies were ensured by the use of explicit inclusion and exclusion criteria. The articles were taken into consideration on the basis of the following criteria: (i) the article was writing about cultural tourism or cultural destinations, (ii) it was exploring the dimensions of visitor experience or the outcome of such experience, and (iii) it was writing about management, governance, or competitiveness. Other studies were not included in this case because they lacked a cultural tourism focus or did not focus on visitor experience or were not able to reach out to management or competitiveness issues. Table 3 shows the detailed inclusion and exclusion criteria.

Table 3. Inclusion and Exclusion Criteria

Criterion Category	Inclusion Criteria	Exclusion Criteria
Publication type	Peer-reviewed journal articles	Conference papers, book chapters, editorials, theses, reports
Language	Published in English	Non-English publications
Topical focus	Studies focusing on cultural tourism, cultural destinations, or tourism–culture relationships	Studies unrelated to cultural tourism or cultural destinations
Visitor experience	Explicit examination of visitor experience dimensions, experiential outcomes, or experiential processes	No discussion of visitor experience or experiential aspects
Management perspective	Addresses destination management, governance, policy, or competitiveness-related issues	Lacks management, governance, or competitiveness focus
Disciplinary relevance	Tourism, hospitality, management, cultural studies, or related interdisciplinary fields	Studies outside tourism- or management-related domains
Methodological scope	Conceptual, qualitative, quantitative, or mixed-method studies	Methodologically unclear or anecdotal studies
Time frame	Published within the defined review period	Published outside the selected time frame

The research selection was carried out in a series of screening phases comprising of duplicate exclusions, an initial examine of titles and abstracts, as well as the entire text evaluation and eligibility. They were then applicable to eligible studies to undergo both thematic coding and integrative synthesis, whereby recurring concepts,

relationships and gaps in the literature would be identified. The general workflow of a screening and selection process is depicted in the PRISMA flow diagram in the Figure 1, that gives an open explanation of the record identification, screening, screening exclusion and inclusive final description.
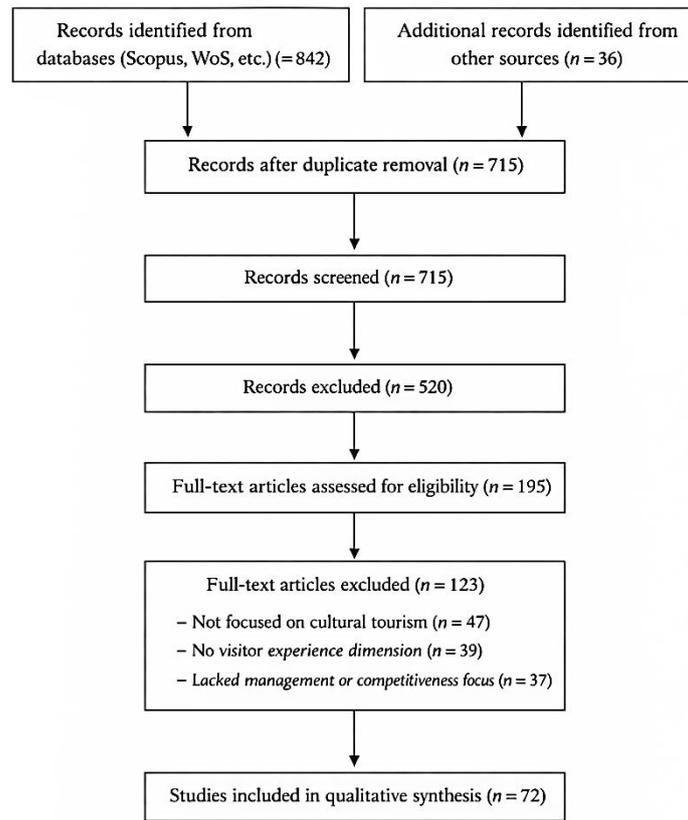
Fig. 1. PRISMA flow diagram of the study selection process.

4. Tourism Culture Synergy, Visitor Experience and Destination Competitiveness Visitor Experience: A Management Perspective

The interdependence of the tourism, culture, and destination competitiveness is increasingly being characterised as an active and controlled process as opposed to a fixed result of the endowment of the cultural resources. The conceptual level tourism cultural interface is a manifestation of the process of engaging cultural assets, meanings, practise into tourism systems which are designed to create what can be referred to as experiential value. Based on the culture tourist experience on the cultural tourism approach, the cultural tourism experiences are created in the form of co-creations whereby the tourist actively takes part in interpretation, consumption and reproduction of cultural meaning in collaboration with local communities, the cultural management organisations and destination authorities. In this context, competitiveness is realised not only through comparative advantages based on heritage or infrastructure, but through the differentiation of the experience, which is based on experience, which promotes increased emotional experience, symbolism and memorability. Tourism–culture synergy functions in more than one intertwined dimension that links the mobilisation of cultural value on the systems of destination. Structural synergy defines the organisational and institutional frameworks that facilitate coordination of tourism and cultural sectors which include matching of policies, cross-sector cooperation, and incorporation of organisations. Operational synergy is the reflection of translation of these structures into practise by the means of cultural programming, integration of tourism services, as well as provision of coherent and immersive experiences. The symbolic synergy measures the narrative and representational aspects of cultural tourism that include the construction of place identity, storytelling as well as branding of the destination as a cultural meaning recipient that influences the ways in which visitors communicate and experience cultural meaning. These dimensions are not hierarchic instead they are mutually reinforcing finally forming a multidimensional structure of synergy, as shown in Figure 2.
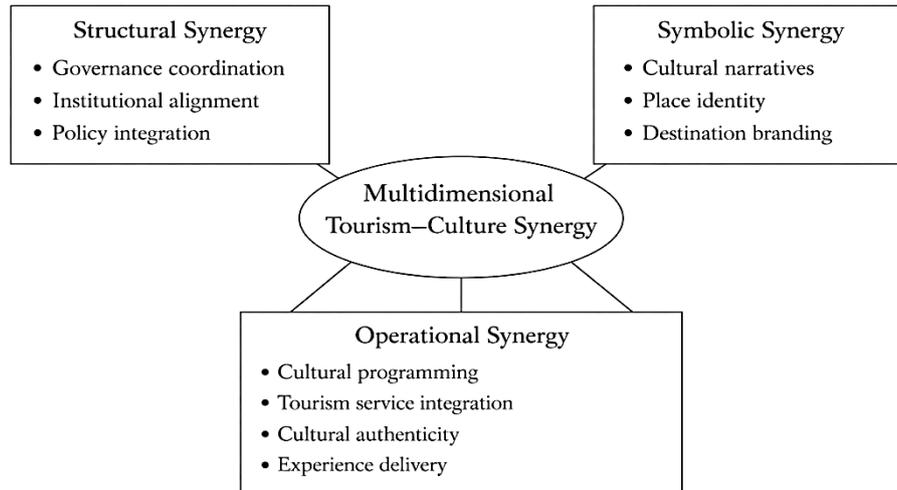
Fig. 2. Multidimensional tourism–culture synergy model

In this context of multidimensional, it is possible to note that visitor experience is a strategic mechanism and not a passive outcome. Please refer to orchestration and experience design, where experiential journeys of tourism services are aligned with cultural content to create consistent experiential journeys through a variety of touch points. Managing experience well must consider a protracted dialogue among all the stakeholders such as destination management organisations, cultural institutions, creative practitioners, local communities, and also the visitors. Using co-creation, the visitors can help shape the experiential value, whereas the local actors may affect authenticity, interpretation, and contextual fit. The experience of the quality of such interactions directly influences experience intensity, emotion appeal and attachment with the destination in the long term. The management mechanisms play a very important role therefore in changing the tourism-culture synergy into a long lasting competitive advantage. Strategic leadership, cross-sector, and experience orchestration are management skills that help the destinations to harmonise cultural resources to market placement and the anticipation of the visitors. The integration of tourism and culture across institutional lines is also encouraged by such governance tools as the system of public-private partnerships, cultural policy, and funding mechanisms. Well-coordinated, these mechanisms can aid in creating sustainable differentiation by letting the scales of experiential innovation and cultural integrity, community inclusivity, and destination resiliency to long-term sustainability fall into place. By doing so, the cultural destination competitiveness is becoming based primarily on tourism--culture synergy mediated by visitor experience and made possible by management practise.

5. Integrative Conceptual Framework

This review adds to the body of literature proposing an integrative conceptual framework that elucidates the use of tourism culture synergy into cultural destination competitiveness using the mediating role played by visitor experience where destination management and destination governance serves as the enabling mechanism. Instead of viewing culture, experience, and competitiveness as some concepts, loosely coupled, the framework bundles previous studies into an explanatory framework that is consistent and helps make relationships, mechanism, and managerial implications clear. Tourism- culture synergy is the input to the framework as demonstrated in Figure 3, and is conceptualised as a multidimensional construct; structural, operational and symbolic. The combination of these dimensions forms the mobilisation of cultural resources in the destination systems. Institutional coordination and policy alignment are achieved through structural arrangements, operational practises transform cultural value into actual offerings and services, and symbolic processes create narratives and position the place meanings and attributes which interpret visitors. The framework however stresses that in isolation these synergies do not achieve competitiveness results.
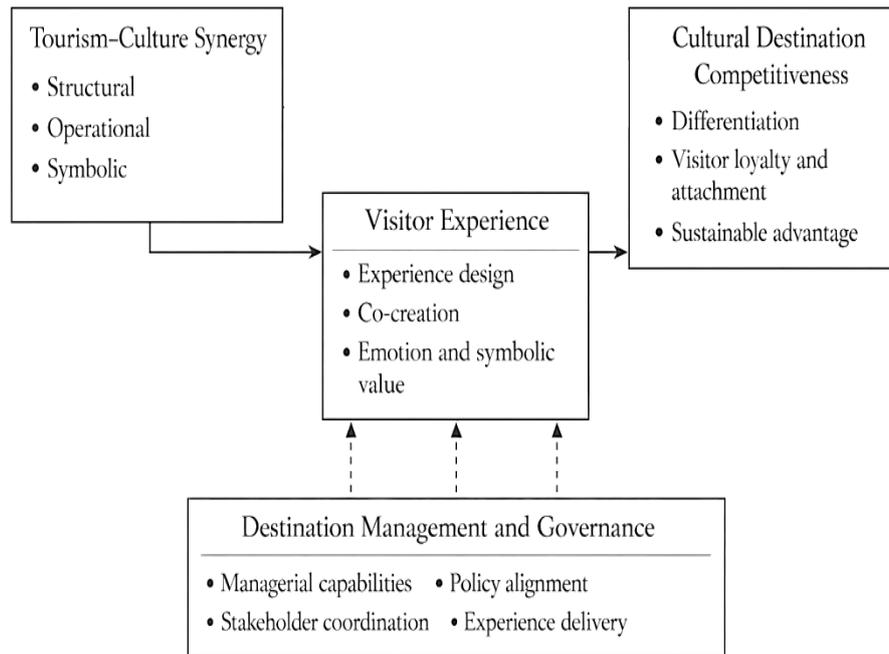
Fig. 3: Integrated conceptual framework of tourism–culture synergy, visitor experience, and cultural destination competitiveness

At the centre of the framework, visitor experience is the focal point that is the mediatory process to tourism-culture synergy influencing destination competitiveness. The cultural inputs become converted into meaningful and memorable experiences to the visiting guests through experience design, co-creation processes, and the formation of emotional and symbolic values. The framework addresses a major gap in existing literature in which experience has frequently been incorporated as an outcome variable and not a strategic process through which cultural resources are translated into competitive performance. The end outcome of this mediated process becomes cultural destination competitiveness, which is manifested in experience-based differentiation, visitor loyalty and attachment, and the attainment of sustainable competitive advantage. The framework emphasises that cultural assets alone do not make a competitor, but rather the success of the interaction of experiences that give an added value to visitor engagement without compromising the integrity of the culture. Destination management and governance is portrayed as an enabling layer that supports and underlines the entire stages of the framework. The bridging of tourism and culture, the alignment of experiences in the tourism sector, and consistency between the strategic goals and operational performance are achievable with the help of managerial capabilities, stakeholder coordination, and policy alignment. The management as was depicted by Figure 3 is

not a direct causational driver but an enabler of the whole system that prepares the manner through which synergy and experience interrelationships are executed to translate into competitive results. Altogether, the integrative framework that is introduced in Figure 3 can be considered to be the key theoretical research contribution of this review. It offers a systematic perspective of the dynamic interrelations between tourism-culture synergy, the experience of a visitor and the competitiveness of a destination, and a platform on which future empirical research, comparative and management-directed research in cultural tourism settings can be performed.

6. Future Research Agenda
Based on the conceptual framework of integrative nature formed in this review, future researchers on tourism culture synergy and cultural destination competitiveness need to go beyond a descriptive narration and provide more theoretically informed, methodologically sound, and managerially meaningful research into the same. Although current literature has contributed to the development of the knowledge about cultural tourism and visitor experience, there are still considerable grounds to improve the conceptual clarity, followed by an increase in empirical rigour, and the practical relevance. The directions of future research are summarised in Table 4 as the key points.

Table 4. Future Research Agenda and Key Research Gaps

Research Domain	Key Research Gaps Identified	Priority Directions for Future Research
Theoretical development	Limited integrative theorization linking tourism–culture synergy, visitor experience, and competitiveness	Develop and empirically test integrated frameworks that explicitly model visitor experience as a mediating or moderating mechanism
Conceptual clarity	Fragmented treatment of synergy dimensions across studies	Refine and validate multidimensional constructs of tourism–culture synergy across different cultural and destination contexts
Contextual boundaries	Insufficient attention to contextual variability (e.g., destination type, governance regime, cultural setting)	Conduct comparative studies across regions, destination scales, and institutional environments to identify boundary conditions
Temporal dynamics	Predominance of cross-sectional and static analyses	Employ longitudinal and process-oriented designs to examine how tourism–culture synergies and experiences evolve over time
Methodological approaches	Overreliance on single-method and perception-based studies	Adopt mixed-method, multilevel, and configurational approaches to capture complex interactions and causal pathways
Measurement and analytics	Limited use of advanced analytical techniques	Apply structural equation modeling, network analysis, and configurational methods to test complex relationships
Managerial mechanisms	Weak empirical evidence on management and governance interventions	Examine the effectiveness of managerial capabilities, coordination mechanisms, and experience design strategies
Policy and governance	Underexplored role of policy frameworks and regulatory instruments	Investigate how policy alignment, cultural governance, and public–private partnerships shape tourism–culture synergy
Sustainability and ethics	Limited integration of cultural sustainability and community perspectives	Explore how community participation, cultural integrity, and ethical considerations influence long-term competitiveness

Theoretically, additional studies are required to improve and experiment causal relationships among tourism culture synergy, visitor experience, and tourism competitiveness. Future research should also use the concept of visitor experience as a mediating or moderating variable instead of its terminal result. The theorising that might be based on comparative analysis between cultural backgrounds, type of destination, types of governance systems, etc would also assist in explaining the boundary terms and contextual contingencies of the theory. Also, further optimization of the theory of the experience economy, institutional theory, and cultural value systems will help enhance explainability strength and facilitate further theorising at a tourism, culture and management interface. In terms of methodology, there would be a greater variety of different research designs and methods of analysis in the literature. Longitudinal and process-oriented research is required to measure the dynamic change in nature of tourism to culture synergy and experiences that have a progressive value involving creation in the course of time.

Mixed-method design (where quantitative modelling is used with insights provided by qualitative analysis) may be helpful to strengthen construct validity and explanatory power. Additional research materials in the future ought to employ sophisticated analysis tools, including structural equation modelling, multilevel analysis, and configurationally approaches in order to uncover different multidimensional interdependencies among the dimensions of synergy, experience, and competitiveness levels. In terms of managerialism and policy orientation, the future research is advised to involve how to convert conceptual findings to realistic action plans of destination management organisations, as well as policymakers. The studies exploring the effectiveness of certain governance tools, partnership patterns, and experience design interventions would be useful guidance to the practise. The policy-centred concern must investigate as well how culture sustainability, community involvement and regulatory policies can influence the sustainability of tourism culture synergies in the long run. Through consideration of

these pragmatic aspects, the upcoming studies can both help in academic progress, as well as in evidence based choices in cultural destination development. Taken together, the research directions in this section and presented in Table 4 offer a systematic plan toward future research in the areas of tourism and culture synergy. They highlight that integrative, mechanism-oriented and impact-oriented studies are needed to coordinate the theoretical transformation to the methods rigour and applicability in the practical world.

7. Managerial and Policy Implications

The integrative model that was emerged during this review has a number of relevant implications to destination managers, cultural institutions and policy makers interested in improving the competitiveness of cultural destinations. The findings provide a spotlight on the necessity of a cohesive management strategy to take tourism–culture synergy to create competitive advantage by treating visitor experience as the core instrument through which tourism-focused interventions and sector-focused strategies cannot be implemented alone. To the destination managers, the framework highlights the significance of abandoning the asset-based planning and adoption of experience-based destination management. Instead of merely promoting cultural attractions, managers ought to concentrate more on the arrangement of harmonious experiential journeys where connexions of cultural content, tourism services and interaction with tourists throughout the many touch points. It involves emerging managerial skills associated with cross-sector mobilisation, experience designing, as well as stakeholder mediation. The destination management organisation is capable of centralising the tourism operators, cultural institution and community players towards a common set of experiential objectives, which improves uniformity, quality as well as differentiation of the experiences of visitors. Cultural institutions such as museums, heritage places, and creative organisations are urged to be more active players in the ecosystem destination experience. The framework implies that cultural institutions not only provide content but they are also co-generators of experiential value. Through working with tourism stakeholders, modifying interpretive practises to meet different audiences, and using participatory and interactive forms, cultural institutions will be able to deepen the quality of the experience and preserve cultural authenticity and integrity. This interaction can enhance the attachment by the visitors and increase the societal/economic effect of the cultural resources. Politically, the results highlight the importance of having combined governance structures that would help to achieve a continuous tourism-culture synergy. There should be the promotion of policy convergence in the areas of tourism, culture and regional development by the policymakers so that there is less instability of the institution and practise can be encouraged to be joint. Innovation in experience design and management and cultural sustainability at the same time can be supported by the public-private partnerships, specific funding programmes, and capacity-building programmes. Notably, the policy formulation must be able to strike a competitiveness goal to ensure that it relates well with community involvement and cultural protection in order to proactive long-term destination resilience instead of temporary growth. In general, managerial and policy implications drawn out of this review indicate that cultural destination competitiveness does not occur alone through either single investments or promotion. Rather it is the result of a strategic fit between tourism and culture achieved through good management and governance being put in place and through good visitor experiences.

CONCLUSION

This review aimed at contributing to the academic knowledge on cultural destination competitiveness by studying the role of tourism cultural synergy working on visitor experience in a management-focused context. Overcoming the barriers related to literature that has conventionally discussed culture, experience, and competitiveness in isolation, the study offers a pooled approach that does not simply tell what creates competitiveness in cultural attractions, but how such competitiveness is generated and maintained in a strategic manner. In that way the review will be responsive in relation to an increasingly acute requirement in integrative models that can provide the multidimensionality of systems dealing with the experience-based cultural tourism. The main value of the study is that the focus on drawing an integrative conceptual framework has placed visitor experience as the key mediating variable between tourism cultural synergy and destination competitiveness. The framework explains that tourism-culture synergy is multidimensional, which involves structural, operational and symbolic dimensions, and shows how the various dimensions relate to each other and influence experiential value creation. The framework also questions the outcome-based understanding of visitor experience and represents it as a strategic process in which cultural resources can be turned into differentiation, sustained visitor interest, and sustainable competitive advantage by designing the processes in deepening experience through the foregrounding of experience design and co-

creation. In the managerial perspective, the review reveals that it is impossible to be culturally competitiveness with isolated management in cultural assets or promotion strategies. Instead, it relies on the successful synchronisation of tourism and culture based on coordinated management practise and governance systems. Cultural institutions, destination management organisations, and policymakers have a very significant enabling role to play in aligning the strategic goals, operating practises as well as symbolic narratives balancing between the experiential innovation and cultural integrity as well as engagement with the community. This view highlights the need to consider tourism culture synergy as a regulated and situation in creating institutional conditions. This review has some limitations even though it made contributions. Reliance on published peer reviewed literature in the English language might have limited geographic and cultural diversity in perspectives to be taken. Also, being a synthetic concept, the offered framework has not been empirically evaluated. Subsequent studies must hence seek to enhance and support the framework with empirical research in different destination contexts, governance regimes and cultural backgrounds. The longitudinal and comparative research designs would come in very handy in tracking how tourism and culture synergy and experience value change over time. All in all, the review is significant in terms of tourism and management scholarship because it provides an integrative and mechanism-based conceptualization of cultural destination competitiveness. A connexion between tourism and cultural synergy, experience, and management practise are interconnected and are presented in a single paradigm which makes the study a starting point in terms of future theories, empirical research, and evidence-based decision-making in cultural destination management.

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