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IMPACTS OF HOSPITALITY AND HOSTILITY RELATIONS AMONG STAKEHOLDERS ON THE COMPETITIVENESS OF TOURISM DESTINATIONS

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ABSTRACT

Do hospitality/hostility relationships between stakeholders influence the competitiveness of tourism destinations? To address this problem, a multiple case study with a qualitative approach was developed and considered the public power as a destination managing organization (DMO), acting as a leader in local management. The cities analyzed are located in the southeastern Brazilian region, on São Paulo's coast line. Bibliographical and documentary research were used as data collection techniques, as well as semi-structured personal interviews which were conducted with municipal tourism managers and stakeholders who were indicated by them. It was verified that the more collaborative the relationships between the DMO and its stakeholders, the greater the impacts on the destination's competitiveness, however, it was identified that in the cases analyzed in the study, the DMO does not manage the relationship with its stakeholders in a systematic way, which seems to be contrary to sectorial objectives.

Keywords: Hospitality; Services; Stakeholders; Competitiveness; Tourism.



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INTRODUCTION

Tourism as a complex economic and social activity has the potential to foster the development of cities, regions and even nations where visitor flow is present and, consequently, suffices to meet such demand.

The World Tourism Organization (WTO) (2003), a United Nations agency dealing with global sector issues states that many nations depend on this dynamic activity as the main source of income, employment, growing in the private sector and infrastructure improvement. Because of this complexity and amplitude, the same entity defines tourism as the activities of people who travel and stay in places outside their usual environment for no more than a consecutive year for leisure, business or other purposes.

Panosso Netto (2010, p.33) states that “the phenomenon of leaving and returning from his habitual place of residence [...] presupposes hospitality, encounter and communication with other people and use of technology [...], which will generate varied experiences and diverse impacts”. The author's view is pertinent to this research since it cites, above all, the “encounter” between tourists and residents, precisely presupposed of the hospitality and/or hostility relations, which are central in this study.

Do hospitality/hostility relationships between stakeholders influence the competitiveness of Brazilian tourism destinations? In order to solve this research problem, a multiple case study was carried out in three cities located on the coast of São Paulo, between January and August of 2015.

The results obtained from that research served as the basis for the proposition of a quantitative research in development at present and to be applied in the same touristic region in question. As the study object, the cities of Cubatão, Itanhaém and Santos, all of them located in the Baixada Santista Metropolitan Region (RMBS), administrative district established by the Complementary Law 815 of July 30th, 1996, were chosen. Besides these



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three cities, Bertioiga, Guarujá, Mongaguá, Peruibe, Praia Grande and São Vicente are also part of the administrative center.

The determination of these cities as the object of the study was based on four essential motivations: first, the three cities are part of the same administrative region (common governance system and territory); then, there is a tourism office in all the three cities (destination management organizations), the existence of Tourism city councils (a place for societal participation) and finally, the complementarity that the offer of attractiveness, products and services represents for the tourist region (tourism diversity).

This research aims to identify how the organization that manages the destination operates its relations with the stakeholders of travel and tourism sector. In order to achieve this objective, a multiple case study was carried out, which tends to be less “vulnerable” than the single case studies (YIN, 2015).

As a data collection technique, it was undertaken bibliographical research, documentary research, the application of semi-structured interviews with municipal tourism managers and two stakeholders who were indicated by them were used. The snowball sampling was used to identify and apply the interviews with the professionals who were indicated as stakeholders of the destination management organization.

The data collected in the phases of bibliographic research and documentary research were treated in two conceptual sections and one which focused on the characterization of the study object, respectively. The data collected from the interviews were first treated by transcription (GIBBS 2009) and then by content analysis (BARDIN 2011).

The approach in the data handling was qualitative, based on the approach of the stakeholders, because it was pertinent to understand the complexity of the relations of hospitality and hostility between the public authorities and the groups or individuals that influence or suffer influence – direct or indirect – of government action.



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The research project was originally prepared over the second semester of 2014. The first phase of data collection was based on bibliographical and documentary research, which were performed between January and April 2015. The second phase was composed by field research & the mentioned interviews were conducted between May and June of the same year. The processing of the collected data, the analysis and the discussion of the results were carried out in July and August.

The article was organized in four sections, the first one holds the theoretical reference on hospitality, services and consumption of services related to tourism. The second deals with the stakeholder approach and competitiveness in travel and tourism industry. The third part is a characterization of the macro-region and of every city that compose the study. The last one deals with the analysis and discussion of the results of the research and final considerations.

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THEORETICAL FRAMEWORK

The theoretical reference used to support this research is presented below. The next two sections were developed from the treatment of the data collected in the bibliographic research phase.

Hospitality and services

The aim of this section is to discuss hospitality in a commercial context, that is, in the management of relations between service providers and consumers, to achieve good organizational performance & then, obtain competitive advantages and competitiveness.

To conceptualize the term hospitality, this research adopts Lashley's (2000) vision as a reference, which defines hospitality as a set of behaviors from the base of society, which involve elements such as altruism and beneficence, as well as a wide range of activities and



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human relations that occur concomitantly in three dimensions or domains: commercial, private and social.

The relations between provision and consumption of hospitality services are “within” the commercial field, as the author proposes. In this sense, it is possible to deduce that welcoming and hosting people can be a competitive advantage for organizations, that is, the establishment and maintenance of commercial relations based on trust and ethics may become business sustainability.

Despite motivated, mediated and/or maintained by a business relationship, interpersonal relationships in the commercial field can be considered relations of hospitality or, in opposition, hostility. The management of these relationships can be professional, rehearsed and planned, which does not necessarily disregard the good intent from the service provider.

Can it cause any impact on the perception of the quality of services consumed? According to Caon's view (2008, 10), yes, it can. According to the author, customer satisfaction partly depends on the performance of the service provider when interacting with the customer, which is simultaneous with the actual consumption – and characterizes the service itself (Resende Junior & Guimarães, 2012).

Gotman (2009, 7) points to the existence and praxis of the “commercial smile”, which means a courteous smile addressed not to a particular person, but to every potential customer. This kind of attitude or performance to “welcome” is part of a complex scenario, which touches upon the issue of motivation to offer hospitality.

The development of the capacity to offer hospitality rather than simply serving, fully taking the role of host, discloses one of the possible ways for organizations to strategically incorporate hospitality as a competitive differential”, both in dealing with its customers and with other stakeholders (Wada & Moretti, 2014).



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Particularly on tourist/consumer perceptions of the elementary characteristics of services, unlike material goods, intangibility stands out, in other words, its immateriality. It means that services are ephemeral goods, which have their effective consumption conditioned to “moments” that depend on the interaction between supplier and final consumer.

Hence, it was possible to elaborate a first assumption to be investigated: the hospitality relations inherent to the commercial field can positively and negatively influence the performance of the travel and tourism sector in a destination (P1).

Stakeholder Approach and Competitiveness

This section aims to discuss the feasibility, among other possibilities, of applying the stakeholder approach to the analysis of the factors that influence the competitiveness of the travel and tourism industry in a tourist destination.

According to Freeman (1984, 5), stakeholders “are all individuals, groups or organizations that are affected or affect other stakeholders when achieving the goal of a particular company”. This understanding focuses on the strategic relationship between the organization and its stakeholders, providing elements for the elaboration of effective relationship strategies, as part of the marketing position of organizations.

Freeman had already pointed out in the 1980s that a particular stakeholder can perform more than one role for different influence groups, that is, an employee can also be a client, consuming the product or service offered by the same company and also being a resident of the neighborhood, for example.

The intersection of these three characteristics indicates the importance and the priority of attention and care with which each group should be treated by the company. Besides, it creates three large groups of stakeholders: the latent group, which has one of three attributes according to the grading person, the group formed by the expectants, composed



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by dormant, discretionary or claimant types & which have two attributes; and group of definitive ones, formed by the ones who have the three attributes concomitantly.

Along the same lines, Stoner and Freeman (1999) declare that each organization has different influential audiences – groups, individuals or organizations – and each of them have different claims – consistent or not. Likewise, Freeman & McVea (2001) point out that organizations have to manage their stakeholders in order to anticipate their demands, as this tends to enable their managers to foresee possible negative influences of these groups.

To Carroll & Buchholtz (2003) a stakeholder is an individual or a group that has one or more of these stakes in relation to an enterprise. Just as stakeholders can be affected, they can affect the activities of the organizations, their decisions or practices.

The involvement of organizations with their interest groups requires knowledge to have a constructive and productive relationship for those who are involved in the business. Understanding the expectations of society regarding the social and ethical conduct of organizations has become an essential issue, since the pressure carried out by groups that may be linked – or may become linked – directly or indirectly to the business is a reality still (Junqueira & Wada, 2011).

In order to bring the stakeholder's approach closer to the studies on obtaining competitive advantages and competitiveness, this article takes up Porter (1999, 13), who points out that achieving a certain level of competitiveness" (...) is a result of productivity that companies in a certain locality are able to use inputs to produce valuable goods and services".

In the 1990s, the author introduced the discussion about the influence of clusters or "agglomerates" on the competitiveness of a territory. The author defined them as "geographical concentrations of companies, suppliers, related sectors and specialized institutions in a particular area of a country, state or city".



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The author also proposed the “Diamond” theory, suggesting that “local rivalry, demanding customers & the sophistication of local suppliers favor competitiveness through the encouragement and support of high productivity and speed of innovation” (Porter 1999). Porter believed that competition could influence in the quality levels demanded by customers and the pricing policies adopted with suppliers.

The articulation between the stakeholders will result in a certain level of competitiveness of this territory. This means that co-ordination of the efforts may favor a particular group of companies over others from outside their cluster. According to Porter (1998, 81), “the host linkages among cluster members results in a whole greater than the sum of its parts”, that is, the synergy is a result of the planned effort articulation and it results in more powerful impacts than a mere sum of individual efforts.

Once the perception of a cluster “within” a physical territory, composed of stakeholders in a constant relationship to achieve final results (goods or services production), it is possible to understand clusters as open systems that receive inputs and deliver outputs. Thus, another relevant concept proposed by Altenburg, Hillebrand & Meyer-Stamer (1998, 15), is the “systemic competitiveness”.

The authors, based on the “Diamond” theory proposed by Michael Porter, suggest that there are levels in which the stakeholders of a given cluster are related. At the micro level are the smaller companies, their networks and their efforts against eventual externalities. At the meso level, the public power emerges, as well as the public policies of market regulation, business associations and the third sector. The general conditions of the economic and financial market are at the macro level, which are the conjunctural effects of the global economy. At the meta level there are the social and cultural singularities and particularities and the local / national capacities to establish global competitive strategies.

This paper analyzes the influence of governmental action (or inactivity) on the competitiveness of a particular market sector. So, it is worth mentioning Porter (2008), who



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recommends that the Government, on the other hand – and its interventions through laws and (de)regulations – does not have to be understood as a competitive force – besides the five others that were proposed by the author (established competitors, powerful customers, powerful buyers, new (incoming) competitors and substitute/alternative offers) – because they have an indirect intervention on the market, while the actions of the other elements directly affect the competitiveness of the cluster.

A study on the current situation on tourism competitiveness in Brazil revealed that “(...) this area of research is still incipient in Brazilian studies, which remain focused on a determinant factor of competitiveness, but not in the sense of the destination with multidimensional comprehensiveness” (Miki, Gandara & Muñoz, 2012, 212). Thus, this work sought to deviate from this course and study the complexity of the inter-institutional relations (competitive forces) of the travel and tourism industry specifically on the coast of São Paulo.

Based on the theoretical references presented, it was possible to establish a second assumption to be investigated: the managing organizations of the analyzed destinations have their stakeholders identified and mapped, maintaining a formal dialogue with them (P2).

Recent studies (2015-2017) point to possible convergences between theories and practices of tourism management (Vajirakachorn & Chongwatpol (2017), Peroff et al. (2017), Svensson (2017)), hospitality management in the organizational context (Nazarian, et al. (2017); In, et al. (2017)), the use of information and communication technologies in this context (Adukaaite, et al. (2016); Boonstra, et al. (2015)) and the stakeholders' approach, as proposed in this study (Line & Wang (2017), Theodoulidis, et al. (2017), Saito & Ruhanen (2017), Brandão, et al. (2017)).



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APPLICATION OF MULTIPLE CASE STUDY

This section characterizes the object of the study to compose this multiple case study. The objective was to detail the justification for determining the study object and to contextualize the relevance of these cases in the Brazilian market.

Characterization of the study object

Located in the southeast region of Brazil, the state of São Paulo has, in its territory, a total of 645 municipalities and 43,674,533 inhabitants, according to data projected by the Seade Foundation for the year 2017 based on Brazilian Demographic Census of 2010. The RMBS is composed of nine cities and the distance to the capital of the state is approximately 70 km from Santos. The region has approximately 1,781,727 inhabitants, distributed among the nine municipalities.

The objects of this study of multiple cases are the cities of Cubatão, Itanhaém and Santos. Cubatão was built at the foot of Serra do Mar, which originally served as a stopover point for people who accessed the plateau of São Paulo from the coast. Nowadays the city centralizes the main road connections of the region and concentrates important commercial and industrial areas.

Itanhaém is located in the south of the region and it was founded on April 22nd, 1532 by Martim Afonso de Souza. The city has a great importance within Brazilian history, since it was raised as a Villa in 1561 and thanks to the huge constructions of the time; it was elevated to city status. The local economy is focused on tourism, commerce and the service sector.

Santos is the county seat of the region and it is divided in an insular area (rural and environmental protection zone) and a continental one (urban center). The island area corresponds to 39.4 sq. km and the continental part to 231.6 sq. km, the total land area is 271 sq. km. In addition to the waterfront, with a wide hotel network and executive services,



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the city has a large port complex in its historic central part, which has several attractions and cultural tourism equipment, which together offer alternatives to leisure activities related to the beach.

The following section shows the main results obtained from the semi-structured personal interviews with the municipal tourism managers of the cities analyzed.

ANALYSIS AND DISCUSSION OF THE RESULTS

The field research phase was composed by the application of semi-structured individual interviews to the municipal tourism managers and then to two stakeholders who were indicated by them (snowball sampling) (Handcock & Gile, 2011).

Interviews to the municipal tourism managers

Interviews were conducted with the municipal public tourism authorities of the cities of Cubatão, Itanhaém and Santos. The interviewees were respectively: Francisco Tico Barbosa Júnior (Interviewee 01), Milton Saldiba Passareli de Campos Junior (Interviewee 02) and Luiz Dias Guimarães (Interviewee 03).

The sessions were preceded by telephone contact and scheduled by an invitation letter submitted via e-mail to the aforementioned secretaries and, after agreement, they took about 20 minutes, being held in the interviewees' offices.

The interviews were organized in two parts, the first one focused on the identification of the respondents and the second one on the history and performance of the agency. In these sessions, interview quotations are in italics to be differentiated from the current text.



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Concerning the academic formation, there is a variation on the profile of the professionals. The Secretaries of Tourism of Cubatão and Santos are graduates in business administration and journalism, respectively & the Secretary of Itanhaém has an incomplete degree in Law.

All respondents have solid professional experience outside the public sector, including the academy in the case of Interviewee 03. Interviewee 01 has a freight forwarding company, run by the family and Interviewee 02 was a member of council during the previous administration (2008- 2012). The three interviewees have previous experience in the public service, but none of them are part of the permanent staff, having held positions of free appointment. However, interviewee 02 was the only one to be city councilor before.

The interviewees were invited to mention three projects, either in progress or completed. In Cubatão the main actions are the development of the tourist inventory, the consequent master plan and the reformulation of the City Tourism Council; In Itanhaém the main actions were the Gastronomic Festival, the Hosting Festival and free national shows promoted during the summer season; and in Santos, the International Tram Museum was created in 2000 (according to the interviewee, the tourist tram has 5 lines, 12 trams in operation and reaches 40 tourist points, having attended more than 1,300,000 passengers) and the Pelé Museum, which contains the collections on the career of the Brazilian football team and Santos Futebol Clube former player. In addition, the secretary mentioned the hiring of external consultants to elaborate the municipal tourism master plan and the Santos Coffee Festival.

A definition of the term stakeholders was given to respondents – “stakeholders are all individuals, groups or organizations that are affected or affect other stakeholders when achieving the goal of a particular company” (FREEMAN, 1984, 5) – so that it would be possible to name three main stakeholders of the Tourism office.



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The profile of the mentioned stakeholders allows some considerations about the central problem of this research, which is the competitiveness of the travel and tourism industry in the analyzed region.

The answers were varied. The tourism secretary of Cubatão named a large company based in the local industrial area (Unipar Carbocloro), São Paulo Tourism Office and the Company of Housing and Urban Development, linked to the state government. The tourism secretary of Itanhaém mentioned the local Economic Development Office, the Itanhaém Commercial Association, the City Tourism Council and the tourism secretary of Santos cited the Pelé Museum and the Coffee Museum, a private entity linked to the Santos Coffee Festival.

The tourism secretary of Itanhaém mentioned the local Economic Development Office, Itanhaém Commercial Association and the City Tourism Council as the three main stakeholders of the local Tourism office. The profile of this group denotes the local articulation and suggests harmony between the agents of tourism in the locality.

When questioned whether the demands of local actors influence the performance of these organizations or not, they were unanimous in responding positively. It means that from their points of view, government action can rather energize the sector – the essential prerogative of this study.

In Itanhaém, Interviewee 02 mentioned that government action helps to soften or even evidence conflicts between stakeholders – and between them and the public power. The secretary exemplifies Festa do Divino, a traditional event held by the Catholic community in the city. At this event, welfare entities based in Itanhaém can sell food items in the event resulting in the local merchants coming into conflict with them, because “the merchant pays taxes, has registered employees and has all its structure set up”. The secretary said that “the council tries to mediate it, avoiding selling the same products, etc.”.



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The secretary of tourism of Santos said that “tourism is done by the whole, there must be permanent synergy of public power with the third sector and also with the trade”. The secretary mentions the Santos and Region Convention & Visitors Bureau (SRC&VB) and the Union of Hotels, Restaurants, Bars and Others of Baixada Santista and Region (Sinhores) as important institutional partners.

The data collected from the semi-structured individual interviews with the City Tourism Councils of Cubatão, Itanhaém and Santos were briefly presented. The next section is a compilation of the answers obtained in the interviews conducted with the two stakeholders indicated by them.

Interviews with Tourism Offices' stakeholders

From the applying of the “snowball” technique adopted in this research, two stakeholders were indicated to be interviewed at the second stage of the field research.

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The script of the interviews was made up of two groups of questions, being the first about the professional profile of the interviewees and the second about the activity of their organizations with regard to the local public power.

The interviewed stakeholders were questioned about the three main executed projects, whether concluded or in course. The objective of this question was to verify to what extent tourism projects or the ones related to the local Tourism Office are relevant for this organization. For Regional Tourism Delegate for Santos and the Region, the main actions of the São Paulo State Tourism Office are Roda São Paulo (Travel São Paulo), o Sabor São Paulo (São Paulo Flavor) and Observatório de Pássaros (Bird Observatory) (in planning stage). The Project Manager at Caiçara Expedições (this enterprise replaced Unipar Carbocloro) informed that the main offered tourist itineraries are Ecological Canoeing, held at the Praia Grande and São Vicente mangrove, the Fazenda Cabuçu trail, located in the continental area



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of Santos and the community bases tourist itineraries, especially the project developed at Ilha Diana, in Santos estuarine area.

The President of the Itanhaém Trade and Business Association cited the specialized service for the Individual Micro Entrepreneur, the city representation at the Development Council of the RMBS and the “Entrepreneur Project”, which is an action aimed at qualification of the operational and managing workforce of the city.

In the same sense, the Trade and Business Director of Itanhaém cited the specialized service to the MEI, the special attention given to concession holders of beach kiosks in the city and support to local artists, inserting them on the agenda of several local events promoted by the Itanhaém Administration. The interviewee refers to the “Fruit of the Land Festival”, which aims at promoting the city talents. During the 2014/2015 Summer season, the event was held from December 31st to January 4th.

The General Manager of the Pelé Museum spoke about the several partnerships with the hospitality means and receptive tourism agencies, besides the creation of the combo package in partnership with the Conquests Memorial of Santos Futebol Clube, another relevant regional museum, located in Santos. The communication analyst of the Coffee Museum cited the specialized service for elementary and high school students (Vacation at the Museum Program), the creation of the Coffee Trolley in partnership with the Santos Tourism Office and the promotion of events as the Santos Coffee Festival, also in partnership with the local Office.

It was possible to verify that the interviewed stakeholder has actions in partnership with the instances of local tourism governance and that these partnerships are important for both sides. What happens is that, frequently, the results of these joint actions are ephemeral, have neither continuity nor become municipal tourism public policies.



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This context – aggravated by the lack of a state or parastatal institution which leads and orientates the development of the sector – suggests a touristic regional product fragmented and not very expressive in the national touristic market. This does not mean, however, few visitors or low sales in the local businesses, for instance, but a tourism model based on autonomous travel and secondary residences – factors which worsen the supply of services in cities of the region.

The interviewees were unanimous in agreeing that the relationship among the acting forces of the travel and tourism sector in their cities help to increment the supply, contributing to improve the quality of the goods and services and, with this, become the most competitive destination. All were also unanimous in agreeing that the governmental action may boost the travel and tourism sector in local and regional level, which, once more, may help to improve the competitiveness of the companies of the sector.

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CONCLUSION

The objective of the research was to identify how the managing organization of the destination manages its relations with the stakeholders of the travel and tourism sectors. From the analysis of the information given by the interviewees and based on the theoretical referential, it was possible to verify that the cities seem to keep few conversations among them and very few joint actions with stakeholders pointed towards the promotion of tourism in regional level.

It was verified that there is an institutional arrangement inherent in tourism, in addition to the wide presence of tourism service providers in the analyzed region. It would be positive if spaces for institutionalized and formal dialogue were systematically used by the regional trade. Entities such as Santos & Region Convention & Visitors Bureau and the Union of Hotels, Restaurants, Bars and Others of Baixada Santista & Region, besides the local trade associations, could centralize, operationalize and promote these spaces.



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It was possible to verify that there are consortia actions between the managing organizations and their stakeholders, but the results of these actions are punctual and do not tend to become public policies for the strengthening of the sector as a whole over time.

It is the prerogative of this paper to discuss the influence of hospitality/hostility relations on the competitiveness of tourism destinations. This research did not propose or adopt a model to gauge this influence, but it is possible to mention elements that constitute and characterize hospitality relations and their positive influence on (good) performance and, later, on the competitiveness gain by both the trade and the whole destination.

As seen, then, these concerted actions, the articulation between the multiple stakeholders in the locality, the collaboration surrounding a destination management organization and even the institutionalized dialogue, among other elements, constitute and characterize the said hospitality and hostility relations. It is important that tourism destinations are able to manage these relationships, empowering or mitigating their influence on their own competitiveness.

The low effectiveness of the Tourism City Councils aggravates the scenario found upon the field research. By that time, these forums were inactive and in a reactivation process – the cases of Cubatão and Itanhaém. In Santos there were no meetings during the field research period.

It is important to cite that City Councils are configured as spaces for the establishment of dialogue among the most varied actors of the sector, which influences – or may influence – in the formulation of the public agenda of the sector, process which happens under several disputes.

In practical terms, public power, the trade and the third sector are jointly responsible for the effectiveness of the Councils, the transparency in their management, as well as for the efficiency and effectiveness of the actions taken.



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It was also verified that there is not a sectorial leadership in the region, which increases the importance and influence of the governmental action. Currently, the Directive Plan of Tourism of RMBS is obsolete since its original publishing happened in 2003.

Another instrument developed by the state public power which serves as guideline for the regional development of tourism is the Baixada Santista Metropolitan Strategic Development Plan, material presented to the public on May 28th, 2014. The PMDE is the most recent report on tourism in the regional level available. The report states that the region “is characterized by the great diversity of vocations, appeals and touristic activities present in the cities that make it up”. The point is that “the great majority of municipal public administrators do not have, for instance, a plan of action aiming at reverting the negative effects of seasonality, to search for new types of tourists”. It is precisely from this point on that governmental action starts to make a real difference in the entrepreneur’s life (AGEM, 2014, 105), it means, since there is no common thought – materialized in a public policy constructed in a minimally participatory – or the establishment of a shared vision among the multiple stakeholders of the destination, each entity will act autonomously or within a particular group.

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From the elaborated theoretical referential, the following assumptions were determined to be investigated: the hospitality relations inherent to the commercial domain may influence both positively and negatively in the performance of the travel and tourism sector at a given destination (P1) (ratified by the study); and the managing organizations of the analyzed destinations has their stakeholders identified and mapped, maintaining formal dialogue with them (P2) (not ratified by the research).

The conclusions of this investigation do not exhaust the theme, but give clues about possible paths to be adopted by other researchers. Quantitative researches about the theme may provide complementary visions on the hospitality relations between the public power



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and its several stakeholders, besides assessing the incidence of factors which influence the competitiveness of the touristic destination.

This research did not propose or adopt a model to gauge the influence(s) of the hospitality/hostility relations between the stakeholders of – in this case – the public power, over the competitiveness of tourism destinations. Future studies may, however, propose a model for the systematization of this analysis.

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