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EDITORIAL/ EDITORIAL / EDITORIAL

Apresentação da Edição Temática: trabalhos selecionados da 65ª Conferência Anual da AIEST (Lijiang/China)

E com enorme satisfação que temos a honra de compartilhar com a comunidade cientifica brasileira em turismo alguns dos principais trabalhaos apresentados na última Conferência Anual da Associação Internacional de Experts Científicos em Turismo/AIEST, realizada entre 23 e 27 de agosto de 2015, em Lijiang (Yunnan, China).

A ideia de realizar esta edição temática sobre a AIEST – a mais antiga e uma das mais, senão a mais, prestigiadas associações deste escopo no mundo – surgiu de minha participação na referida conferência, onde, ao travar relações com ilustres figuras do campo turístico em nível mundial, tive a honra de conhecer seu presidente Dr. Harald Pechlaner. De nossa animada interação surgiu a proposta de realizar uma edição especial, um dossiê temático, sobre a AIEST que pudesse servir ao duplo propósito de: por um lado, apresentar esta associação, seus membros e o tipo e nívelde discussão dos trabalhos aí apresentados à comunidade cientifica brasileira e, de outro, instigar a uma possível frutífera interação e cooperação entre acadêmicos brasileiros, e seus grupos de pesquisa, e os pesquisadores da AIEST, de forma a vir a construir laços em termos de redes de pesquisa internacionais, visando à cooperação e o desenvolvimento teórico, cientifico e aplicado deste campo do conhecimento. Assim, é neste espírito de excitação, possibilidades e projetos que temos a honra de apresentar esta edição mais do que especial, que traz uma amostra de parte ds melhores trabalhos – de pesquisas originais, seja de pesquisadores maduros, seja de tese doutorais recém defendiso; ou ainda de contribuições práticas, aqui conolidadas na seção *Relatos de Caso* – densamente sustentados pelo capital cultural acumulado durante anos pela experiência de alguns dos melhores e mais renomados membros do campo acadêmico em turismo, da nova geração, em nível mundial.

Abrindo esta edição, temos a honra de apresentar o texto intitulado, *AIEST: Review of an Institution Dedicated to Tourism Knowledge*, de autoria do Prof. Dr. Harald Pechlaner, presidente da Associação Internacional de Experts Científicos em Turismo/AIEST, que traz uma breve revisão – aqui, no escopo desta revista, desenvolvida sob a forma de uma resenha biográfica (institucional) – sobre aquela associação. Desde sua criação, em 1951, a AIEST tem se colocado como uma instituição acima de debates setoriais do turismo, promovendo uma visão mais ampla e integrada do fenômeno, desde sua vertente pragmática aos seus componentes teóricos, que fundamentam sua lógica operativa. Apesar dos avanços no sentido de promoção do conhecimento em turismo, muitos desafios se colocam a ela na atualidade, entre eles a manutenção e renovação do espírito que anima seus membros, isto é, a preocupação com a produção do conhecimento em turismo.

Iniciando a seção de artigos científicos originais, a consultora e PhD Berenice Pendzialek apresenta aqui um resumo de sua tese doutoral, recém defendida na Katholische Universität Eichstätt-Ingolstadt (KUEI), na qual debruça-se a estudar sociologicamente – a partir da Teoria do Ator Rede, de Bruno Latour e de uma conjunção de elementos de Ervin Gofmann – o processo de produção de sentido e atuação em cenários turísticos, realizado pelos turistas chineses em suas viagens através de cenários turísticos alemães. Em seu texto, *Actuando El Turismo: Turistas Emisores Chinos en sus Viajes a través de Escenarios Turísticos Alemanes,* Pendzialek evidencia que a importância qualitativa das experiências de turismo – para o caso das viagens internacionais de cidadãos chineses – não tem sido amplamente estudada no mesmo compasso do crescimento constante deste fluxo ao longo dos últimos anos. Assim, a autora analisa as experiências turísticas de turistas chineses internacionais durante as suas viagens na Alemanha. Seus resultados apontam para a forma seletiva, própria e identitária pela qual os turistas chineses desempenham suas práticas sociais turísticas – ao que a autora denomina *chineseness* –, evidenciando assim, como implicação, as questões necessárias para a compreensão, intervenção e geração de produtos neste segmento do setor turístico.

O terceiro artigo desta edição, *The Sustainability of Commercial Tour Operations in Protected Natural Areas: defining categories of environmental supply*¸ da Drª em Geografia e Profª da University of Mount Royal e Calgary, Barbara McNicol, retrata como as práticas de sustentabilidade ambiental são valorizadas e incorporadas pelos operadores turísticos instalados na região das Montanhas Rochosas canadenses de Banff e Jasper. A autora trabalha com o conceito de oferta ambiental – o que inclui recursos naturais, atributos físicos, as iniciativas de gestão e / ou políticas de governança que influenciam a conservação ambiental – como elemento necessário presente no ambiente organizacional das empresas turísticas da região. O estudo tem como contribuição a geração de uma metodologia com um conjunto de catgeorias e indicadores ambientais, que podem ser usados teoricamente para realização de novos estudos, assim como empiricamete para a criação de novos produtos pelas empresas de operadores turisticos comerciais. Além disso, como contribuição científica aos estudos da área, apresenta, descreve e explica os estágios pelos quais passa a construção dessa metodologia de criação de indicadores para a mensuração do desempeho comercial dos operadores turísticos. É importante acrescentar que, mais do que simplesmente retratar uma questão econômica, o conceito desenvolvido de oferta ambiental bem como a metodologia utilizada no estudo em questão enfatizam a importância do movimento de qualidade do visitante, que salta de uma visão antiga enfocada em indicadores negativos de mensuração de impactos ambientais para um olhar positivo, baseado na qualidade e sucesso comercial da experiência turística.

Ainda no âmbito da temática ambiental, mas agora com foco na subespecialidade do turismo rural, e de base comunitária, o catedrático Prof. Dr. Yahsuo Ohe, da Universidade de Chiba (Japão), traz seu texto *Community-Based Rural Tourism in Super-Ageing Japan: challenges and evolution,* no qual desenvolve a referida temática tomando como pano de fundo o contexto japonês, onde há um acentuado envelhecimento populacional, o que tem implicações sobre as práticas sociais, as formas de vida e também sobre os modos de se fazer turismo. Em seu texto, Ohe investiga como uma comunidade rural conduz a atividade turística e como isso traz seus próprios desafios inerentes à atividade de turismo rural baseado na comunidade de Chiba. Partindo da lente teórica de capital social, possuído pela comunidade local, o autor evidencia as vantagens e limitações desse tipo de capital social quando seus possuidores (a população local) envelhecem. Como resultado, foi observado que o turismo rural comunitário trouxe a geração de emprego e renda, o aumento da auto-confiança e do orgulho local, e que, até certo ponto, pode ajudar a lidar com o impacto dos desastres naturais inesperados. Entretanto, a transferência desse capital e suas atividades à geração mais jovem é um desafio que implica rever a própria dinâmica do grupo, os seus limites, a população envolvida e, eventuamente, a abertura à expansão e captação de novos membros – o que, por outro lado, pode levar, contraditoriamete, à propria revisão e reformulação dos valores e ideiais originais do sistema social apontado.

Da Índia, especificamente um grupo de pesquisadores, – Carmelita D'Mello, Kaustubh Kamat, Klaus Weiermair, Subhash Kizhakanveatil Bhaskaran Pillai, Miriam Scaglione e Jacob Ganef Pah –, cuja maior parte está atrelada à Goa University, traz à baila uma discussão sobre a questão da infraestrutura em países em desenvolvimento e como este quesito pode ser um fator habilitador (apenas necessário) ou diferenciador (aquele majoriatriamente determinante) na escolha de um destino turístico. Em *Tourists Assessment of Infrastructure Availability in Goa (India):* os autores analisam as percepções dos turistas que visitam o estado de Goa no que diz respeito à importância dada ao e ao nível de satisfação com relação à infraestrutura, às instalações, aos serviços e comodidades disponíveis para o turismo. Eles utilizam o método de Gap Analysis, que se baseia na análise econômica de Importância-Desempenho para determinar a diferença entre a percepção do turista da importância dada antes de realizar a viagem e o nível de satisfação depois de concluir aviagem. Das 34 variáveis analisadas, os autores mostram que em 29 há uma diferença significativa na percepção do turista antes e depois da viagem. Ainda segundo os autores, essa percepção tende a ser mais significativa, para o caso analisado, onde 29 das 34 variáveis são de alta prioridade; seguidas de 13 que indicam uma necessidade urgente de concentrar esforços e recursos para melhorar a mesma.

Em *Novos Rumos para O Turismo do Estado de São Paulo: do Projeto de Lei Complementar 32/2012 à Aprovação da Lei Complementar nº32/2015¸* Cintia Moller avalia se a autonomia do Estado no processo de políticas públicas de turismo. Portanto, pretende-se examinar as articulações políticas subjacentes ao Projeto de Lei Complementar nº 32/2012 (isto é, PLC 32/2012) e subjacentes ao processo de implementação da Lei Complementar nº 1.261/2015 (isto é, LC 1.261/2015), sendo que a existência desta última é decorrente da aprovação do PLC 32/2012. Ambas iniciativas propõem a ampliação do apoio financeiro governamental incluindo não somente as cidades estância, mas também os municípios de interesse turístico. Em seu estudo, de cunho eminentemente qualitativo, baseado em observações e em entrevistas semiestruturadas e entrevistas focadas com os participantes, a autora revela que o PLC 32/2012 encontrou obstáculos, ao longo de sua trajetória, pois ameaçava o *status quo* de grupos dominantes. Todavia, ao final de quatro anos de tentativas (isto é, de março de 2012 até março de 2015), tais dificuldades foram superadas e o proejto foi aprovado, dando origem à LC nº 1.261/15, sobre a qual também pretendemos investigar neste trabalho, com vistas a analisar eventuais resistências que a mesma vem enfrentando no âmbito de seu processo de implementação. De fato, a LC 1.261/2015, em vigor, estabelece novos rumos para o turismo paulista, criando um elenco de requisitos técnicos para seleção das referidas localidades, o qual contraria a lógica tradicional que desde há muito permeou sua escolha, sobretudo a das cidades estância.

O sétimo e penúltimo texto desta edição temática é assinado pelo Prof. Dr. Thiago Duarte Pimentel e suas colaboradoras, as estudantes de doutorado e mestrado, respectivamente, Fabíola Cristina Costa de Carvalho e Marcela Bifano de Oliveira, ambas realizando seus estudos na Universidad Autónoma de Sinaloa, no México. O texto aqui apresentado é uma versão resumida da exposição oral também realizada na 65ª Conferência Anual da AIEST, realizada entre 23 e 27 de agosto de 2015, em Lijiang (Yunnan, China). Os dados apresentados são apenas um dos resultados da pesquisa mais ampla "Mapeamento dos Centros de Pesquisa e da Oferta Educacional de Cursos de Turismo no Brasil e no Exterior: notas preliminares para delimitação do campo turístico mundial" financiada pela chamada universal do CNPq (2013-2016). Partindo de um mapeamento exaustivo da oferta educacional em turismo nos países do Mercosul, os autores analisaram a categoria Centros de Pesquisa em Turismo (CPT) identificando sua existência, classificando seus tipos, áreas de atuação além de formas de contato interinstitucional e estimando sua influência no setor turístico mais amplo. Tendo em vista a baixa incidência dos CPT na região e sua elevada assimetria entre os países, os autores consideram isto uma forte evidência que ajuda a explicar a baixa produção de conhecimentos em turismo na região, aliada a sua fragilidade teórica. Além disso, verificou-se que há uma virtual inexistência de redes de colaboração entre os CPT investigados, o que retarda ainda mais o processo de produção, difusão e assimilação do conhecimento em turismo.

Dedicado à seção Relato de Caso, o último documento desta edição é assinado pela renomada consultora internacional Claude Origet du Cluzeau, que já executou projetos internacionais em diversaspartes do mundo sob demanda de distintasagências internacionais, como a União Europeia e as Nações Unidas. Em *L'accueil Touristique en France: un enjeu devenu crucial,* a autora analisa a temática do acolhimento turístico desde o ponto de vista teórico – com as pouco aprofundadas revisões teóricas sobre o assunto, passando pelos documentos e manuais institucionais de países e regiões – até se chegar a um guia prático de questões relacionadas ao tema, questões essas que sãobem mais desenvolvidas pela experiência do que pela teoria. A grande contribuição do texto é evidenciar como a discussão sobre acolhimento turístico pode ser também utilizada do ponto de vista prático, por meiode seu efeito, como uma forma de promoção dos destinos turísticos.

Prof. Dr. Thiago Duarte Pimentel
Editor Chefe

AIEST: Review of an Institution Dedicated to Tourism Knowledge

The AIEST (Association Internationale D'Experts Scientifique de Tourisme) has been in existence as the International Association of Scientific Experts in Tourism for 65 years! It is therefore the world's oldest association for tourism research. This age not only stands for tradition, but also for a commitment to the efforts directed towards establishing tourism as a science.

The AIEST is an interdisciplinary network of experts, whose members include specialists from all relevant disciplines (Business Administration, Economics, Geography, Sociology etc.) who have a particular interest in tourism.

Founded in 1951, the AIEST is the oldest association of scientific experts in tourism that is world wide in scope. Today the AIEST has 350 members in 44 countries on all continents.

The AIEST has contributed much to an understanding of the modern tourism phenomenon, and to the scientific acceptance of research in this field. In their work, AIEST members help to pinpoint the latest developments and trends in tourism and to devise farsighted solutions for new problems as they arise.

Many basic conditions for tourism and leisure have changed dramatically over these 65 years and in particular tourism has become one of the strongest drivers of global growth. The debate over tourism as a science has changed over 65 years, always under the influence of the economic, social and cultural challenges posed by the phenomenon of tourism.

Tourism research associations bring those dealing with the science of tourism together with those who benefit from this research in practice. Tourism is a practice, and therefore the science of tourism can only be considered as an applied science in the service of practical questions and problems.

The founders of AIEST were already practitioners and scientists and therefore made special efforts to link both in order to provide significant benefits for science and practice. It is of course necessary for the science of tourism to align itself with international standards and make use of internationally accepted and recognized methods in order to provide relevant insights.

The particular challenge in the tourism and leisure sector, then, is to appreciate that most problems in these areas can only be usefully researched with a multi-faceted approach.

'Multidisciplinarity' is the least that scientific tourism work requires, inasmuch as knowledge of the perspective of different parent disciplines allows for respect and humility towards the science of tourism. 'Interdisciplinarity' is a potential objective, but only makes sense when it is applied to merge the further development of methods with a corresponding depth of knowledge.

The AIEST has always been a platform of different parent disciplines, even though - historically speaking - the economic-scientific perspective has dominated. Today, the AIEST brings together researchers and practitioners from different disciplines and can highlight the different points of view, especially at the annual conference, in the presentations and discussions of this aspect and thus achieve a greater depth of knowledge.

Something else that makes the AIEST stand out particularly: it is not only one of the few scientific tourism organizations with global aspirations; it is, in any case, the only one with global ambitions and is conscious of its European roots.

I am therefore especially pleased that, in view of the special nature of our convening, the links between the AIEST and the science of tourism in Brazil have been reinforced, and that Brazil is demonstrating its commitment within the framework of the AIEST. This is very encouraging and could serve as an interesting example for other countries and tourism researchers.

The AIEST will continue its efforts to motivate outstanding tourism researchers to represent their respective countries in the interests of tourism science and to underline the importance of quality in tourism research. Conversely, the AIEST can learn much from addressing specific challenges of countries, in this case Brazil, and incorporate this knowledge into their own work.

Prof. Dr. Harald Pechlaner, President of AIEST

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ARTIGO /ARTICLE/ ARTÍCULO

ACTUANDO EL TURISMO: TURISTAS EMISORES CHINOS EN SUS VIAJES A TRAVÉS DE ESCENARIOS TURÍSTICOS ALEMANES

Alma Berenice Pendzialek*

Resumen

El número de salidas internacionales de los ciudadanos chinos a destinos internacionales ha crecido contantemente a través de los años. Sin embargo, la importancia cualitativa de las experiencias turísticas de este mercado emisor aún no ha sido ampliamente estudiada. Por lo tanto, haciendo uso de marco teórico de "performance", este artículo busca analizar las experiencias turísticas de los turistas chinos emisores durante sus viajes en espacios turísticos alemanes al ser parte de un viaje grupal organizado.

Palabras clave: Turismo emisivo chino. Destinos turísticos alemanes. Teoria del Actor Red. Sociologia del turismo.

ATUANDO NO TURISMO: TURISTAS CHIENESES EM SUAS VIAGENS ATRAVÉS DE CENÁRIOS TURÍSTICOS ALEMÃES

Resumo

O número de partidas internacionais de cidadãos chineses para destinos internacionais cresceu constantemente ao longo dos anos. No entanto, a importância qualitativa das experiências de turismo deste mercado não tem sido amplamente estudada. Portanto, usando o referencial teórico da "performance", na pesquisa em turismo, o artigo analisa experiências turísticas emissores de turistas chineses durante as suas viagens em espaços turísticos alemães ao ser parte de uma viagem organizada em grupo.

Palavras-chave: Turismo emisivo chinês. Destinos turísticos alemães. Teoria do Ator Rede. Sociologia do turismo.

ACTING TOURISM: CHINESE TOURISTS IN THEIR TRAVEL THROUGH GERMAN TOURIST SCENARIOS

Abstract

The Chinese citizens' lust for travel has been growing steadily throughout the past decade However, its quantitative importance and the touristic performances of this source market on "western" tourism stages have not yet been extensively researched. Thus, using the performance approach in tourism research, this study seeks to shed further light on the tourism performances of Chinese outbound organized mass tourists on German touristic stages.

Keywords: Chinese outbound tourism. German tourist destinations. Actor-Network Theory. Tourism sociology.

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1 INTRODUCCIÓN

El estudio científico del turismo ha tendido a presentar la actividad turística como un fenómeno occidental que incluye escasamente la presencia de turistas “no-occidentales” y que tiende a sobre-generalizar la aplicación y universalidad de sus teorías.

En la actualidad, el turismo es un fenómeno global que cuenta con un creciente número de turistas emergentes, especialmente provenientes de China. El turismo emisor chino juega un papel fundamental en la actual arena del turismo internacional. Desde 2012, China es el líder mundial tanto en gasto, como en salidas turísticas internacionales.

Más allá de su importancia cuantitativa, las actuaciones turísticas de los turistas emisores chinos en destinos occidentales continúan siendo poco investigadas. Por este, y otros motivos explicados en este artículo, mi investigación doctoral (PENDZIALEK, en publicación) se centra en explorar y proporcionar una mayor comprensión de la actuación turística de los turistas chinos, parte de un grupo organizado, en escenarios turísticos alemanes.

En el presente artículo presento a grandes rasgos mi viaje y mi actuación como investigadora de doctorado, dando a conocer los antecedes y razones para comenzar la investigación, sus objetivos, el marco teórico conceptual diseñado para el análisis, metodología, resultados y discusión de los mismos. La estructura de este artículo se basa en mi contribución para la *65. Annual Conference of the International Association of Scientific Experts In Tourism (AIEST),* llevada a cabo en Agosto de 2015.

2 ANTECEDENTES Y RAZONES DE LA INVESTIGACIÓN

A través de los años ha crecido el interés por el turismo emisor chino a nivel mundial. Los medios de comunicación reportan constantemente sobre el incremento y la extraordinaria evolución del mercado turístico emisor chino (CHINA DAILY, 2012), (BTN, 2012); también sobre la necesidad de entender a sus turistas (FT, 2011), sus comportamiento y excentricidades (por ejemplo, durante sus viajes en la nueva versión del “Grand Tour” europeo - THE ECONOMIST, 2010; OSNOS, 2011; ORTH, 2013) para así atraer a más turistas chinos.

Por su parte, los académicos describen el mercado turístico chino como el “gigante dormido” (DAVIDSON; HERTRICH; SCHWANDNER, 2004) que está “cambiando radicalmente los patrones del turismo mundial” (ZHANG; LIU, 2008).

El número de turistas chinos ha tenido un crecimiento constante en la última década y es posible reconocer segmentos específicos en el mercado. De 2000 a 2013, la tasa de crecimiento anual compuesto (CAGR) fue de casi 19%. Mientras que, en 2000, 10.5 millones de ciudadanos chinos cruzaron sus fronteras, en 2013, 97.3 millones salieron fuera de China continental (CNTA, 2013). Es importante recalcar que aproximadamente el 90% de estos viajes tienen como destino final países asiáticos, siendo Hong Kong y Macao los mayores receptores de la región con alrededor de 71% de los viajes (ILO, 2010, p. 38).Además, con los 102 000 millones de dólares estadounidenses por los turistas en 2012, China se centra en la primera posición en cuanto a gasto turístico mundial, seguido de Alemania y Estados Unidos.

Más allá de la expansión cuantitativa, el mercado se ha diversificado. Las demandas de sus turistas se pueden reconocer en dos segmentos: viajeros en grupo y viajeros que organizan sus propios viajes o lo que muchos llaman los “nuevos turistas chinos” (COTRI, 2011). Los viajes grupales continúan siendo significantes para el mercado y un 62% de los cruces fronterizos hechos en 2011 fueron hechos por chinos parte de un paquete grupal turístico, dicho porcentaje no incluye viajes a Hong Kong y Macao (XIANG, 2013, p. 135).

A pesar de su importancia cuantitativa, las actuaciones turísticas de este mercado emisor, especialmente la de aquellos turistas, que forman parte de un grupo turístico organizado y que actúan en escenarios occidentales; continúan sin ser lo suficientemente investigadas (URIELY, 2005); (ARLT, 2006); (CAI; LI; KNUTSON, 2008); (KING; TANG, 2009); (RYAN; HUIMIN; ZHANG, 2009). A luz de esto, esta investigación doctoral aumenta nuestro conocimiento de esta muestra no-occidental y hace una importante contribución a la descentralización del estudio científico del turismo.

Además, el análisis superficial del fenómeno turístico chino, el cual generalmente incluye estudios y reportes que buscan la homogeneidad en lugar de la pluralidad de voces, representa una brecha del conocimiento que esta investigación busca llenar. Al hacer esto, esta investigación pretende alejarse de estudios puramente económicos y de negocios, rumbo a estructurar una investigación que considere "los antecedentes y condiciones psicológicas, sociales, culturales y económicas de una manera holística y dinámica" (CAI; LI; KNUTSON, 2008, p. 14) de los turistas chinos y un estudio que responda a la necesidad de "investigación humanista, cualitativa y regida por valores" (WINTER, 2009, p. 23) en los estudios turísticos sobre China.

2.1 Objetivos de la investigación

Con base a lo anterior, el objetivo principal de esta investigación fue explorar y proporcionar una mayor comprensión de la actuación turística de los turistas chinos, parte de un grupo organizado, en escenarios turísticos alemanes. Los objetivos secundarios son los siguientes:

1) Utilizar diferentes enfoques teóricos y metodologías que expliquen el fenómeno del turismo emisor chino.
2) Explorar el proceso de actuación que va desde la selección del rol a actuar hasta la actuación misma.
3) Describir los escenarios donde las actuaciones se llevan a cabo.

Al cumplir estos objetivos, el estudio representa una oportunidad para conocer más acerca del turismo emisor chino en Alemania, y en particular sobre los turistas en masa. Además, los resultados hacen una contribución, no solo conceptual, sino también práctica. Lo que hace los resultadosinteresantes para estudiantes, académicos, representantes políticos y profesionales a nivel mundial.

Unas cuantas palabras de precaución son necesarias en este punto. El lector debe tomar en cuenta que este estudio no busca presentar explicaciones objetivas, sino un entendimiento subjetivo de la realidad turística china. Además, los resultados no pueden ser generalizados o extrapolados a todos los turistas chinos parte de un grupo turístico o viajando alrededor de Europa o Alemania. Esto sería simplemente imposible debido a la limitada muestra cubierta en esta investigación, así como a la numerosa población y heterogénea sociedad china.

3 MARCO CONCEPTUAL: "PERFORMANCE" O ACTUACIÓN EN EL TURISMO

Para alcanzar los objetivos de investigación, la discusión sitúa al fenómeno del turismo chino emisor en los contextos culturales, sociales, históricos, políticos, económicos y espaciales. Además, analiza al fenómeno tanto en una perspectiva émica y ética. Para esto, hice uso del marco teórico conceptual "*performance in tourism studies*" o actuación en los estudios turísticos, así como su correspondiente metodología de investigación, la cual promueve el contacto directo con los actores clave de una actuación turística.

El marco conceptual desarrollado especialmente para esta investigación incluye nociones de la metáfora dramatúrgica desarrollada por Erving Goffman (1959), el "*performance process*" teorizado por Richard Schechner (2002) en sus escritos sobre "*perfomance studies*", así como el "*performance turn*" en estudios turísticos, donde destaca el trabajo de Edensor (1998,2001) Haldrup & Larsen (2010) y Rakić & Chambers (2012), entre otros.

Bajo el enfoque de "*performance*", la actividad turística se refiere a una experiencia multi-sensorial, que es sumamente influenciada por comportamientos mundanos. Además, es llevada a cabo por actores, los cuales han preparado su rol con anticipación, en escenarios específicos. Cabe recalcar que los escenarios turísticos no solo son consumidos, sino adquieren nuevos significados durante la actuación.

Por lo tanto, en el enfoque de "*performance*", los turistas consumen, transforman y crean nuevos escenarios turísticos al mismo tiempo. La interacción con el espacio, como se explicó en la oración anterior y también la interacción con los actores principales de una actuación (fuentes, productores, actores y audiencia) son tomadas en cuenta en este enfoque. Además de considerar las tecnologías que sirven para desdibujar las fronteras geográficas de un escenario y la posibilidad de explorar las regulaciones y las relaciones de poder establecidas sobre los distintos escenarios turísticos.

4 PROCESO DE INVESTIGACIÓN

La investigación se basa en un enfoque fenomenológico, apropiado para este estudio debido a su carácter etnográfico. La metodología utilizada es una mezcla de métodos cuantitativos y cualitativos. Para comprender el fenómeno fueron realizadas desde una perspectiva ética, investigación de escritorio y entrevistas con expertos en China y Alemania.

En general, el estudio se llevó a cabo entre 2010 y 2014, donde la investigación de campo fue hecha en su mayoría entre 2011 y 2013, tanto en China como en Alemania. Fueron hechas ocho entrevistas semi-estructuradas con representantes de la industria turística china, del ministerio de turismo, así como con académicos especializados en turismo. De igual manera, 9 entrevistas fueron hechas con representantes, expertos y académicos turísticos en Alemania en 2013. Para adquirir una perspectiva émica, el estudio se sustenta en una estrategia etnográfica complementada con cuestionarios. La investigación de campo etnográfica consistió en observación participante, entrevistas y cuestionarios de 37 miembros de tres grupos turísticos organizados por empresas sino-alemanas.

En el grupo "ruta alrededor de Alemania" los turistas visitaron: Múnich, Stuttgart, Heidelberg, Frankfurt, Colonia, Dusseldorf, Hamburgo, Berlín y Leipzig. Por su parte, el grupo "tour al sur de Alemania" visitó las ciudades alemanas de Múnich, Frankfurt, Colonia y Essen, así como un par de destinos austriacos. En el tercer grupo, los turistas solamente visitaron Berlín y Potsdam, estos tours, que incluyen de 2 a 3 destinos, son los que la industria nombra como las nuevas rutas para turistas chinos.

Aun cuando el uso de cuestionarios no es inherente al enfoque teórico de "performance" y no siempre ha sido exitoso en estudios con turistas chinos (ARLT, 2006), mi posibilidad de crear confianza y compenetración antes de entregar los cuestionarios fomentaron una positiva tasa de respuesta entre los miembros de los grupos observados. Además de la observación en Alemania, la etnografía virtual de los materiales/archivos generados por los turistas, publicados en redes sociales chinas o enviados vía correo electrónico después del viaje, significó una importante fuente de información para este estudio, así como las entrevistas y charlas con guías y líder turísticos; y mis notas de campo, diarios, fotos y videos.

El análisis de la información recabada en las diferentes fases de la investigación fue realizado siguiendo el método cualitativo de análisis de investigación: GABEK[1], el cual se pone en práctica usando el software WinRelan 32. La tesis doctoral – investigación original de la cual este artículo es originado – se compuso de una mezcla de estructuras, gráficas generadas por GABEK, así como citas de las personas entrevistadas.

5 PRESENTACIÓN Y DISCUSSIÓN DE LOS RESULTADOS

5.1 Resultados de la Investigación Empírica

Los resultados de la investigación empírica de las actuaciones de los turistas chinos masivos se describen en la tesis siguiendo la secuencia de "performance" presentada por Richard Schechner (2002), la cual incluye: preparación antes de la actuación (sección 1 de la tesis), durante y después de la actuación (sección 2). Más allá del proceso de actuación, la tesis también presenta la creación de los escenarios turísticos alemanes y el consumo espacial de estos por los turistas chinos (sección 3).

La primera sección explica los motivos que conllevan a adoptar el rol de turista grupal organizado, examina cómo el actor prepara su rol y presenta las imaginaciones o nociones que el turista tiene sobre Alemania. Los turistas chinos deciden tomar este rol por ser la forma más conveniente de viajar para ellos, además que tienden a ser baratas y lideradas por personal que habla chino, lo que resulta fundamental para aquellos que no hablan inglés o el idioma del destino. Otros motivos mencionados fueron el ahorrar tiempo en la planeación y la posibilidad de hacer nuevos amigos, a pesar de viajar entre extraños.

Respecto a la preparación del rol, los resultados muestran que los turistas tienen preconcepciones limitadas de lo que significa ser un viajero internacional. De igual manera los discursos asociados con los escenarios turísticos alemanes son escasos y aquellos mencionados tienen que ver con la calidad alemana, con clichés y estereotipos, pero no son un motivo esencial para que el turista adopte el rol de turista grupal en Alemania.

En la segunda sección, la investigación sostiene que existen formas de actuar identificables, las cuales son influenciadas por los comandos de los administradores de los escenarios, la espontaneidad y por aspectos culturales y políticos. Los tipos de "*performance*" descritos son: rituales, de juego, de naturaleza política y como en casa.

En esta sección también se describen las interacciones entre los viajeros, sus acompañantes y

[1]Más sobre el método GABEK y su aplicación en diferentes campos de investigación puede ser verificado en <https://www.gabek.com/en/applications/>.

los grupos de actores dentro o fuera de la burbuja turística. En cuanto a lo que pasa después del "*performance*", la investigación presenta la respuesta crítica de los actores acerca de sus representaciones y muestra los cambios experimentados por los actores.

En cuanto a la creación y estado actual de los escenarios turísticos alemanes, así como sus futuros retos, la tercera sección explora las influencias políticas de autoridades europeas, alemanas y chinas sobre los escenarios. En este tema, el otorgamiento de visa continúa siendo un factor clave en la adopción del rol y el diseño de coreografías en Europa.

En cuanto a China, los resultados muestran la evolución de la estrategia turística en China, la cual fue de controlar los flujos turísticos al implementar el Estatus de Destino Aprobado (ADS) a controlar los comportamientos de los turistas, lo último para propagar mundialmente el adecuado "soft power" chino y alcanzar las metas geopolíticas actuales de China.

La sección describe cómo las coreografías y los libretos para actuar son preparados principalmente por trabajadores migrantes chinos. Además, ilustra los cambios recientes en el mercado masivo chino, el cual no se puede asociar solamente con precios bajos y poca calidad.

También se presenta el movimiento espacial y las prácticas multi-sensoriales de los turistas chinos durante el consumo y creación de los escenarios. Para comprender lo anterior, primero se muestran las características del turista chino en Europa y Alemania. Los datos de la tabla 1 comparan los dates socio-demográficos de los turistas chinos a nivel mundial, europeo, alemán y los de los turistas partícipes en mi investigación.

Titulo: Cracaterísticas sociodemograficas de los turistas chinos en Alemania.

Area/ country	Gender	Age	Educational level	Occupation	Individual monthly income
World 2011 (1)	47% female 53% male	0.24% 0-15 23.10% 15-24 44.03% 25-34 21.00% 35-44 9.57% 45-59 2.06% 60+	39.66% Bachelor 29.81% College diploma 21.8% High school, technical, vocational school 6.63% Master or more	9.37% Education 9.37% Student 7.90% Manufacturing Ind. 7.74% Finance 6.87% IT, Computer Service, Software Ind. 6.63% Wholesale, retail 5.08% Community services, other services industry	**RMB per month** 13.78% 1,001-3,000 27.31% 3,001-5,000 26.44% 5,001-8,000 12.07% 8,001-10,000 11.51% 10,001-20,000
Europe 2010 (2)	69% female 31% male	26% 20-29 29% 30-39 16% 40-44 19% 45+	66% Bachelor 24% Master 3% Doctorate 3% Secondary level 4% Primary level	1% Self-employed 45% Managers 33% Non-management 16% Professional – technicians 5,5% others.	No data
Germany 2012 (3)	More male as female	All group levels, up to 55 years. The majority is concentrated between 25 – 44 years old. Average age 39 years	High educational level	NA	High income level
Germany 2011 (4)	43% female 57% male	20% 18-25 19.2% 26-30 24% 31-35 31.2% 36-45 5.6% 46	60% University undergraduates; 34% University postgraduates or higher	50% Firm employee 14% Civil service 13% Student 5% Self-employed 18% Other	**RMB per month** 23,8% <2,000 9% 2,001-4,000 18,9% 4,001-6,000 48,3% >6,001
Germany 2012 (5)	53% female 47% male	7% 0-20 35% 21-30 31% 31-40 20% 41-50 7% 60+	NA	24% Architect firm 18% Student 11% Firm Employee 13% Teacher, Prof. 7% Travel Firm 7% Retired	**RMB per month** 27% 4,500 or less 20% 4,500-8,000 18% 8,000-16,000 9% 200,000-300,000 7% 300,000 or more

Fuente: elaboración propria a partr de los datos de la investigación.

Se puede percibir la predominancia de adultos jóvenes y de edad media. Solamente en la muestra europea se registra un número significante de turistas mujeres. Los turistas tienen un nivel de educación algo contando con al menos un título universitario. Los trabajadores empresariales representan la mayoría de las profesiones, también significante son los estudiantes y aquellos trabajadores relacionados con el ámbito educativo. En relación al ingreso individual mensual, las cantidades se concentran en los niveles medio y alto. En la muestra de esta investigación, el ingreso individual mensual se concentra en un nivel bajo, lo que se correlaciona a la sensibilidad a los precios por parte de los turistas masivos, la cual es mencionada en la tesis[2].

Después de la definición perfil turístico, la sección mapealos patrones de movimiento espacial del turista en los escenarios alemanes desde una perspectiva interna y externa. Al respecto, se sostiene que hay una democracia de sentidos en las actuaciones, pero aun así se percibe cómo el "gaze" o la vista continúa jugando un papel hegemónico en las actuaciones turísticas chinas.

5.2 Discusión de Resultados

En esta sección presento brevemente la discusión de los resultados empíricos en relación con los objetivos secundarios formulados al inicio de la investigación.

Discusión referente a el uso de diferentes enfoques teóricos y metodologías Los conceptos generales empleados por Goffman (1959), Schechner (2002) y el "performance turn" de los estudios turísticos utilizados para analizar las actuaciones turísticas cotidianas resultaron ser más universales que lo esperado y útiles para explicar la realidad turística .china.

En relación a la obra de Goffman, precisamente en lo respectivo a las técnicas de gestión de impresiones, los turistas chinos deliberadamente dieron impresiones como: 1) "la idealización" de comportamiento al aceptar las reglas del grupo y dejar de lado sus intereses propios; 2) "mantenimiento de expresiones", al seguir al pie de la letra las reglas de los escenarios; y 3) "mistificación" al momento de comunicar parcialmente la verdad sobre sus experiencias en Alemania con sus familiares, amigos y conocidos en China.

Además, la investigación siguió desde sus inicios un enfoque fluido,abierto y post-moderno, cualidades que caracterizan los "performance studies" teorizados por Schechner. Sin embargo, el fenómeno del turismo emisor chino no puede ser relacionado totalmente con una muestra post-moderna. Existe todavía mucho detrás o escondido en las actuaciones turísticas de los turistas chinos en Alemania: ideas jerárquicas, diferenciación, instituciones y distinciones que están mayormente asociadas con el proceso de modernización del cual el país es partícipe. Aun así, los resultados de esta investigación presentan indicios del dinamismo y la variedad cotidiana de la realidad china, la cual está relacionada con la creciente presencia de la cultura post-moderna .

En este sentido, el estudio coincide hasta en un cierto grado con la reciente de-diferenciación postmodernista entre los típicos conceptos binarios (cotidiano-vacaciones, casa-fuera de casa) en los que se basa la teoría turística clásica. Está investigación es capaz de demostrar que en algunos casos estos conceptos son indistintos en lo correspondiente al turista chino. Los siguientes párrafos ilustran lo anterior.

Cotidiano-vacaciones. La idea inicial de esta investigación era el no considerar a la actividad turística como una fase liminal que solamente ocurre en periodos de tiempo extraordinarios. Sin embargo, los resultados muestran que para muchos turistas el viajar a Alemania representa el romper totalmente con sus vidas diarias, escapar del trabajo, del intenso ritmo de vida en casa, vivir algo extraordinario, en un tiempo extraordinario acompañados de sus familiares, amigos y nuevos conocidos.

Similar a otros estudios (URIELY, 2005; EDENSOR, 2006; LARSEN, 2008; FUGMANN & ACEVES, 2013), esta investigación es consistente con el supuesto de que las actuaciones turísticas están sumamente influenciadas por actividades mundanas. Ansias por degustar comidas y bebidas chinas durante el viaje, mantenerse protegido de los rayos del sol al hacer uso de una sombrilla, movimientos rápidos, fumar, comer al estilo chino, juegos, relajación y siestas en bancas, fueron algunas de las prácticas del día a día observadas durante las "performances".

[2] Esta información solo puede ser usada como una indicación debido a las diferencias de las muestras de cada uno de los estudios mostrados en la tabla. Adaptado de: (1) CTA, 2012 (2) ETC, 2011 (3) GNTB, 2012 (4) Yang et al. (2011) y (5) muestra de este estudio.

Casa-fuera de casa. Tomando del enfoque "mobilities" o de movilidad en los estudios turísticos, se argumenta que bajo la perspectiva de "performance" las fronteras espaciales de un escenario turístico se vuelven cada vez más borrosa debido a las tecnologías de comunicación (URRY; LARSEN, 2011).

Contrario a esto, los turistas chinos viajando en grupos continúan diferenciando los espacios "casa" y "otros" debido principalmente a la escasa tecnología disponible durante los viajes. En repetidas ocasiones, los turistas mencionaron que el no tener acceso auna conexión de internet gratuita imposibilitaba el estar en contacto constante y compartir instantáneamente online los resultados de sus actuaciones turísticas con sus seres queridos o conocidos en China.

En cierto punto es posible hablar de un desdibujado binario "casa" y "fuera", el cual no ocurre debido a las tecnologías de comunicación sino a la (re-)creación del espacio turístico ofrecida por los trabajadores chinos migrantes que organizan o acompañan a los grupos. Ellos dan el sentimiento a los turistas chinos de "estar en casa en más de un lugar" (HALDRUP; LARSEN, 2010, p. 29).

Durante la investigación de campo se pudo observar como el guía de turistas buscaba presentar los alimentos como en China y contaba historias sobre los escenarios turísticos de tal manera que los turistas chinos las encontraban entretenidas, aun cuando esto significaba despegarse de la realidad. Más allá de los binarios turísticos, el enfoque de "performance" destaca las actividades y sensaciones multi-sensoriales que los turistas experimentan durante sus actuaciones.

Los resultados de esta investigación muestran la democracia de sentidos en las actividades turísticas de los turistas chinos grupales y también subrayan la hegemonía de lo visual en dichas actividades. Basados en diferentes discursos, los turistas contemplaron lo extraordinario durante sus actuaciones turísticas en escenarios alemanes.

Primero, los turistas eligieron posar su vista en sitios limpios y cielos azules, similar a lo que Urry (2002) menciona en su "environmental gaze" o mirada ambiental. Al ser la contaminación un problema en China, los turistas encontraron algo diferente-extraordinario en los cielos azules de Alemania.

Segundo, los turistas buscaron aquellos objetos, paisajes típicos de Alemania, siguiendo un "círculo hermenéutico" (URRY, 1990), donde intentaban recrear aquellos textos e imágenes que revisaron antes de sus viajes.

Tercero, las miradas fueron sumamente dirigidas a los seres queridos. Por lo tanto, los turistas capturaron esos momentos con sus acompañantes de viajes, nuevas amistades, etc., relacionándolo con algo extraordinario.

"*Chineseness*", o aquel *set* de características inherentes a ser de China, jugó un papel importante al momento de dar forma a las miradas de los turistas. Los comentarios de los turistas y resultados de investigación coinciden con aquellos mencionados por Li (2005) en sus estudios de la "Chinese gaze" o mirada china, especialmente en lo concerniente a la relación harmoniosa entre el hombre y la naturaleza.

Figura 1. En búsqueda de elementos de"Chineseness" durante los viajes

Fuente: elaboración propria a partr de los datos de la investigación.

Esta investigación subraya la influencia de las ideologías políticas chinas, las cuales autorizan lo que llamo una "politicised Chinese gaze" o una mirada china politizada. Esta forma de contemplar o buscar objetos con alguna relación política fue recurrente entre los turistas chinos de mayor edad.

Siendo ejemplos, el caso de una pareja mayor que rindió respeto a las estatuas de Marx y Engels en el centro de la ciudad de Berlín y la visita de delegaciones gubernamentales chinas a la ciudad de Tréveris, Alemania, la cual es la ciudad natal de Karl Marx (FUGMANN; ACEVES, 2013) y una visita obligada del llamado "*red tourism*".

5.3 Discusión Referente al Proceso del "*Performance*"

Al tratar de comprender las acciones de los turistas en los escenarios alemanes fue posible reconocer que sus actuaciones están repletas de rituales y controles, dejando poco espacio para la improvisación.

Al llevar a cabo un análisis dinámico del turismo chino grupal masivo, esta investigación respalda los resultados del estudio sobre el turismo chino doméstico de Klingberg & Oakes' (2012), el cual afirma que no solamente las normas culturales y sociales juegan un papel importante en el consumo turístico chino, sino también las prioridades de la industria turística y las regulaciones gubernamentales.

En lo referente a la industria turística, esta investigación reconoce que las decisiones de negocios de los miembros de la diáspora china en Europa influyen enérgicamente las actuaciones turísticas. Además de proveer ese sentimiento de estar en casa, los turistas eligieron viajar con una empresa liderada por chinos viviendo en Europa ya que ellos reaccionan rápidamente a las peticiones de sus clientes y están acostumbrados a trabajar flexiblemente.

Desafortunadamente, en el modelo de negocios relacionados con viajeros en grupo, "el precio sigue jugando la carta del triunfo" (LEUNG, 2004, p.160), mientras que el proporcionar experiencias de calidad parece quedar excluido. Respecto a la influencia gubernamental, el visado juega un papel esencial en las actividades realizadas por los turistas chinos, ya que en la mayoría de los casos dictamina el diseño de las coreografías o rutas turísticas.

La investigación presenta las contradicciones que existen en el área Schengen, cuyos países en lugar de presentar un fuerte unificado, compiten uno contra el otro para así atraer un mayor número de turistas chinos a sus destinos. Mientras que Suiza y Alemania son considerados como aquellos que siguen las reglas Schengen, otros países como Italia y España son conocidos por sus esquemas de "comprar y pagar" los visados.

Por lo tanto, es probable que los turistas visiten un destino solo por necesidad, ya que ese fue el país que le concedió el visado al agente de viajes contratado por ellos en China. Esto prueba una vez más que las preferencias de los turistas son dejadas en un segundo plano dando preferencia a procesos de visado más fáciles.

Pero el estar bajo control en algunos aspectos no significa que los turistas son simplemente marionetas engañadas por la situación. Durante la investigación de campo los turistas mencionaron el estar conscientes de lo que significa ser un turista grupal en un tour de bajo costo, lo cual los relaciona al concepto de "post-tourists" de Maxine Feifer (1985). Sin duda las condiciones de estos grupos de baja calidad (p. ej. Estancias en hoteles lejos del centro de la ciudad, largas horas de viaje en el autobús, reducido contacto con locales, entre otros) están lejos de ser idílicas, sin embargo, los turistas esperan con entusiasmo los cambios que se presentarán después de haber concluido con sus actuaciones turísticas. Uno de ellos es poder escalar en la sociedad china, ya que los viajes están relacionados con prestigio y estatus social en China. Otro cambio es la transformación de novicio a aficionado. En sus comentarios, los turistas expresaron que después del viaje su confianza y curva de aprendizaje será mayor, así que podrán confiadamente visitar otro destino, ya sea en un grupo, con un par de amigos o solos.

Adicionalmente, los resultados muestran la aparición gradual de ofertas turísticas personalizadas las cuales abarcan al cambiante y heterogéneo mercado turístico masivo chino. Por un lado, es muy probable que seguirán existiendo itinerarios que den la oportunidad de "contemplar las flores sobre un caballo galopante" (YANG, 2014, p. 31, proverbio chino traducción del alemán por la autora) al ofrecer tours relámpago de 9 países en 10 díaspor Europa y Alemania.

Por otro lado, es igualmente probable que las ofertas turísticas se desarrollen para satisfacer las demandas de los diferentes nichos del mercado turístico emisor chino. El mercado es partícipe de cambios, tales como la presencia de pequeños grupos turísticos, paquetes turísticos con menos destinos, ofertas temáticas en lugar de solo visitar highlights turísticos, entre otros más.

Por lo anterior, esta investigación doctoral prueba que las generalizaciones anteriores que ligan al turismo masivo exclusivamente con poca calidad y precios bajos ((XIE; LI, 2009), (ARAMBERRI; LIANG, 2012); (ARLT, 2013, p.132) no son más la regla.

También respecto a nichos, la investigación sobresalta la heterogeneidad dentro de lo que una vez se pensó como una masa homogénea de personas y ofertas turísticas. El estudio está en línea con la declaración de que "no hay masas, solo formas de ver a la gente como masas" (JARVIS, 2009, p. 63). Esto se sustenta, entre otros, en la heterogeneidad de los deseos, necesidades, motivaciones y aspectos socio-demográficos dentro de los grupos. En general, un reflejo de la heterogeneidad presente en la sociedad, cultura y patrones de consumo en China. Por lo tanto, esta investigación ofrece una nueva percepción que permite corroborar la futura existencia del mercado masivo organizado, así como de-inferiorizar y de-homogenizar el segmento.

5.4 Discusión referente a los escenarios turísticos alemanes

En general, la industria turística alemana busca activamente el cambiar los discursos asociados con los destinos turísticos, los cuales están relacionados con negocios en lugar de visitas de ocio. Sin embargo, existe un involucramiento e influencia limitada de la industria alemana en el mercado turístico masivo.

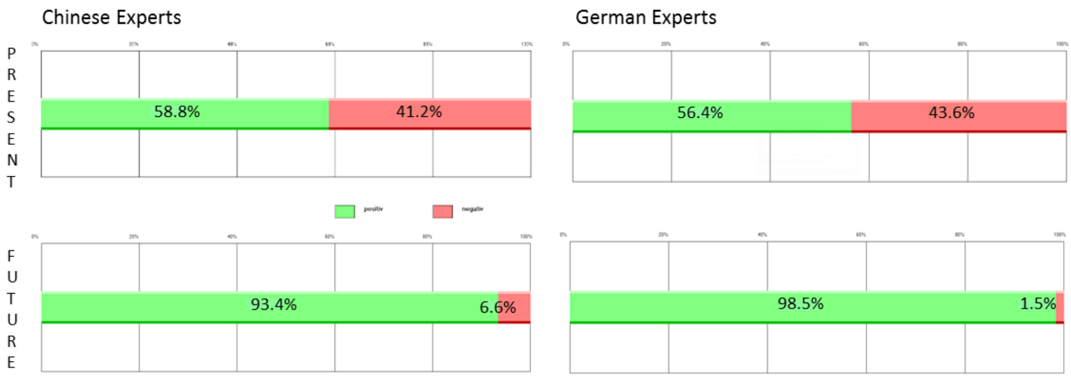
Esta investigación muestra la clara diferenciación de quien controla el mercado masivo (principalmente, la diáspora china) y quien busca atraer a los turistas que organizan sus viajes por su cuenta y al mercado de lujo (llevado por operadores alemanes y renombrados miembros de la diáspora china).

De acuerdo con los resultados, los operadores alemanes eligieron este mercado para así evitar los bajos márgenes de ganancia, el regatear y el invertir un intenso tiempo de trabajo que significa el trabajar con este segmento y sus operadores. También con respecto a los operadores, los resultados muestran como los operadores y minoristas alemanes está ansiosos por ver a los turistas chinos comportándose como turistas occidentales, lo cual les resultará más conveniente a tener que modificar sus productos o servicios a las necesidades de este mercado emisor turístico.

6 CONCLUSIÓN

Como se describe brevemente en este texto, la presente realidad está lejos de ser perfecta, sin embargo, la percepción general de las actuaciones futuras, tanto los expertos chinos como alemanes, fue considerada positiva.

Figura 2. Evaluación de la situación “a cómo es” y a “a cómo podría ser”



Source: Pendzialek (2016).

En mi investigación he tratado de presentar las dinámicas del cambiante fenómeno turístico emisor chino al incluir una amplia gama de voces involucradas en el tema.

Al crear nuevos conocimientos, esta investigación proporciona nuevas ideas para los académicos turísticos y a aquellos entusiastas de China y Alemania.

Además, la investigación tiene implicaciones teóricas y prácticas. Por un lado, enriquece la literatura sobre turistas chinos en Alemania, esta vez desde un punto de vista holístico más allá de uno meramente administrativo.

Por otro lado, el estudio aporta a la práctica, por ejemplo, al planear una estrategia de largo plazo con el mercado turístico emisor chino. Y más que nada, espero que esta investigación sirva de motivación para empezar nuevas búsquedas de conocimiento en este emocionante y multidisciplinario campo de estudios: el turismo.

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THE SUSTAINABILITY OF COMMERCIAL TOUR OPERATIONS IN PROTECTED NATURAL AREAS: DEFINING CATEGORIES OF ENVIRONMENTAL SUPPLY

Barbara McNicol*

Abstract

There is a need in federally protected areas, such as national parks, to investigate the connection between management actions and responsible and sustainable tourism. Environmental supply, as a subset of ecosystem services, is a recent concept that seeks to contribute positively to park management actions about commercial visitor activities and environmental conservation in protected national areas. This can be accomplished by linking commercial visitor demand with understanding of tour operator's views about environmental supply. This study targets commercial tour operator's categorization of environmental supply in the Canadian Rocky Mountain national parks of Banff and Jasper. As a concept, environmental supply includes natural features, physical attributes, management initiatives and/or governance policies that influence environmental conservation. Environmental supply, therefore, will include the ecosystems and services of the park destination, visitor education and interpretive programs, zoning and access, environmental impact assessment (EIA) procedures, policies and guidelines, and any other characteristics and initiatives that impact the conservation and/or preservation of nature at a visitor-centered site. How commercial tour operators respond to and manage these for environmental protection in a conservation environment will determine tourism sustainability at the destination. This research presents the results of interviews and a pilot survey that provided information to create initial categories of quality success of environmental supply as defined by commercial tour operators in Banff and Jasper National Parks in the Rocky Mountains of Canada, where we provided a methodology to monitor changes over time by using categories of this research to define quality success indicators of environmental supply that are also parameters of sustainability in high use national parks.

Keywords: Environmental supply. Commercial tour operators. Sustainability. Indicators.

A SUSTENTABILIDADE DE OPERADORES TURÍSTICOS COMERCIAIS EM ÁREAS NATURAIS PROTEGIDAS: DEFININDO CATEGORIAS DE OFERTA AMBIENTAL

Resumo

Em unidades de conservação federais, como os parques nacionais, há uma necessidade de se investigar a ligação entre as acções de gestão e turismo responsável e sustentável. A Oferta Ambiental, como um subconjunto dos serviços dos ecossistemas, é um conceito recente que visa contribuir positivamente para a gestão em parques, como as atividades do comerciais dos visitantes e a conservação ambiental em áreas nacionais protegidas. Isto pode ser conseguido ligando demanda comercial visitante com a compreensão de pontos de vista das operações turísticas sobre a oferta ambiental. Este estudo tem como alvo a categorização do operador turístico comercial sobre a oferta ambiental nos parques nacionais das Montanhas Rochosas canadenses de Banff e Jasper. Como conceito, a oferta ambiental inclui recursos naturais, atributos físicos, as iniciativas de gestão e / ou políticas de governança que influenciam a conservação ambiental. Portanto, ele incluirá os ecossistemas e os serviços do parque de destino, educação visitante e programas interpretativos, zoneamento e acesso, procedimentos de avaliação de impacto ambiental (EIA), políticas e diretrizes, e quaisquer outras características e ações que impactam a conservação e / ou preservação da natureza em um local centrado no visitante. Como os operadores turísticos comerciais respondem e gerem a isto, visando a protecção e a conservação ambiental condiciona a sustentabilidade do turismo no destino. São apresentados aqui os resultados de entrevistas e uma pesquisa piloto que forneceram informações para se criar categorias iniciais para se qualificar o sucesso da oferta ambiental, no contexto empírico assinaldo, permitindo-nos, ao final, gerar uma metodologia para monitorar as mudanças ao longo do tempo usando categorias da pesquisa para definir indicadores de sucesso qualidade da oferta ambiental que também são parâmetros de sustentabilidade em alta utilização parques nacionais.

Palavras-chave: Fornecimento ambiental. Operadores turísticos comerciais. Sustentabilidade. Indicadores.

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SOSTENIBILIDAD DE LAS TOUROPERADORES COMERCIALES EN ÁREAS NATURALES PROTEGIDAS: DEFINICIÓN DE CATEGORÍAS DE OFERTA AMBIENTAL

Resumen

En las áreas protegidas por el gobierno federal, tales como parques nacionales, hay una necesidad para investigar la conexión entre las acciones de gestión y el turismo responsable y sostenible. La oferta ambiental, como un subconjunto de servicios de los ecosistemas, es un concepto reciente que busca contribuir positivamente la gestión de las actividades comerciales de los visitantes y a la conservación del medio ambiente en las áreas protegidas nacionales. Esto se puede lograr mediante la vinculación de la demanda comercial de visitantes con la comprensión de puntos de vista de los operadores turísticos sobre la oferta ambiental. Este estudio tiene como objeto albo la categorización del operador comercial de la oferta ambiental en los Parques Nacionales de las Montañas Rocosas canadienses de Banff y Jasper. Como concepto, la oferta ambiental incluye características naturales, atributos físicos, Iniciativas de gestión y / o de gobierno políticas, que influencia conservación del medio ambiente. Por lo tanto, en el concepto se incluirán los ecosistemas y servicios del destino parque, educación de los visitantes y de los programas de interpretación, la zonificación y el acceso, evaluación de impacto ambiental (EIA), las políticas y directrices, y cualesquiera otras características y/o acciones que impactan en la conservación y / o la preservación de la naturaleza en el sitio indicado. La forma por la cual los operadores turísticos comerciales responden y gestionan a esto visando a la protección y conservación ambiental condiciona la sostenibilidad del turismo en el destino. Se presenta en esta investigación los resultados de las entrevistas y de una encuesta piloto que proporcionaran informaciones para crear categorías iniciales para calificar el éxito de la oferta ambiental definida por los operadores turísticos comerciales en el contexto empírico indicado, de lo cual, al final, se pudo proporcionar una metodología para monitorear cambios en el tiempo mediante el uso de las categorías de esta investigación para definir los indicadores de éxito de la oferta ambiental.

Palabras clave: Oferta ambiental. Operadores de turismo comerciales. Sostenibilidad. Indicadores.

1 INTRODUCTION

> "Over time, the role of tourism in natural areas has been upgraded and refocused to reflect ecological values and maintenance of the quality of the visitor experience. Sustainability, needed to ensure protection of the environment and quality tourism experiences must engage ecological integrity while ensuring that visitors will be informed about the importance of natural landscapes, cultural heritage, the role of conservation for society, and how a balance of these will be important for the future (McNICOL 2015a, p. 183)".

'Ecosystem services' is an all encompassing topic that includes all of the functions of services provided by ecosystems. These functions of ecosystem services are a challenge in national parks where ecological values are often in direct opposition to tourism and recreational activities.

This is supported by Canadian national park mandate which states that Canada's national parks are designed and established to protect some of Canada's most spectacular yet fragile environments while at the same time promoting visitor accessibility and use. This paradox was ensured with proclamation of the National Parks Act in 1930.

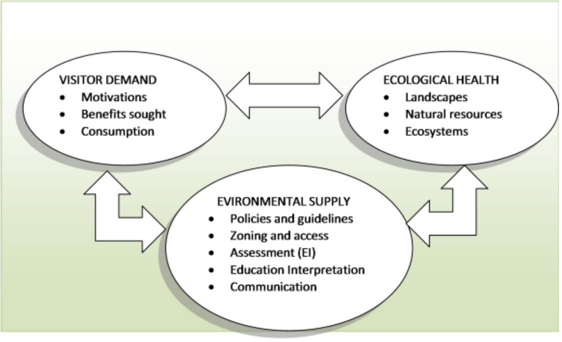
Since then, Canadian national parks have operated with a dual mandate: Not only are national parks dedicated to the people of Canada for their benefit, education and enjoyment, but also parks are to be maintained and used so they will remain unimpaired for future generations (PARKS CANADA AGENCY 2000; PARKS CANADA 2001). After a declared emphasis in 2001 on conservation of ecosystems a change in 2009/2010 saw Banff National Park management focusing on increased visitation and recreation demand in the form of an announced two percent increase annually over a three year period (PARKS CANADA, 2010). Many new services, to meet the increased demand, are being provided by private commercial tour operations and businesses within the parks.

Environmental supply, as a recently defined concept, integrates ecological considerations with sustainable tourism initiatives. The paradigm of environmental supply provides for communication and operation by integrating the goals of sustainable tourism with the values of ecological conservation.

For example, ecosystem services include all of the natural, physical and ecological systems within a natural environment while environmental supply, which operates within this framework, integrates all aspects of visitor use to environmental management (McNICOL, 2015b).

The concept of environmental supply, in a national park, may be viewed as those initiatives that influence environmental and park protection such as visitor education, zoning and access, environmental assessment policies, ecological resiliency and assessment guidelines (EA) and any other initiatives that impact conservation and support protection of natural park landscapes from inappropriate or excessive tourism and recreational uses (Figure 1).

Figure 1: Balancing Visitor Demand with Environmental Supply.



Source: McNicol (2015a: 185).

As Hall (1998) has declared, a landscape in any tourism environment is a consumer product. This, often fragile, product relies on the sustainable management initiatives of selective supply at the destination.

A protected area, such as a national park, relies on planning and management of sustainable supply of activities and services to ensure natural resource conservation and a quality visitor experience result (MOWFORTH; MUNT, 1998; HONEY, 1999; BOYD, 2002; BRONSON; NOBLE, 2006; TISDELL; WILSON, 2012; WHITE; NOBLE, 2012).

As well, sustainability of protected park environments, with high visitation and an ever increasing diversity of tourism activities, includes recognition by national park stakeholders of the need to balance commercially hosted tourist behaviors with conservation initiatives (MANNING 2001; JAMAL; DREDGE, 2011).

In order to function credibly within a national park, commercial operators need to be aware of and understand park management directives, policies and operational procedures. If there is lack of communication, then both parties need to understand where the lack occurs in order to achieve a balance of goals and objectives that will result in sustainable tourism.

Skipping an important step of how environmental supply is interpreted by suppliers as they seek to accommodate tourist demand, suggests that researchers (and park managers) often miss a clear understanding of what needs to be measured for integration of visitor management with environmental management (McCOOL; MOISEY & NICKERSON, 2001; RYAN, 2003; TRIBE, 2008; McNICOL 2015a).

Empirically, observations from this study can be used to eventually designate quality success indicators of environmental supply that will measure any disconnect (TORRES-DELGADO; SAARINEN, 2014). In the end, these categories can be used for longer term input into natural area conservation, by managers, in national or state parks in other countries.

1.1 State-of-the-Art

In Canadian Rocky Mountain national parks a similar process has been developed as a means to protect areas for future generations while allowing as many people as possible to enjoy the experiences and activities parks offer[1].

Parks Canada Agency launched a comprehensive program for building strong personal connections to national parks through visitor experience and education[2]. This important shift in focus initiated a call for sound scientific information to guide decisions linked to re-investment in park facilities and programs that will promote positive visitor experience and enhance public awareness of the values and benefits of national parks. This research has evolved as one response to the call for increased scientific information about visitor experiences and environmental protection.

Key to the study is measurement of the performance of commercial tour operators' expectations for client activities and environmental experiences that national park management is able to supply. In the end, indicators which are derived from categories of environmental supply will allow environmental or park managers to work within an environment's carrying capacity and manage for dimensions of unacceptable changes. Depending on the visitor experiences supplied, carrying capacity models provide a framework and process for defining limitations and creating guidelines, policies and regulations for visitor actions and access (MANNING 2001; 2007).

Past research has defined that social changes are linked to such indicators as 'overcrowding' and biophysical indicators such as 'species losses' are typical of high use recreational and tourism landscapes. Therefore, in protected areas where diversity of human activities is a concern the management focus has traditionally been on negative consequences (BUCKLEY, 2000).

The eventual aim of this research is to switch the measurement of environmental indicators from those that focus on negative physical, environmental and natural consequences to indicators that focus on quality success factors that evaluate the sustainability

[1] This process was coined the Human Use Management Strategy (PARKS CANADA, 2000).

[2] Further information can be find at: <http://www.tbs-sct.gc.ca/rpp/2010-2011/inst/cap/cap01-eng.asp>.

of commercial tour operations use of ecosystems within a diversity of high-use national parks in different countries around the world.

Questions that can be asked are:

1. Should we expect difference for the commercial visitor experience in different national parks?
2. Will differing planning or management frameworks change tour operator's abilities to deliver their environmental experiences?
3. Will the same quality success indicators be used for measuring environmental supply in all high use national parks or will different indicators be needed for different park and policy environments?
4. Will each high use national park present similar measures of quality performance of environmental supply or will there be comparative differences?
5. In the end, will park administration and management benefit from understanding differences between performance indicators and measures of quality success linked to environmental supply for the planning and management future of these national parks?
6. What are recommendations of the research for empirical policy input and contributions toward sustainability of ecosystem services through evaluation of environmental supply?

A protected area, such as a national park, relies on sustainable actions to ensure resource conservation and a quality visitor experience result (MOWFORTH; MUNT 1998; HONEY 1999; BOYD 2002; BRONSON; NOBLE 2006; TISDELL; WILSON 2012; WHITE; NOBLE, 2012).

The impacts of tourism activities in national parks, however, remain a threat to ecological integrity where visitor management objectives focus on commercial tourism ventures and development.

Despite the best science, policies, and legislative tools at its disposal, national parks such as Banff and Jasper, in the Canadian Rockies, continue to struggle with the consistent application of a balanced management approach between environmental protection and human uses (SWINNERTON 2002 apud PAVELKA; ROLLINS 2009, p. 274).

Being able to understand a positive visitor experience is one key characteristic of sustainable tourism. Being able to link a positive visitor experience to environmental consequences is important to the environmental management of national park conservation (BRONSON; NOBEL, 2006; TISDELL; WILSON, 2012).

2 RESEARCH DESIGN AND METHODS

This research project has been designed and implemented in two stages for discussion in this paper. A third and final stage was implemented during the summers of 2015/16 to be presented as further and future results. The stages are outlined below:

2.1 Stage 1

Noting the similarities of these national parks, an exploratory study was undertaken to understand commercial tour operator's perceptions of the concept of environmental supply in Banff and Jasper national parks.

This stage included the implementation of 16 exploratory, yet formal, field interviews. Key to this exploratory work was clarification of the performance of commercial tour operators' for activities and environmental experiences that national park management is able to supply.

The initial field data gathered for this stage of the research project consisted of 16 one-on-one formal field interviews of tour operator managers about their commercial operations. The field interviews, approved and supported by Parks Canada, were conducted from June to November in 2011 in both Banff and Jasper national parks.

Parks Canada provided a list of tour operators with business licenses that operated in Banff or Jasper or both national parks. These lists consisted of 60 businesses that had addresses located within the parks.

In addition, the Banff and Lake Louise Tourism Bureaus were consulted and the Internet and phone books checked for possible enterprises missing from the original list. In the end, the final list consisted of 80 possible interviewees.

It was discovered that over 2000 businesses, from all over the world, operate tourism itineraries in these two national parks but only 80 locate their businesses directly within national park boundaries, usually in the Banff and Jasper town sites.

The main goal of the field interviews was to understand tour manager's concept of environmental supply and gain an understanding of the role of environment in their commercial tourism activities (McNICOL, 2015a).

To understand who they are, when and where they go within park boundaries, why they are using park landscapes, what activities they participate in, their understanding of environmental policies, and how they are defining environmental supply within these national park environments as these pertain to the quality of business operations and commercial visitor experiences. Seven key questions were asked of each interviewee within a semi-structured and open-ended format, as it follows:

1. What recreation activities are you offering?
2. What countries do your clientele represent?
3. What locations in the national park do you visit and why?
4. What types of environmental supply characteristics are important for the quality of running your business?
5. What aspects of the ecosystem are most important for a successful activity by your tour company?
6. What aspects of park management are the most important for a successful activity by your tour company?
7. Is there anything else you would like to discuss about conducting a) quality visitor experiences and b) successful commercial tourism operations in Banff (or Jasper) national park?

The interviews took on average 20 minutes to complete and ranged from 10 minutes to 45 minutes. Interviewees had difficulty with some of the terminology, especially with questions 4 and 5. The definitions of the terms 'environmental supply' and 'aspects of the ecosystem' were provided to the interviewees on a piece of paper so that they could read the definitions themselves.

These field interviews were confidential for the interviewee. Responses were presented as descriptive and anonymous statements. The interviews were transcribed and responses were classified into categories based on key terminology. For the purposes of this paper, the key questions, specific to commercial operators understanding and perception of environmental supply, were questions 4, 5, 6 and 7 which formed the categories for indicators of environmental supply.

2.2 Stage 2

Categories of environmental supply were determined from the field interviews and prioritized. For stage two of this research, a pilot mail back questionnaire to refine and tentatively rank the established indicator categories was circulated to a full sample (N=80) of commercial operators in these national parks during June and July 2014. Results of the pilot survey were N= 80, n=17, return rate=21.25%.

Due to the low return rate a decision was made to place the final version of the questionnaire online, shorten the length of the questionnaire and use emails for access to the commercial operations. Any individual problems with questions were identified and limitation of information and categories were completed.

A main goal was to streamline the questionnaire and limit final categories of indicators to a manageable six per question for the online questionnaire. Open questions were removed with the exception of a final comment category.

2.3 Stage 3

The final online questionnaire was sent to commercial tour operators (N=84) during August 2015. The final return rate was 41%. Field research during this time also included another 16 final formal interviews directly addressing evaluation of the defined indicator categories.

The field interviews were implemented to receive feedback on the different indicator categories and their importance to each of the 16 tour company managers interviewed in Banff and Jasper national parks during the summer of 2015.

This mixed methods approach will, in the end, provide both objective rating with ranking of the categories of environmental supply as well as subjective interpretation of the types of considerations deemed important by tour managers.

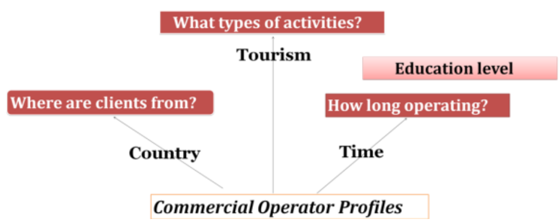
Data analysis and results of stage 3 are currently being produced for future scrutiny and application.

3 RESULTS AND DISCUSSION

Stages one and two of the research have been completed and are presented here.

Data from stage one, the field interviews, were used to create the indicator categories evaluated during the stage two, pilot survey. Profiles of the commercial operators were created and included an ability to screen for type of activities, client countries, length of business establishment and educational level of the operators (Figure 2).

Figure 2: Commercial Operator Profiles.



Source: Prepared by the author with the research data.

Both 1) the educational level of the tour operators and 2) the length of the business establishment were aspects self-identified and raised as important by operators during the stage one field interviews. Since education levels of commercial tour operators was not included in stage one field interviews it was added as a screening question during the stage two and three questionnaires.

The age or 'longevity' of a tour business operating within either Banff or Jasper was a concern that was emphasized repeatedly during stage one interviews. For example, Brewster's Inc. (Guiding Company) was established in 1892, not long after park designation in 1885, and continues to operate a diversity of tourism opportunities within both Banff and Jasper national parks. In fact, new infrastructure, such as a glass glacier walkway and viewing platform has been recently established by the company.

Other, newer, usually smaller businesses must now establish themselves within a hierarchy of well-established older tour businesses. In the other hand, older companies expressed a need for "better screening processes for newer companies" while newly establishing businesses suggested that "smaller businesses are hurting" and finding operating difficult "to compete with tour businesses from outside the park".

The final comment refers to the many newer commercial tour operators that have been encouraged by Parks Canada policies to establish outside national park boundaries, developing operations in neighbouring towns and cities, and transporting tourists in and out of the parks on a regular basis (McNICOL, 2015a).

Stage two of the research eliminated those indicator categories that were not rated as important based on a scale of 1 to 5 where 1 was considered the most important to the success of the commercial tour business and 5 was considered the least important. This removed those indicator categories rated from 3-5 which were identified as less important to the success of the commercial tour businesses.

As a result of the pilot study, the final indicator categories of environmental supply, based upon operator's understanding of the definition of environmental supply were included for ranking and quantitative evaluation on the final online questionnaire. These categories are presented in Table 1.

Success of commercial tour businesses relies first and foremost on client safety, long-term sustainability of the business and quality tourism experiences. However, there was also a strong emphasis on environmental protection.

Table 1: Indicator categories of environmental supply as identified by commercial operators as directly related to success of the commercial tour business.

Category	Mean	Median &S.D.
Client Safety	1.13	1.1; 0.059
Long-term Sustainability	1.35	1.1; 0.795
Quality Experiences	1.44	1.1; 0.888
Ecological Protection	1.46	1.2; 0.496
Group Size Limits	1.51	1.1; 0.685
Sustainable Practices	1.51	1.1; 0.849
Zoning and Access	1.56	1.3; 0.669
Visitor Education	1.74	1.25; 0.833
Park Interpretation	2.07	1.7; 1.145

Source: Prepared by the author with the research data.

This was echoed during interviews when 'ecological protection' was mentioned as an important characteristic of environmental supply during five of the sixteen interviews.

It is clear that the tourism businesses interviewed had understanding and placed priority on their environmental commitments while operating within a protected area. One commercial tour operator suggested that there should exist "more opportunities to create awareness around preservation of the park" and another stated that "business growth should provide opportunity to create an experience without compromising ecological integrity within the park".

Discussion during the interviews indicated that conservation and ecological integrity were very important to most commercial tour operators conducting tours in Banff and Jasper national parks.

Questions about environmental supply were asked in a variety of different ways to clearly establish all relevant categories of importance to the quality success of tour operations in national parks.

Table 2 Indicator categories of environmental supply identified as directly related to aspects of park management for successful activities.

Category	Mean	Median &S.D.
Trail Maintenance	1.46	1.3; 0.479
Balance of Environment & Business	1.49	1.2; 0.514
Wildlife Management	1.53	1.25; 0.658
Park Management Plan	1.65	1.2; 0.739
Facilities & Infrastructure	2.07	1.8; 1.051
Warden Service	2.21	2.25; 1.009
Growth of Tourism	2.43	2.35; 1.312
Communication about Park Goals	2.53	2.1; 1.138
Product Development	2.72	2.4; 1.334

Source: Prepared by the author with the research data.

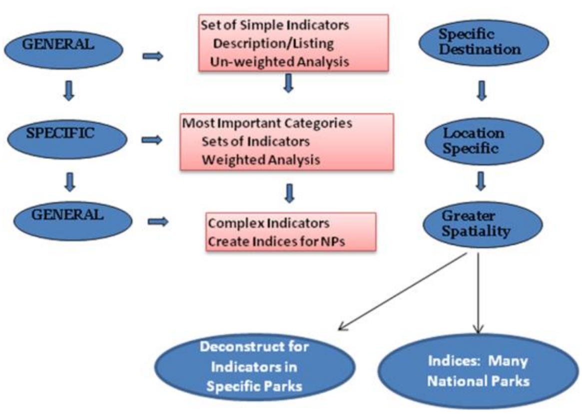
In table 2 the categories related directly to aspects of park management most important for successful activities by a tour company are identified. Therefore, the indicator categories have moved from general aspects of environmental supply, which contribute to a successful business, to those indicator categories that reflect the success of tour activities within those tourism businesses. This data will be weighted and analyzed for results from the final online survey.

Concerns, were trail maintenance, wildlife management and the warden service that is in charge of environmental management in the parks. Wildlife viewing is very important to a quality tourism experience in mountain parks and managers are clear that access to wildlife and management of wildlife is important for their businesses. Companies while placing importance on environmental mangement also saw the need to balance environment with business needs, such as product development, for successful activities.

3.1 From Categories to Indicators

These stages have been designed to create useful indicators of environmental supply that can measure the quality and success of commercial operations in national parks. Simple sets of indicators, such as those described here, can be aggregated together to create sets of indicators. Therefore, these general categories will prove useful for creating indicators for assessing a specific destination while the further creation of sets of indicators will be specific enough to evaluate location-specific landscapes and targeted tourism environments within the national parks. Eventually the creation of complex indicators, into an index, should become useful for evaluating and even comparing different national parks and spatial units in different countries (Figure 3).

Figure 3: From categories to indicators based on empirical research.



Source: Prepared by the author with the research data.

The challenge becomes defining a set of indicators that, while clearly subjective, are conditioned by the characteristics of the context of 'environmental supply'.

The final indicators, therefore, should be relevant to stakeholders, evidence-based, transparent, adaptable and comparable. Comparable in that each general indicator may be deconstructed within any national park to identify the parameters of the specific geographical and social environments located there.

It should be noted, that this process for elicitation of stakeholder defined indicators of environmental supply could eventually use the same procedures and methodology for other high use and diverse activity parks in other countries in the future (see Figure 3).

The final goal of this research is to provide a methodology to monitor changes over time using quality success indicators of environmental supply that are also parameters of sustainability, and as a result, provide useful evidence-based scientific data to park managers and commercial operators to monitor guided tour activities in highly visited national parks.

Main considerations about limitations for this research and methodology are that:

- Tour manager priorities in Banff and Jasper may prove different from other stakeholders in other national parks and in other geographical locations.
- Commercial guiding activities require standards that ensure that visitor and environmental conservation goals are being met and these may prove different from policies, accreditation and assessment standards required elsewhere in different geographical locations and other political environments.

4 CONCLUDING REMARKS

This paper provides a summary of stages used to create indicators that evaluate environmental supply by commercial tour operators in Banff and Jasper national parks in Canada.

The development of categories for indicators that measure commercial tour operator and clientele demand against environmental supply supports a 'quality movement' in visitor management that switches the measurement of environmental indicators from those that focus on negative consequences of visitor use to those that place emphasis on the environmental quality and success of the commercial tour experience.

The study also presents a methodology where categories of indicators can be used to create an index where environmental supply can be integrated into the evaluation of tourism landscapes in high-use national park environments in other countries and geographical locations.

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ARTIGO /ARTICLE/ ARTÍCULO

COMMUNITY-BASED RURAL TOURISM IN SUPER-AGEING JAPAN: CHALLENGES AND EVOLUTION

Yahsuo Ohe*

Abstract

Japan became a super-ageing society in 2005, with rural Japan becoming extremely super-aged. This paper investigated how a rural community conducts tourism activity and how it copes with challenges through studying a community-based rural tourism activity in Chiba. By defining community-based rural tourism as using a bonding type of social capital in the local community, this paper explored the advantages and limitations of this type of social capital when the social capital becomes older. Specifically, it was revealed that community-based rural tourism has done well from aspects of job and income generation, increases in self-confidence and local pride, and to a certain extent coping with the impact of unexpected natural disasters. On the other hand, transferring these activities to the younger generation while maintaining the community-based decision-making system will be challenging. Thus, there comes a time when the use of the traditional bonding social capital within the local community must be expanded toward a more open, wider, and new network beyond the local community.

Keywords: Community-based rural tourism. Super-ageing society. Bonding social capital. Earthquake. Harmful rumour.

TURISMO RURAL DE BASE COMUNITÁRIA NO CONTEXTO DE SUPERENVELHECIMENTO DO JAPÃO: DESAFIOS E EVOLUÇÃO

Resumo

O Japão tornou-se uma sociedade super-envelhecimento em 2005, com a parte rural do país tornando-se extremamente super-envelhecida. Este trabalho investigou como uma comunidade rural conduz a atividade turística e como ele traz desafios através de estudar uma atividade de turismo rural baseado na comunidade em Chiba. Ao definir o turismo rural baseado na comunidade como a utilização de um tipo de ligação de capital social na comunidade local, este trabalho explorou as vantagens e limitações desse tipo de capital social quando a capital social torna-se mais velho. Especificamente, foi revelado que o turismo rural baseado na comunidade tem feito bem desde aspectos da geração de emprego e renda, o aumento da auto-confiança e orgulho local, e até certo ponto lidar com o impacto dos desastres naturais inesperados. Por outro lado, a transferência dessas atividades para a geração mais jovem, mantendo o sistema de tomada de decisões com base na comunidade será um desafio. Assim, chega um momento em que a utilização do capital social, de ligação tradicional dentro da comunidade local deve ser expandido para uma rede mais aberta, mais ampla e nova para além da comunidade local.

Palavras-chave: Turismo comunitário rural. Sociedade super-envelhecida. Capital social. Terremoto. Boato prejudicial.

TURISMO RURAL COMUNITARIO EN EL CONTEXTO DEL SUPER ENVEJECIMIENTO EN JAPÓN: RETOS Y EVOLUCIÓN

Resumen

Japón se convirtió en una sociedad super-envejecimiento en el año 2005, con el Japón rural llegando a ser extremadamente súper edad. En este trabajo se investiga cómo una comunidad rural lleva a cabo la actividad turística y se enfrenta desafíos mediante el estudio de una actividad de turismo rural de base comunitaria en Chiba. También se estudió el impacto de la radioactividad debido al desastre de Fukushima tras el enorme terremoto. El turismo rural comunitario ha hecho bien allí aunque la recuperación en el número anterior de visitantes llevó tres años debido a los rumores de la radiactividad. Basada en el turismo rural comunitario se ha generado empleos e ingresos y aumentado la confianza en sí mismo y el orgullo local. La transferencia de estas actividades para la generación más joven, manteniendo el sistema de toma de decisiones basado en la comunidad será un reto.

Palabras clave: Turismo comunitario rural. Super envejecimiento. Capital social. Terremoto. Rumor dañino.

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1 INTRODUCTION

Since the issue of an ageing society will arise sooner or later in every society, it is a common issue in every part of the world. Among countries, Japan is the most aged society. A society in which the proportion of residents who are 65 years of age or older i.e., population ageing ratio, is greater than 20% is termed a super ageing society. Japan became the first such society in the world in 2005 (MURAMATSU; AKIYAMA, 2011) and was followed by Italy and Germany in 2010.

Especially, in rural Japan the population has aged far faster than the national average due to depopulation of younger generations and the subsequent ageing of the remaining local residents. Thus, it is safe to say that what rural Japan is experiencing is a little ahead of the experiences in many societies with an ageing population.

Thus, this paper sheds light on how rural tourism can evolve in a super ageing rural community by focussing on a community-based rural tourism activity in Chiba, Japan. The rural community has been a basic social structure that plays a role in providing mutual help in daily life in Japan (FUKUTAKE, 1980).

It has been often said that the group-oriented mentality among Japanese people comes from this collective community work. This paper examines a community-based rural tourism activity, which is not very common even in rural Japan with its communal tradition. Individual activity is common in terms of accommodation services in rural areas.

Although policy makers like to promote community-based tourism activity, actually it is not easy to organize and operate such activities sustainably in local communities. The study case presented here is one that has overcome challenges one after another, including recovery from the unprecedented set of disasters associated with the Great East Japan Earthquake that hit in March, 2011, to operate a community-based tourism activity. Thus, this case is suitable to investigate this paper's aims.

Although studies on the relationship between farm activity and the ageing of farmers have been conducted, there has been little investigation of rural tourism from the perspective of an ageing population except for that by Ohe (2008), which clarified the significance of the role of retiree farmers in rural tourism.

Nevertheless, as far as the author knows, community-based rural tourism has not been addressed from the perspective of ageing. It is a universal agenda in all rural tourism areas as to how rural tourism based on the traditional communal function can cope with the inevitable difficult challenges and in which direction it will evolve.

Therefore, this paper aims to clarify how community-based rural tourism has been performed and how local operators cope with the difficulties they face under super-ageing circumstances. These points will provide useful perspectives for community-based rural tourism in other parts of world as well because every community-based activity will face the same problem sooner or later.

To approach these aims, firstly, based on a literature review the author defined community-based rural tourism as a tourism activity based on traditional bonding social capital formed in the local community. Secondly, trends of leisure preferences among people in Japan are reviewed briefly and, thirdly, distinctive features of and constraints on rural tourism in Japan are summarized. Fourthly, the author investigates a case study of a facility, designated as the Nature Lodge Kusunoki in Japanese, which conducts community-based rural tourism in Minaniboso, Chiba.

This paper investigates characteristics of how the people concerned conduct the tourism activity in the ageing rural community and the advantages and limitations of bonding social capital when facing challenges caused by both expected and unexpected social and natural phenomena. Finally, policy recommendations are suggested.

2 LITERATURE REVIEW

In tourism research issues of ageing were mainly discussed with regard to retirees as a segmented market for tourism (POUDYAL et al., 2008). The supply side perspective was limited to Ohe (2008), whose work focussed on the significance of rural tourism activity conducted by retirees. From both the demand and supply sides, issues related to ageing are to be explored more in the future.

Rural tourism is an activity that mobilizes tangible and intangible rural resources. Garrod et al. (2006) re-conceptualizes fundamental rural resources for rural tourism as "countryside capital" and urges a holistic approach to rural resource management. As a holistic manager of countryside capital, the rural community is one of the most appropriate bodies.

With respect to community-based tourism development, social capital is the most commonly taken perspective. Although social capital is variously defined by multiple disciplines and there exist critical views on social capital (FIN, 2001), the perspective of social capital is useful to characterize community-based rural tourism. Social capital is defined here as a network based on mutual trust among the people concerned.

Social capital includes both bonding and bridging types (GITTELL; VIDAL, 1998; WOOLCOCK; NARAYAN, 2000; INABA, 2007; NEWTON, 2008). Further, Szreter and Woolcock (2004) added another type of social capital, that is, "linking social capital", which is characterized by a vertical network such as relationships between the government and local community. Among these types, a traditional rural community that is based on a closed human network within that community is considered to be a bonding type that aims to strengthen and utilize this network, which is a Coleman's closed type of network while an open network is considered to be a bridging type (INABA, 2007; BURT, 2008).

Studies on various topics related to community-based tourism and on rural tourism in Japan are summarized in Table 1.

Table 1. Literature on Tourism Related to Community-based Activity and Japanese Cases.

Category	Topic	Literature
Community-based tourism activity	The initial study	Murphy, 1985
	Social capital and enterprenership	Zao et al.,2011; Mascardo, 2014
	Canada, planning	Grybovych and Hafermann, 2010
	Korea, social capial	Park et al., 2012; 2015
	Cambodia, resident perceptions	Ellis and Sheridan, 2014
	Lao, gender	Phommavong and Sörensson, 2014
	Thailand, success factors, home stays	Kontogeorgopoulos et al., 2014; 2015
	South Asian countries, ecotourism	Walter, 2013
	China, disempowerment of residents	Han et al., 2014
	Tibet, asset-based community development	Wu and Pearce, 2014
	Timor-Leste, remote island	Tolkach and King, 2015
	Dominica, resident perceptions	Holladay and Powell, 2013
	Hawaii, tourist/resident preceptions	Vaughan and Ardoin, 2014
	Romania, networking	Lorio and Corsale, 2014
	Cape Verde, quality of service	López-Guzmán et al, 2013
Japanese rural tourism	Retiree farmer's activity	Ohe, 2008
	Variability of rural tourism	Knight, 1996
	Antenna shop	Thompson, 2003
	Characteristics of rural tourism	Ohe, 2014
	Educational tourism	Ohe, 2011a; 2012
	Productivity measurement	Ohe, 2011b
	Connection between tourism and brand farm products	Ohe and Kurihara, 2013
	Dependent on tourism resources	Ohe, 2010
	Stepwise process of tourism development	Ohe et al., 2011
	Public fiscal support	Ishikawa and Fukushige, 2009

Source: Reviewed by author.

Studies on community-based tourism activity in the Korean rural community were conducted by Park et al. (2012, 2015). Interestingly, social capital does not always foster a pro-tourism attitude in the community (PARK et al., 2015). Leadership and entrepreneurship are often focussed upon in connection with social capital (ZHAO et al., 2011; MASCARDO, 2014). Grybovych and Hafermann (2010) investigated a participatory dialogical approach to community tourism development on a rural island in Canada.

Studies on community-based tourism development have a relatively long history beginning with the initial research (MURPHY, 1985) to recent studies on developing countries due to the growing attention to community-based tourism development as an effective means of promoting tourism in developing countries and regions. These studies are by Ellis and Sheridan (2014) for Cambodia, Phommavong and Sörensson (2014) for Laos, Kontogeorgopoulos et al. (2014, 2015) for Thailand, Walter (2013) for three Southeast Asian cases, Han et al. (2014) for China, Wu and Pearce (2014) for Tibet, Tolkach and King (2015) for Timor-Leste, Holladay and Powell (2013) for the Dominican Republic, Lorio and Corsale (2014) for Romania, and López-Guzmán et al. (2013) for Cape Verde.

Literature on rural tourism in Japan is not scarce but is mostly in Japanese. This means that these studies were not targeted at international readers; therefore, little is shared internationally. This paper tries to narrow this longstanding information gap.

Here literature published in English is reviewed because this journal is internationally oriented. Although Murphy and Williams (1999) discussed the potential of inbound Japanese tourists to rural Canada from a planning perspective, that paper did not focus on rural tourism conducted in Japan. Knight (1996) conducted some of the initial research on rural tourism in Japan, which discusses the variability of rural tourism in Japan. Thompson (2003) focussed on the "antenna shop", a shop for tourism promotion and the selling of local products, run by a remote rural community in the center of the Metropolitan Tokyo area.

Ohe (2014) pointed out that there are tighter constraints on the development of rural tourism in Japan than on their counterparts in Western Europe where the long vacation system is fully implemented, which creates demand for lodging for longer periods in rural tourism. Beside these institutional factors, Ohe (2010) empirically verified that too much dependence on external tourism resources creates a conservative attitude among operators toward new developments in rural tourism. Ohe (2011b) measured productivity of rural tourism in Japan and evaluated marginal productivity.

Ohe and Kurihara (2013) verified quantitatively the positive connection between local brand farm products and tourism in rural areas by a simultaneous equation model. Ohe et al. (2011) presented a stepwise development process for rural tourism among local people concerned using a two-stage equation model and found that the first step is to raise satisfaction among those who are involved.

Ohe (2011a, 2012) focussed on educational tourism in agriculture from the perspective of how to nurture operator’s attitudes toward this new activity. From an empirical analysis conducted in rural Japan, Ishikawa and Fukushige (2009) noted that rural areas need public fiscal support in addition to tourism development.

To summarize, no study was conducted from the perspective of ageing and community-based tourism activity despite its importance. We approach this issue from the perspective of bonding social capital. It is assumed that social capital becomes old as the ageing of people in the local community progresses. Under this condition we investigate how the people involved in community-based rural tourism behave and cope with their various challenges.

3 TRENDS OF LEISURE PREFERENCES IN JAPAN

First, let us take a look at the background of rural tourism in Japan. Table 2 shows results of a government opinion poll on how the preferences among people have changed from tangible physical aspects to intangible mental aspects of life. Those who seek richness of the mind have increased steadily to reach more than 60% of respondents of a survey by the Cabinet Office for the year 2011 while the preference for richness in tangible goods has decreased to 31%. Table 1 shows the percentages of individuals who wished to engage in various leisure activities and those who selected enjoyment of food during their time away from work.

Table 2. What People Seek in Life.

Year	Richness in mind	Richness in tangible goods	Desired activity	
			Leisure	Enjoyment of food
1973	35,3	40,3	20,2	14,4
1975	38,8	40,9	16,0	21,9
1980	42,2	39,8	19,9	17,3
1985	49,6	32,9	27,6	14,5
1990	53,0	30,8	37,2	12,6
1995	56,8	28,1	35,3	15,4
2002	60,7	27,4	36,2	22,9
2005	57,8	28,4	33,2	25,2
2010	60,0	31,1	33,3	25,4
2011	61,4	31,0	35,8	26,5

Source: Opinion Poll on People's Life, Cabinet Office. Note: Until 1999, the survey question allowed only a single answer. while since 2001 it allowed multiple answers.

The proportion of those who seek leisure activities has increased to 35.8% in 2011 from 20.3% in 1973, and is followed by enjoyment of eating at 25.5% in 2011. Increasing concerns over health and food safety and interest in various aspects of food such as culinary heritage and exotic new foods are considered as the background of this trend. Among leisure activities, domestic tourism was the most popular (Table 3).

Although domestic tourism is not limited to rural tourism, it is important to recognize this choice as the background for the potential demand for rural tourism.

Table 3. Desired Leisure Activities.

Rank	Activity	Year		
		2012	2011	2010
1	Domestic Travel	75,2	75,8	79,5
2	Car driving	49,4	51,9	59,2
3	Travel abroad	47,9	48,5	53,1
4	Visit zoo, botanical garden, aquarium,	44,8	45,2	53
5	Eating out	42,8	45,6	47,3
6	Movie going	40,0	40,6	46,9
7	Listening to music	34,7	35,7	38,4
8	Picnicking, hiking, outdoor walking	34	35,1	41,4
9	Going to music concert	33,8	36,6	39,6
10	Buying lottery ticket	31,9	34,9	38,8

Source: White Paper on Leisure (2013), Japan Productivity Center.
Note: Since 2009 data were surveyed through the Internet.

The history of rural tourism in Japan is not long. Rural tourism is termed as green tourism, which has been promoted since the early 1990s by the Ministry of Agriculture, Forestry and Fisheries (MAFF). The legal framework for promotion of green tourism was inaugurated in 1994 and was placed in the rural policy arena under the Food, Agriculture and Rural Basic Law that stipulates pillars of policy measures by the Ministry in 1999.

What characterizes rural tourism in Japan is the smaller market size and slower pace of development than, for example, agritourism, the Italian counterpart, which was also a latecomer to agritourism in Western European countries. The number of stays in green tourism in Japan from 2005 to 2009 increased 1.09 times (7.77 million to 8.48 million) while that in agritourism in Italy increased 1.37 times (6.56 million to 8.96 million), surpassing the number of stays in Japan.

We need to be careful when we look at data on the number of stays in Japan because people often stay in public accommodations in rural areas. Therefore, not all people stay in farmhouse accommodations, which is not the case with agritourism data. In Italy, demand for agritourism has increased in accordance with the increase in the number of agritourism farms, which means that the demand has moved in parallel with the supply (OHE; CIANI, 2011, 2012). In contrast, in the case of Japan the number of green tourism farms remains small, which is one tenth of that of the Italian case: 2006 farms in Japan and 19,019 farms in Italy in 2009.

The reasons for this slow pace of the rural tourism market in Japan are two fold: demand and supply, respectively. As to the supply side, Japanese farmers already have off-farm jobs due to the small size of their farms, which means that farmers have little incentive to find a source of extra income. On the demand side is an institutional constraint on taking longer holidays because Japan has not implemented the long vacation system that exists in Western European countries.

The Japanese government was recommended by the UN International Labour Organization (ILO) to implement this system. Nevertheless, unlike Western Europe it has not been implemented, yet. This means that the institutional condition that stimulates accommodation demand for long stays has not been established.

Therefore, rural tourism in Japan must rely more on short stays and day-trip markets, which mean less spending per capita than with longer stays. The recent increase in the number of farm restaurants can be partly explained by this factor in addition to the surging preference for local food and interest in heritage among urban residents because restaurant visitors are mostly day trippers.

To summarize, rural tourism in Japan has distinctive characteristics in the sense that it must be developed under severe institutional constraints on its market. However, other Asian countries experience similar constraints on rural tourism. It is, thus, possible to establish a model for Asian rural tourism if rural tourism in Japan can grow sustainably.

Under these circumstances, what is the size of the rural tourism market in this country? Although there are no public statistics specifically on rural tourism, there are ad hoc survey results on related activities that are not far from rural tourism.

Table 4. Annual Sales from Agricultural-related Activities in 2012.

Type of activity	Annual Sales (million yen, %)	
Conducted by farms	476.719	27,3
Food processing	293.622	(16,8)
Farm Shop	117.572	(6,7)
Tourism farm	37.932	(2,2)
Farm Restaurant	27.593	(1,6)
Conducted by agricultural cooperativ	1.268.406	72,7
Farm shop	727.247	(41,7)
Food processing	530.107	(30,4)
Farm restaurant	11.052	(0,6)
Total	**1.745.125**	**100,0**

Source: Survey on the 6th industrialization of farm and rural activity (MAFF, 2012).
Note: ( ) indicates percentage share of total annual sales in each category.

Table 4 shows amounts of sales of agricultural-related activities such as from food processing, direct selling of farm products, and tourism not only conducted by individual farmers but also by agricultural cooperatives. Rural tourism is included in this category, which means that the data are overestimated as being from rural tourism.

Keeping this point in mind, 1.7 trillion yen was the total amount of annual sales from agricultural-related activity (=14,727 million US dollars when 1 US dollar=118.5 yen) in 2012 while the value of agricultural production was 8.5 trillion yen (=7,1942 million US dollars) (MAFF, 2012).

Even considering if processed farm products were counted in both cases, it is important to recognize that growth potential is higher for agricultural-related activities than conventional farm production activity.

Now turning to ageing issues. Table 5 shows the ratios of the ageing population in Japan and in other countries for three years: 2000, 2005, and 2010. Japan entered the super-ageing society in 2005 and remained such a society in 2010. During this period, the ratio increased from 20.1% to 23.0%, which means that nearly one out of four people are over 65 years of age in Japan.

Table 5. Ratio of Ageing Population Worldwide.

Country	Year		
	2000	2005	2010
Japan	17,2	20,1	23,0
Italy	18,3	19,6	20,3
Sweden	17,3	17,3	18,2
Spain	16,9	16,8	17,1
Germany	16,3	18,9	20,8
France	16,0	16,4	16,8
UK	15,8	16,0	16,6
USA	12,4	12,3	13,1
Korea	7,3	9,3	11,1
China	6,9	7,7	8,4
Thailand	6,6	7,7	8,9
India	4,4	4,7	5,1
More developed regions	**14,3**	**15,3**	**16,1**
Less developed regions	**5,1**	**5,5**	**5,8**

Source: United Nations World Population Prospects: The 2012 revisionwith the exception of data for Japan, which is based on the National Census in Japan.
Note: Developed regions are North America, Japan, Europe, Australia, and New Zealand while developing regions are Africa, Asia excluding Japan, Central and South America, Melanesia, Micronesia, and Polynesia.

The ratio is increasing year by year and was projected to reach 40% in 2050 (CABINET OFFICE, 2013). Although that ratio in Chiba prefecture, the eastern neighbor of Tokyo, is slightly lower than the national average during the same period when it increased from 16.7% to 20.5% due to the progress of urbanization of the eastern part of Chiba, the large increase in the ratio narrowed the gap between the national average.

The study area is located in the municipality of Minamiboso in the rural south of the Boso peninsula, Chiba, and the ratio of aged people in the population in this municipality is the third highest in Chiba, which was 35.9% in 2010.

Furthermore, when only looking at farm households in the study area, the Hamlet Card, which is the Agriculture and Forestry Census specially focussed on the situation of rural communities, showed that in 2010 the ratio of aged people in Kamiku was 41.8% and was extremely high at 86.8% among those who farm as a job (Table 6).

Table 6. Ratio of Ageing Population in Kami hamlet, Minamiboso.

Year	No. total households	No. farm households	Population ageing rate (%)	
			Farm population	Agricultural workforce
1990	110	72	24,9	33,3
1995	—	64	29,6	45,2
2000	105	51	37,7	70,3
2005	—	35	41,5	77,4
2010	108	28	41,8	86,8

Source: Agricultural Hamlet Card, MAFF.
Note: Only those who sell farm products are counted as farm households.

The main farm products there are rice, milk, and vegetables. Thus, it is safe to say that close to nine out of ten farmers are over 65 years old, so that this area is super advanced in terms of ageing. Fifteen out of 28 farm households include part-time farmers to sustain household expenses because of the small farm size. Among those farm households, only three farmers less than 65 years of age are involved in full-time farm activity. In this super ageing rural community, now let us examine how people there operate rural tourism on a community basis.

4 STUDY CASE: LODGE KUSUNOKI OPERATED BY THE LOCAL COMMUNITY

4.1 History

The first distinctive feature of the Lodge Kusunoki is that the facility was renovated from a once abolished municipal elementary school due to progressive depopulation.

The second is that its operation is conducted by residents of the local community, Kamiku, a traditional rural hamlet. The name “Kusunoki” comes from an enormous old wild camphor tree that is over 750 years old and stands in a small shrine at the corner of the school. This tree is designated as a natural treasure by the Chiba prefectural government.

The tourism activity was begun when local residents started discussing how to utilize the school facility that was to be abolished. The school was established in 1873, in the early Meiji era when Japan embarked on modernization that included a compulsory education system, after the samurai feudalism era.

Because of the long history of the school and the existence of the divine tree, people in this community have a strong attachment to the school as a symbol of community. Therefore, it was quite natural for local residents to form a committee to explore how to utilize the school facility after abolition based on consensus among residents in the community. Consequently, it was decided to use that facility as a local community center that could also be used for rural tourism activity. It was renovated for that purpose by a subsidy from the Ministry of Education that promotes renovation of these abolished school facilities for educational purposes in the local community.

Now the Kusunoki has been selected as one of the 50 model examples of renovated school facilities by the Ministry. Operation of the facility was conducted by a community-based organization newly set up for this purpose since the inauguration in 1997.

The president of this organization is automatically identical with the head of the autonomous community association who is annually rotated among the residents. The tradition of strong ties among local residents created this style of community-based activity, which shows evidence of bonding social capital.

4.2 Structure

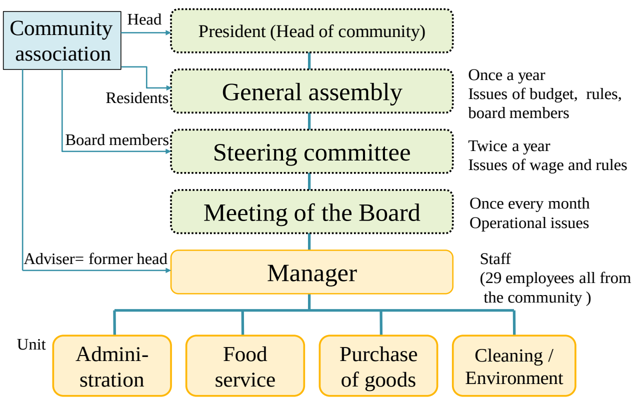
Among the hundred households in this hamlet, 29 residents are employed, including seven married couples, by this organization on a part-time basis, which means that one fourth of the residents are involved in this community-based activity (as of 2015 February). The youngest employee is a 39-year-old female who provides food services and the oldest is a 79-year-old female who cleans the facility. The organization does not have any legal status.

After the residents discussed which type of organization would be the most suitable, they decided not to be a non-profit organization (NPO) because they thought that the principle of a community consensus-based activity would not be compatible with NPO status. Also, the flexible use of part-time jobs is possible with the current system due to seasonality of tourism activity.

The facility has a kitchen, laboratory for food processing, dining and exhibition room, meeting room, Japanese bathrooms with large bath tubs, and six Japanese style rooms with tatami covered floors and futon sleeping mats for lodging. A maximum of 48 people can stay in the six rooms. The former gymnasium is used as a multi-purpose hall. The school facility was renovated by the owner, that is, the local municipality, and the renovated facility is operated by the community organization.

The municipality and the Kusunoki organization sign a contract for the operation of this facility and the municipality provides a lump sum for operational expenses. Every five years the contract is renewed after reviewing the performance during the past five years. In this respect, the Kusunoki is a traditional rural hamlet-based rural tourism business body, which attracts nationwide attention. The organizational structure of the Kusunoki is depicted in Figure 1.

Figure 1: Structure of the Kusunoki



Source: proper elaboration based on empirical research data.

Daily activities of the 29 residents (i.e., 11 males and 27 females) hired on a part-time basis are divided among four units administration, food service, purchase of goods, and cleaning/environment. Among the 29 part-time employees is a manager who oversees all four units.

A retired municipality officer who is a native of this community has taken the post of manager since the inauguration of the Kusunoki. A meeting of the Board of Directors is held once every other month to decide operational issues. The Board is composed of 19 of the 29 Kusunoki employees.

The Steering Committee deals with alterations in wages and rules of that organization. Role of the Steering Committee is to connect with an autonomous community association in this area because members of this committee consist of the president of the Kusunoki, who is also head of the association, and board members of the community association and the Kusunoki.

The Steering Committee meeting is held twice a year. A General Assembly chaired by the President of the Kusunoki is held once a year together with that of the community association to approve the budget, board members, and setting or changing rules.

Thus, a decision-making system comprised of various entities is adopted to harmonize activity of the Kusunoki with consensus in the hamlet. This system enables community residents to learn about the hamlet tourism activity and also to reflect their opinion regarding that activity although it takes a longer time to make decisions than in a private company.

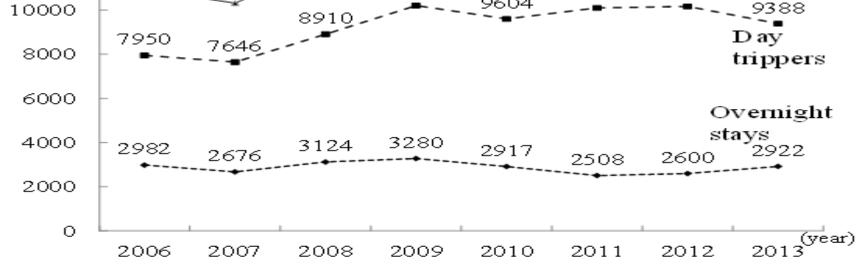
4.3 Activities

The services that the Kusunoki provides are accommodation, meals, and farm experience services.

Accommodation fee is 5500 yen per night including breakfast, dinner, and taxes regardless of the season. Experience services are provided when more than 10 people come with reservations. Fifteen experience services are offered in total, which include agricultural experiences, local food heritage experiences, craft making, outdoor experiences, and star watching. The farm experience program is provided with cooperation of neighbouring farmers to provide farmland because the Kusunoki does not have farmland. Each service has a different price, ranging from 200 to 7000 yen, except for star watching, which is free of charge. These activities are performed throughout the year except for certain agricultural and food experiences that are constrained by seasonal availability. To counter the seasonality of tourism activity and secure stable job-holding, a food delivery service was started beginning in 2002. This delivery service is offered every other day, that is, three weekdays, to neighbouring residents and the municipality office. Actually, profitability of the youth-group oriented accommodation service is better than the meal delivery service because of the existence of delivery costs.

Total sales revenue in 2013 was 28 million yen (=236.3 thousand US dollars, 118.5 yen/dollar) in which 45% was from accommodations and 55% from food service and experience programs. The contracted subsidy from the municipality was 4.7 million yen (=39.7 thousand US dollars). Regarding the cost structure, labour costs accounted for the largest share at 13.6 million yen with 7.8 million for foodstuffs, 3.3 million for utilities, 7 million for administration costs, 0.5 million for purchased goods, and 0.3 million for materials used in the experience program, all of which totalled 32.5 million yen (=274.3 thousand US dollars) From these figures, it can be understood that the subsidy plays an important role in providing equilibrium between revenue and costs.

Figure 2:Annual Trend of Number of Visitors to the Kusunoki (2006-2013).



Source: Data were provided by the Kusunoki.

Figure 2 shows the number of visitors for the past eight years. In looking at the figures, we need to be careful because the fiscal years as shown in the figure begin in April and end in March of the following year.

The peak season is July and August when group visitors, mainly youth clubs such as baseball clubs and Boy Scouts, are the most numerous. In other seasons, family visitors and groups of visitors come on weekends, the year-end, and New Year holidays.

Visitors are almost all domestic tourists, and tourists from abroad are rare. Repeat visitors account for around 60%. The breakdown where visitors came from is as follows: 54% from Chiba prefecture, 24% from the neighbouring Kanto area, and 22% from other areas, including 600 children from Fukushima in 2013.

As mentioned later in detail, the total number of visitors is over 10 thousand, including those who stay overnight and day trippers, that is, those who engage in experience services, take baths, and have meetings. Figure 2 indicates that the number of incoming visitors stagnated after the earthquake hit at the end of the fiscal 2010 year.

In Japan, the fiscal year starts in April and ends in March the following year. The Kusunoki does not engage in public relations (PR) activity except for their own website and having a linkage with the website of the local municipality; therefore, word of mouth by visitors is the most frequent means of PR.

Consequently, through these activities, those people who are involved in operating the Kusunoki gain not only jobs and income, but also self-confidence and local pride. Thus far they are satisfied with what they are doing, which results in strengthening the bonding social capital in the community while maintaining the linking social capital with the municipality.

Challenge 1: *earthquake and tsunami in 2011*

Attendance by children from Fukushima is a part of a government program to cheer up children in the radioactivity-disaster area, a program that continues to be supported until the present.

The disaster occurred in March 2011, which was named the Great East Japan Earthquake and had a magnitude of 9.0. The earthquake and the subsequent tsunami hit and devastated the Pacific coastline with a 500 km range mainly in three northern prefectures, Iwate, Miyagi, and Fukushima. Total casualties reached 15,889 lives taken by the tsunami with nearly 2,600 people still missing (National Police Agency, January 2015).

Tsunami also hit the northern tip of Chiba prefecture and took 21 lives with two people missing (the same source). Comparatively speaking, the damage was relatively light in Chiba. Nevertheless, despite no physical damage in many tourist sites in Chiba, radioactivity emitted from the crippled nuclear power plant in Fukushima spread to the Kanto area where Tokyo and Chiba are located. Many people living in the area surrounding the power plant in Fukushima were displaced due to high contamination by radioactivity even if no physical damage was done to their property.

Radioactivity spread over their hometown and destroyed the local community in the heavily contaminated areas. Although the level of radioactivity was not serious in the Kanto area where Tokyo and Chiba are located, tourists on their own avoided tourism after the death of so many people and also worried about radioactivity. Although this self-restraint ended a few months later, the fear of radioactivity spread throughout this country, which was actually a harmful rumour with no scientific evidence to support it. In this respect, harmful rumours generated the most negative impact on tourism in rural Chiba.

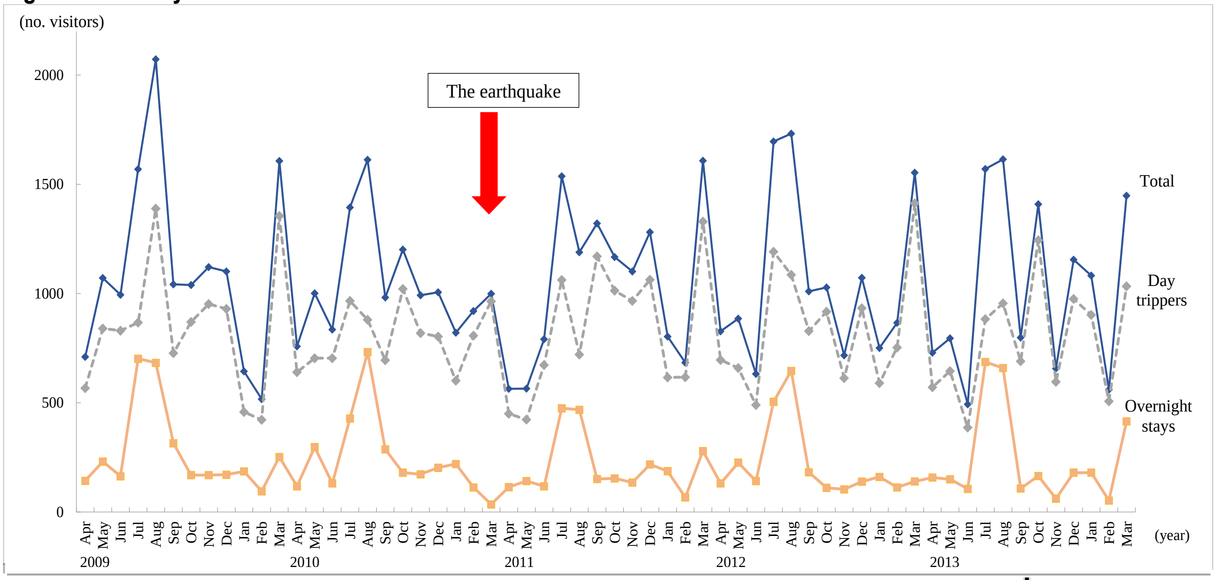
Bearing in mind this aspect, now let us take a look at how the disaster influenced the rural tourism activity of the Kusunoki despite no physical damage there. Apparently, the number of visitors had plummeted that March. Many reservations were canceled. This is because people were worried groundlessly about radioactivity.

The number of visitors in total plummeted in March 2011 when the earthquake occurred as depicted in Figure 3.

The figure illustrates monthly fluctuations in the number of visitors in three categories from April 2009 to March 2013. Figure 3 indicates that clear seasonality exists; the highest peak season is August, the second peak comes in April, and the third in December.

The earthquake caused the large irregular drop that is recorded in Figure 3 due to a series of cancellations just after the earthquake in March 2011. Although the seasonal pattern of demand came back in 2013, the level of demand has not returned to the 2009 level, which marked the highest record (Figure 3).

Figure 3. Monthly Trend of Number of Visitors to the Kusunoki.

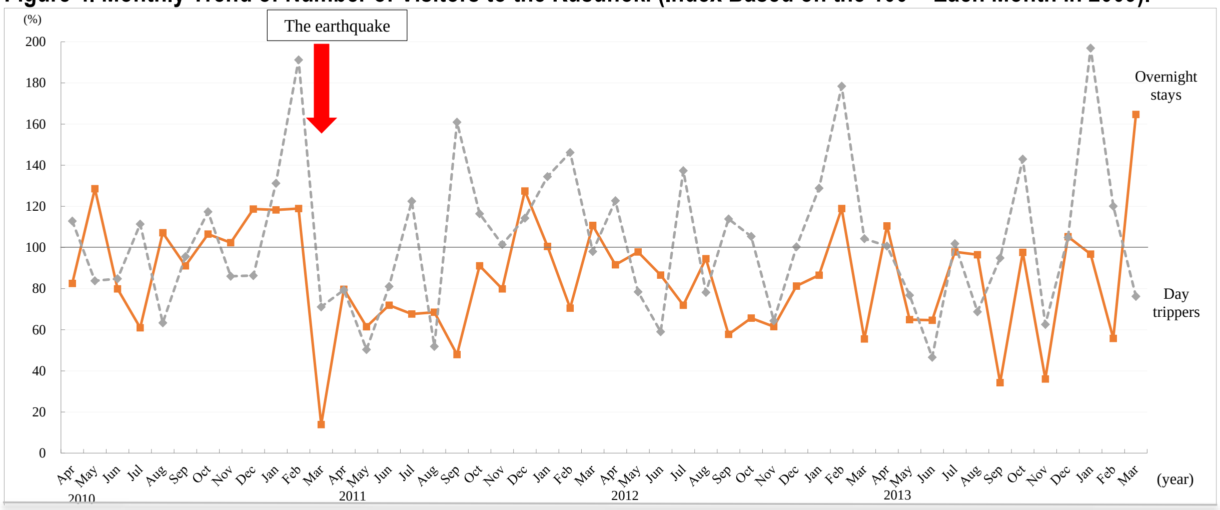


Source: Data were provided by the Kusunoki.

To examine the trend for recovery in demand the author compared data from 2011 to 2013 with the 2009 level. Figure 4 illustrates indices of the three categories, which are ratios of the number of visitors a month based on data for the same month in 2009. Among three indices, the overnight index dropped far more sharply than that of day trippers in March 2011. Since then, the recovery process of the overnight index has been slower than that of day trippers as shown in Figure 4.

In March 2013, total demand came back to 90% of the 2009 level. The manager of the Kusunoki said that although data for 2014 are not yet fully aggregated, indexes were better than in the previous year. Roughly speaking, it took three years to fully get back to the previous level. Consequently, we can say that people involved in the Kusunoki overcame the challenge by bonding social capital. This strong tie among the people concerned is the advantage of traditional bonding social capital in a rural community.

Figure 4. Monthly Trend of Number of Visitors to the Kusunoki (Index Based on the 100 = Each Month in 2009).



Source: Data were provided by the Kusunoki.

Challenge 2: *succession, cohesive decision-making, and PR through social media*

As we have seen above, the Kusunoki generates jobs and revenue in an ageing rural community by also playing a role as a community center that symbolizes communal bonding. Nevertheless, the Kusunoki has several issues for future evolution, although those employees who work there are satisfied with what they do. The first challenge is to secure successors. The same staff has been involved since the inauguration of the Kusunoki, so they are getting old.

It is necessary to have a smooth transition to the younger generation. Those who are in their 30s living in the hamlet, however, have stable jobs already and work outside of the hamlet. Even if they return to work for the Kusunoki, the present price level for accommodations is not high enough to earn revenue sufficient to pay for fulltime employment of a young staff.

If the accommodation price goes up, the number of visitors will decrease unless attractive new services are offered. There could be an option to form an NPO or a community-based private company. People in the Kusunoki, however, are not sufficiently self-confident about their own entrepreneurship to start a new business evolution.

Another reason for this reserved attitude toward a business evolution is that they respect the principle of community consensus making. They are still skeptical about the decision-making ways of NPOs or private companies because these decision-making ways will not be compatible with the consensus-oriented community principle. If an NPO or private company is set up, then quick decisions are necessary, which is different from what they are now doing in the community.

Another point is that these entities are not always compatible with the community-based subsidy principle urged by the municipality as well. This is a dilemma that the Kusuniki people face between the community-based principle and further development of tourism activity. Although two families with children immigrated into this community before the earthquake, one family left because of the fear of radioactivity immediately after the earthquake and was followed by the other.

After that, by March 2015, two families and one couple had newly settled into the community. How to promote the entry of newcomers into the community is an emerging common topic for every rural community.

The second challenge is the renovation of the facility; for example, to renovate a much-aged wooden floor of the hall although that floor promotes warm nostalgic feelings. The issue of renovation is inevitable for users of the aged school facility.

Challenge 3: *issue of PR activity and its implications*

The third challenge is the issue of PR activity, which does not need immediate action, but would become crucial in the long run. The Kusunoki does not practice PR activity except for their own website and linkage with the website of the local municipality, so that word of mouth by visitors is the most frequent means of PR. A PR activity that is oriented toward a social networking system (SNS) will be necessary in the future; therefore, the younger generation, which is good at dealing with SNSs, should be recruited for any form of involvement.

Consequently, it should be noted that community-based tourism activity of the Kusunoki will reach a turning point with the progression of ageing among the people concerned. In any case, capability building, especially targeting the younger generation in the area of SNS marketing and language skills in English, to cope with potential inbound demand is necessary. Raising rural entrepreneurship compatible with the community-based mind is the challenge ahead for this community. This challenge is common to all rural areas. It should be noted that ageing of bonding social capital places limitations on its capability to cope with these aspects of entrepreneurship and networking with external human resources.

To summarize, these facts mean that the ageing bonding social capital is not sufficiently effective in coping with newly evolving circumstances under conditions of an ageing population but is effective in overcoming the effects of a natural disaster through a community consensus.

Thus, since bonding social capital becomes old along with the ageing of the community, it is time for those people involved in the Kusunoki who have developed social capital solely based on a network within the local community to expand the network to outside of the community, i.e. bridging social capital.

This would enable them to mobilize external resources while keeping the advantages of bonding social capital. It is also true, however, that it is often difficult for local people to expand the network beyond the local community. In this respect support measures are necessary to create opportunities to build a new network.

5 CONCLUSIONS

Ageing is an unavoidable common issue not only for individuals but also for society in general. This paper shed light on community-based tourism activity as an entity of bonding social capital in super ageing rural Japan, which has faced ageing issues earlier and more seriously than any other counterpart in the world.

This paper investigated the evolution of a study case in rural Chiba and how people there coped with challenges by focusing on an unexpected challenge, i.e., the negative impact of the huge earthquake and subsequent radioactivity disaster that occurred in March, 2011, and an expected challenge, i.e., transition to the younger generation. Main findings are as follows:

1) Rural tourism in Japan has distinctive characteristics, different from their Western counterparts, which are more institutionally constrained on the demand side and with a low incentive for farmers to launch tourism activity due to the large portion of their income from off-farm jobs. Because of these constraints, rural tourism operators have to depend on day trippers.

2) The study case, the Lodge Kusunoki, investigated in this paper was based on a tight communal bandage and conducted rural tourism activity by utilizing a closed school that was renovated. Youth groups are a main target and meal services are also provided to local residents. Rural tourism activity generates not only an income source and jobs, but also self-confidence among residents in the ageing rural community, which strengthens community ties.

3) With this bonding social capital, despite facing a drop in the number of visitors and the slow recovery after the Great East Japan Earthquake, this unexpected challenge was overcome by community unity, which is the advantage of bonding social capital.

4) On the other hand, the rural community cannot cope well with issues of transition between generations and transformation of business forms, which is the limitation of bonding social capital.

5) Consequently, it should be noted that when a population becomes older, bonding social capital becomes older as well. While keeping the community-based spirit, the need to explore how to build a new extensive network of information and human resources based on the traditional form of local community is inevitable. Therefore, it is necessary to provide support measures to facilitate the development of an open network especially focusing on capacity building in terms of rural entrepreneurship targeting younger generations in collaboration with external technical experts.

6) In this respect, how to effectively expand the network from bonding social capital to including those outside of the community and how to make a smooth transition from the present participants to the younger generation should be scrutinized in the next study.

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TOURISTS ASSESSMENT OF INFRASTRUCTURE AVAILABILITY IN GOA (INDIA): A GAP ANALYSIS

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Abstract

This paper examines the perceptions of tourists visiting the state of Goa with regard to the importance given to and the satisfaction level with respect to the infrastructure, facilities, services and amenities available for tourism; to identify infrastructural strengths as well as problem areas which will enable various stake holders to take appropriate measures. Gap Analysis, which is based on Importance-Performance Analysis, was used to determine the gap between tourist perception of importance given before trip and satisfaction level after trip; and paired t-test was used to determine whether the gap was significant. 34 variables with respect to infrastructure, facilities, services and amenities were rated on importance given to and the satisfaction level through a structured questionnaire administered to 1000 tourists. Research findings reveal that in 29 out of 34 variables, there is a significant difference in tourist perception before and after the trip. Further, when plotted on an Importance-Performance Grid; 13 out of the 34 variables fall in Quadrant A indicating an urgent need to focus efforts and resources to improve the same, while the same, when plotted on the Modified 2 Quadrant Importance-Performance Grid, 29 variables fall in Quadrant A (High Priority).

Keywords: Tourist perceptions, assessment of Infrastructure, Importance-Performance Analysis, Goa, India.

AVALIAÇÃO DOS TURISTAS DA DISPONIBILIDADE DE INFRAESTRUTURA EM GOA (ÍNDIA): UMA ANÁLISE GAP

Resumo

Este trabalho analisa as percepções dos turistas que visitam o estado de Goa no que respeita à importância dada ao e o nível de satisfação com relação à infra-estrutura, instalações, serviços e comodidades disponíveis para o turismo; para identificar os pontos fortes de infra-estrutura, bem como áreas problemáticas que permitirão várias partes interessadas para tomar as medidas adequadas. Utilizou-se a Gap Analysis, que se baseia na análise de Importância-Desempenho, para determinar a diferença entre a percepção do turista da importância dada antes de viagem e satisfação nível depois da viagem; e teste t emparelhado foi utilizado para determinar se a diferença era significativa. Foram analisadas 34 variáveis com relação à infra-estrutura, instalações, serviços e comodidades foram classificados na importância dada ao e do nível de satisfação através de um questionário estruturado administrado a 1000 turistas. Os resultados revelam que em 29 de 34 variáveis, há uma diferença significativa na percepção do turista antes e depois da viagem. Além disso, quando plotados em uma grade Importância-Desempenho; 13 das variáveis 34 cair no Quadrante A que indica uma necessidade urgente de concentrar esforços e recursos para melhorar a mesma, enquanto a mesma; enquanto que no Quadrante 2 Modificado da Grade de Importância-Desempenho, 29 variáveis são de alta prioridade (Quadrante A).

Palavras-chave: Percepções turísticas, avaliação de Infra-estrutura , Importância - Análise de Desempenho , Goa , India.

TURISTAS DE EVALUACIÓN DE LA INFRAESTRUCTURA DISPONIBILIDAD EN GOA PARA PROMOVER EL TURISMO: UN ANÁLISIS GAP

Resumen

Este trabajo examina las percepciones de los turistas que visitan el estado de Goa con respecto a la importancia dada a la y el nivel de satisfacción con respecto a las infraestructuras, instalaciones, servicios y comodidades disponibles para el turismo; para identificar las fortalezas de infraestructura, así como las áreas problemáticas que permitan a las distintas partes interesadas para tomar las medidas adecuadas. Se utilizó el Análisis Gap, que se basa en análisis de Importancia-Rendimiento, para determinar la brecha entre la percepción turística de importancia que se da antes de nivel de disparo y la satisfacción después del viaje; y se utilizó la prueba t pareada para determinar si la diferencia fue significativa. Fueran analizadas 34 variables con respecto a la infraestructura, instalaciones, servicios y comodidades calificados en importancia dada a y el nivel de satisfacción a través de un cuestionario estructurado administrado a 1.000 turistas. Los resultados revelan que en 29 de los 34 las variables, hay una diferencia significativa en la percepción de turista antes y después del viaje. Además, cuando se representa en una cuadrícula Importancia-Rendimiento (original rejilla 4 cuadrantes), 13 de las 34 variables que entran en el Cuadrante A, que indica la urgente necesidad de concentrar los esfuerzos y recursos para mejorar el mismo, mientras que el mismo, cuando representada en el cuadrante 2 Rejilla Importancia-Rendimiento Modificado, 29 variables caen en el cuadrante A (de Alta Prioridad).
Palabras-chave: Percepciones turísticos, evaluación de Infraestructura, Análisis Importancia - Rendimiento, Goa, India.

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(The data of the other coauthors are in the end of the text).

1 INTRODUCTION

The development of the tourism industry and the subsequent interest in investigating its implications has increased greatly over the past few decades. Tourism and travel is now considered one of the world's largest industries.

The United Nations World Tourism Organization's (UNWTO's) Tourism 2020 Vision forecasts that international arrivals are expected to reach nearly 1.6 billion by the year 2020. Of these, worldwide arrivals in 2020 will be 378 million long-haul travelers and 1.2 billion will be intra-regional (UNWTO, 2008).

For many countries tourism has become an important source of business activity as well as a generator of income, employment and foreign exchange. With the rapidly growing scope of tourism and the accelerating pace of competition in this field, if tourism is to contribute to both local and national development, the four A's (attractions, access, amenities, and ancillary services) must be nationally and internationally recognizable and competitive (COOPER, et al, 1994; YOON, et al, 2001).

This has led to extensive research in tourism covering aspects that include competitive advantages of different destinations; the flow of tourists around the world as well as different tourism impacts on socio-cultural, environmental, and economic aspects, destination image (AHMED, 1991), ecotourism and sustainability (BUTLER; BOYD, 2000), strategies related to sustainable development (CLARKE, 1997) as well as the importance of community involvement in decision-making (PUCZKO; RATZ, 2000).

However, despite the increased number of studies related to tourism, only very recently a number of studies have been focusing on the importance of repeat visitors to the same destination (OPPERMANN, 1999). While some studies on repeat visitation have focused on tourists' satisfaction in different destinations (KOZAK, 2000, 2001); others have identified tourists' perception of the environment after years of visiting the same destination (DYMOND, 1997; POLLARD; DOMINGUEZ, 1993; RYAN, 1995; PUCZKO; RATZ, 2000).

Visitor satisfaction is a major factor which determines repeat visitation and recommending the destination to others. Previous research findings demonstrate that there is a significant relationship among tourist satisfaction, intention to return, and positive 'word-of–mouth' recommendation (KOZAK; RIMMINGTON, 2000). Tourists are increasingly becoming more demanding and desire value for money and the provision of quality products and services (POON, 1993).

Since the tourism product comprises many inter-related components such as accommodation, activities, transport and entertainment; a '*halo effect*' may occur wherein satisfaction or dissatisfaction with one of the components leads to satisfaction or dissatisfaction on the total tourism product or experience (DANAHER; ARWEILER 1996; RYAN 1995).

Customer satisfaction is therefore a major goal of service-oriented businesses. Understanding the causes and nature of visitor satisfaction and dissatisfaction can help to promote and develop a tourism destinations by measuring the 'health' of the industry for strategic planning purposes, understanding the customers reaction to a product, encouraging both new and repeat visitation and comparing different sectors within the industry to determine areas that may need improvement.

There is growing evidence that customer satisfaction is a driving force behind firm's business competitiveness and performance (PARASURAMAN et al., 1985, 1988; ZEITHAML et al., 1996). This is also true in the case of tourism, where concepts, models and tools aimed at evaluating customer satisfaction are widely employed. In order to evaluate the strengths and the weaknesses of a tourist destination and to improve its competitiveness, it is of vital importance to determine the views and expectations of tourists visiting the destination. The Tourism industry which is quite difficult to evaluate in quantitative terms, considers "satisfaction" to be one of the most widely accepted indicators of the state of its health. Satisfaction, for tourism, as well as for other industries, is also directly linked to the loyalty of "clients" and therefore, to the sources of competitive advantage.

Although the relevance of Importance-Performance Analysis (IPA) as an instrument for the measurement of quality perception is well documented in marketing literature (ENNEW et. al, 1993; SLACK, 1994; MATZLER et al., 2003), still there is a lack of research to provide empirical application to tourism destination management especially in *Mass Tourism* destinations, Goa being one such destination. So far no research has been carried out in Goa with respect to tourist's satisfaction using IPA, which makes this study unique and provides valuable inputs on otherwise unexplored area.

Using the IPA as a tool for evaluating tourist satisfaction, this study attempts to fill in this gap by assessing the perceptions of tourists visiting Goa and for identifying the main factors and/or areas of intervention to improve the quality of the tourism product and services offered, in accordance with tourists' perceptions. This study concentrates on the state of Goa as the research location in order to evaluate the importance given to and satisfaction of tourists toward the infrastructural facilities and attractions available in the state.

With the evaluation of the tourist's importance and satisfaction, conclusions can be drawn in regard to these attributes and their need for enhancement and improvement in view of the state's robust tourism growth. Therefore, the present study fills the gap by adding valuable knowledge, new perspectives and presents possibilities for consideration. The paper offers valuable inputs for different stakeholders of tourism industry; especially the academic institutions, hotels and restaurants, tour operators, government as well as NGO's in the region to be studied.

2. LITERATURE REVIEW

2.1 Tourist Satisfaction

Tourist satisfaction is important to successful destination marketing because it influences the choice of destination, the consumption of products and services, and the decision to return (KOZAK; RIMMINGTON, 2000).

Several researchers have studied customer satisfaction and provided theories/models about tourism, for example, Parasuraman, Zeithaml, and Berry's Expectation-Perception Gap Model (PARASURAMAN et al. 1985), Oliver's Expectancy–Disconfirmation Theory (PIZAM; MILMAN, 1993, PIZAM; ELLIS, 1999), and Sirgy's Congruity Model (SIRGY, 1984; CHON; OLSEN, 1991). Importance-Performance Analysis (IPA) (MARTILLA; JAMES, 1977) and the performance – only model. Pizam, et al., 1978 have been used to measure tourist satisfaction with specific tourism destinations.

Since tourism is considered to be an amalgam of service industries (FUCHS; WEIERMAIR, 2003), research has generally focused on the marketing measurement tools aimed at assessing customer satisfaction, in view of the fact that satisfaction affects both expectations and intentions for future destination purchasing decisions. Over the last decade, numerous research contributions have discussed the limits and the problems of the research in this area.

Different perspectives and theories have been proposed in tourism literature to assess tourist satisfaction. Most of the studies have utilized models of expectation-disconfirmation, according to which consumers develop expectations about a product/service before purchasing it and subsequently they compare actual performance with those expectations (OLIVER, 1980).

If the performance is better than the expectations, the consumer has a positive disconfirmation, which means that (s)he is satisfied and (s)he will be more willing to repeat the purchase. If the performance is worse than the expectations, the consumer has a negative disconfirmation, which means that (s)he is unsatisfied and (s)he will look for alternatives for the next purchase. Applying such a model to tourism, it follows that satisfaction is the result of a comparison between [tourists] previous images of the destination and what (s)he actually sees, feels and achieves at the destination (CHON, 1989).

Review of literature, suggests that customer surveys in tourism are useful and reliable only if they are meticulously designed keeping in mind the conceptual construct and the theoretical model used. The choice of the survey method, the sample design, the time and place of the interview are all highly critical issues in tourism satisfaction surveys that may invalidate the results if improperly chosen and/or managed (FUCHS; WEIERMAIR, 2003). Given these limits and possibilities of tourism satisfaction research, this paper uses the Importance-Performance Analysis (IPA) (MARTILLA; JAMES, 1977) which is generally viewed as a "low-cost/easily managed" tool for evaluating tourists satisfaction, which is part of the expectation-disconfirmation branch of literature.

2.2 Importance–Performance Analysis (IPA)

Importance-performance analysis requires the simultaneous consideration of customers' assessments of the importance of salient attributes as well as their level of satisfaction with the service provided and the performance of the service providers.

The IPA framework has been widely applied across various fields and contexts. In tourism, policymakers and management have used the IPA matrix to assess the competitive position of a tourism product, service, company or destination and to formulate the relevant strategies to achieve a competitive advantage over rivals (DENG, 2007; ENRIGHT; NEWTON, 2004; HUDSON et al., 2004).

It achieved significant popularity among tourism, hotel and leisure researchers who adopted the approach in studies of destination image (JOPPE et al., 2001; LITVIN; LING, 2001; O'LEARY; DEEGAN, 2005); destination policy (EVANS; CHON, 1989); destination positioning (PIKE; RYAN, 2004); and parks and protected areas (HOLLENSHORST et al., 1992; HUNT et al., 2003; TONGE; MOORE, 2007; WADE; EAGLES, 2003).

The method usually defines a two dimensional grid with the horizontal axis indicating the visitors' perceptions of the service providers' performance on a given attribute. The vertical axis indicates the importance of the attribute to the visitor. The visitors' importance and satisfaction values are plotted on the grid, which is divided into four quadrants that are formed based on the mean scores of the importance and satisfaction attribute ratings.

Martilla and James (1977) who pioneered this technique highlighted that since IPA works with relative rather than absolute measures of importance, therefore the placement of crosshairs in relation to satisfaction mean is subjective (ZEIGLER et al.,2012). The various crosshair measures used include actual/data means, scale means and statistical means (OH, 2001; TONGE; MOORE, 2007).

These values are then assessed according to their quadrant on the grid. Each quadrant suggests a different strategy. Attributes that are rated high in importance and high in satisfaction suggest that the service provider's high performance should be continued and that resources should continue to be directed toward these attributes. In contrast, attributes having a low importance rating and a low satisfaction rating suggest that investing scarce resources on these attributes may have little strategic advantage.

Attributes that are rated high in importance and low in satisfaction are the attributes that an organization should pay particular attention to, investing the greatest amount of resources to improving the performance of these attributes. Lastly, attributes rated low in importance and high in satisfaction are attributes that an organization should continue to maintain but not necessarily allocate any additional resources (ALMANZA et al., 1994; GO; ZHANG, 1997; JOPPE et al., 2001; RYAN, 1995a; 1995b; UYSAL et al., 1991).

The main purpose of IPA is to determine which attributes the visitors consider most important, measure how well the destination performs in delivering these attributes and to make recommendations to destination site management about what they should concentrate upon and what strategies they should follow (KOZAK; NIELD, 1998).

The IPA can be effectively used to point out a destination's strengths and weaknesses. The use of this method has significant management implications for decision-makers at any destination. The IPA provides significant support to policy-makers, both as forward-looking instrument aiming to audit the state of health of the tourist destination and to define the main area of intervention as well as a backward-looking instrument aiming to evaluate the impact of the programs and strategies implemented.

3 RESEARCH METHODOLOGY

The objective of this research paper was to evaluate the importance given to and satisfaction with the infrastructure, facilities, services and amenities available for tourism in the state of Goa. The evaluation was based on perceptions of both foreign and domestic tourists visiting the state. The Study Area was the entire State of Goa and the Study Period was a fourteen month period from November 2013 to December 2014.

The Sampling Method used was Convenience/Judgment sampling. The Sample size was 1000 Tourists, above 18 years of age, who were surveyed in Tourist locations all over Goa. Total Responses received were 805 and the total usable responses were 761 (final response rate 76.1%).

The Data collection was based on a four part structured questionnaire with five point Likerts scale based on a study of "Infrastructure Gaps in Tourism Sector" conducted by GOI, Ministry of Tourism, Market Research Division, prepared by GFK Mode Pvt. Ltd. Part I comprised demographic & biographic profile of the tourists, Part II comprised a five point Importance-Performance scales consisting of 34 variables were used in this study. Part III and IV were on sustainability issues which are not used in this paper. Secondary Data was collected from Research Journals, Published booklets and data procured from Department of Tourism, GTDC, and other Government Departments & Government publications.

The Importance-Performance (satisfaction) theories suggest that customers' satisfaction can be measured by the difference between a consumers' expectation of a product or service and his/her actual experience after service delivery. Ryan (1995) observes that '*if satisfaction is seen as the congruence of need and performance, then dissatisfaction can be perceived as the gap between expectation and experience'.* The average importance of the infrastructure, facilities, services and amenities available for tourism and the average level of satisfaction with these elements were calculated for all visitors to the state of Goa in the sample selected.

The placement of each element on an importance-satisfaction scale is accomplished by using the means of importance and performance as the coordinates. Once these calculations are performed, they are plotted on a two dimensional grid called the *Importance-Satisfaction Matrix/Grid* (JOPPE et al., 2001; KOZAK; NIELD, 1998; PIZAM; ELLIS, 1999; RYAN, 1995). Each element on the grid is then analyzed by locating the appropriate quadrant in which it falls (*refer* ***Figure 1***).

Quadrant A is termed '*Concentrate here'* and elements in it are rated very important, but the level of satisfaction is rated below average therefore action/efforts & resources are required here. It is a critical area for research allocation with the goal being to achieve customer satisfaction.

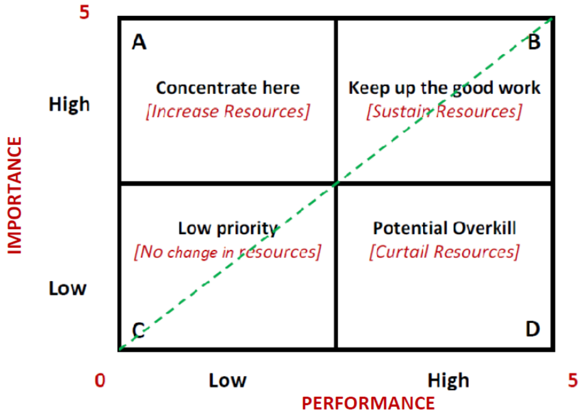
Quadrant B is termed '*Keep up the good work*' and elements in it are considered most important and satisfaction level is above average and one must work as well as continue to invest sustain resources to maintain quality of these areas.

Quadrant C is termed '*Low Priority'* and elements in it are rated least important and the level of satisfaction is below average**.** Usually nothing is done about this area until some point when respondents begin to view this area as more important, hence no change in resources are required**.**

Quadrant D is termed '*Possible Overkill*' and elements in it are rated above average on satisfaction, but are rated below average on importance and usually the areas require no action or improvement and no further investment of resources.

The findings will indicate the infrastructural facilities that meet with the satisfaction of the tourists and those that require to be developed further or require improvement on priority basis.

Figure 1: Importance - Performance Matrix.



Source: Importance-Performance Matrix (CHEN, 2014).

The modified IP Analysis (ABALO et al., 2007, DENG, 2007, AZZOPARDI; NASH, 2013, CHEN, 2014) diagonally divides the elements under study in to two, those elements above the diagonal line comes under *Quadrant A* where more concentration is required, and those below comes under *Quadrant B* which is of low priority or keep up the good work or potential overkill (*refer* ***Figure 1***).

Data was analyzed using SPSS 20. Descriptive Statistics, Mean Analysis, Gap Analysis (Importance – Satisfaction for infrastructure in terms of pre and post visit) and Paired t-test were used. The reliability of the scale and data was tested using Cronbach's Alpha. Factor Analysis was carried out on the original scale of 34 variables comprising infrastructure, facilities, services and amenities, evaluated by the tourists to condensed or reduce into factors with minimum loss of information.

The Mean Analysis indicates the Tourists' perception of the Importance of & Satisfaction with the Infrastructural facilities, amenities, services available in the state and is obtained from tourist responses on a 5 point Likerts scale where 1 is very unimportant / very unsatisfactory, 2 is unimportant / unsatisfactory, 3 is important / satisfactory, 4 is above average importance / above average satisfaction, 5 is very important / very satisfactory. If the mean value is between 3 and 5, it indicates that tourists agree that the infrastructure is important / satisfactory. For values between 1 and 2, it means they consider it to be unimportant / unsatisfactory.

Gap Analysis indicates the difference in values between Satisfaction Mean (perceived mean after the trip) and the Importance Mean (estimated / expected mean before trip) (TONGE; MOORE, 2007, HANIM; REDZUAN, 2010). If the Gap value is *zero* or *positive* it indicates that the tourists' actual experience from use of infrastructure / facilities / services / amenities is equal to their expectations or more than expectation, indicating *satisfaction*. If the value is *negative* it means that their expectations were higher than their actual experience indicating *dissatisfaction*. Paired t-test has been carried out to determine whether the Gap (difference in mean values) was significant or otherwise. Statistically it was used to test the following hypotheses:

> ***H_1:*** There is no significant difference between Tourist perception about the Importance given to and Satisfaction with Tourist Assistance factors (**F1**); Infrastructure Factors (**F2**); Attraction / Destination Factors (**F3**); and Entertainment Factors (**F4**), which are available in the state for tourism, before and after the trip.

4. RESEARCH FINDINGS & DISCUSSION

4.1 Research Location & Infrastructure Background

Goa is India's smallest state by area and the fourth smallest by population (1.45 million). Located in south west India in the region known as the *Konkan*, it is bounded by the state of Maharashtra to the north and by Karnataka to the east and south, while the Arabian Sea forms its western coast. It has a coastline of 106 kilometers of which 65 kilometers consist of sandy beaches. *Panaji* is the state's capital, with Margao, Mapusa, and Vasco as its main cities.

While *Konkani* and *Marathi* are spoken as the native language of Goa; English is widely used and spoken in the state for both official and social purposes. Portuguese was used extensively as an administrative language during the Portuguese colonial era but is no longer in use now officially, though it is still used socially. Due to its scenic beauty and the architectural splendor of its temples, churches and monuments, Goa is a favorite spot for tourists from all over the world.

Goa has impressive socio-economic indicators with the growth rate under Primary sector increasing from (-) 39.89 percent to 9.86 percent, mainly due to the improvement in the sub-sector Agriculture, Forestry and Fisheries as a result of the proactive steps taken by the government, in the Secondary sector from 4.43 percent to 5.60 percent but declined in the Tertiary sector from 10.26 percent to 8.64 percent due to decline in the sub-sector Transport, Storage and Communication (ESG, 2014).

Goa has impressive socio-economic indicators. Rated as the best among the emerging states in the country for its social infrastructure, the state government is furthering civic, information technology & transport facilities. The number of banking offices has increased as have the number of Micro, Small and Medium Enterprises due to the expansion of existing industrial estates. However, in an attempt to boost environmentally sustainable industrial development, generate employment and create a robust industrial base, the state government has approved the Goa Investment Policy – 2014 as well as the setting up of an Investment Promotion Board (ESG, 2015).

Several All India Financial Institutions along with the State's Financial and Infrastructure Developmental Organizations help entrepreneurs to get a firm foothold in Goa without any inconvenience. The State has a well-knit banking network, with as many as 694 banking offices as on 30-06-14. As on March 2014, Goa tops the list amongst States and Union Territories in the country with regard to population covered per bank branch and the bank branches in the state depicted an increase in deposit mobilization by 22.81% over the previous year (ESG, 2015). A unique feature of the Goan banking industry scenario is the high Credit-Deposit Ratio, where the ratio of amount of deposits made is much higher than advances given. This can be possibly explained if one considers that the mindset of the typical Goan consumer is opposed to risk taking and consequently opposed to credit purchases on one hand and on the other the high amount of deposits by the NRI community in Goa.

Goa's requirement of power for all users is 480 MW, out of which 380 MW is currently available. The shortfall during peak hours is around 100 MW. Power is available through a central grid from super thermal power stations. The short fall is made up to the extent possible from various other sources and during peak hours, heavy duty users including major industries and 5 star hotels etc. use generators. It draws 12 mega watts on weekdays from Reliance infrastructure Ltd, and 14-12 mega watts of power from Goa Energy Pvt. Ltd, and 1-2 mega watts of power from Goa Sponge and Power Ltd. (ESG 2015, Pai, 2014). The Telecom facilities in Goa are on par with other metro cities in the country. Optical fiber provides high speed access to a wide range of Internet related services from Email to the WWW. Goa is the second State in the Country to achieve 100% automatic telephone system, with a very good network of Telephone Exchanges. All towns are well connected to the STD and ISD network.

Goa has sufficient water for domestic as well as industrial uses. The overall demand for water in all sectors of the economy including domestic, industrial, tourism, mining, agriculture etc. is approximately 927 MCM, while the overall water supply available is 1283.9 MCM (WRD, 2013). The Projected overall demand for water for 2020 is 1166 MCM while the projected availability for 2020 is 1288 MCM (TERI, 2013).Water available in adequate quantity and is piped through Assonora, Selaulim and Opa reservoirs.

With respect to sanitation, as per 2011 census, 63% of the State is urbanized but needs well-knit sewerage network and majority of the population is still dependant on the traditional septic tank and soak pit system for the disposal of wastewater (ESG, 2014). However, the Government undertook the process of revamping the sewerage system in all major cities in the third quarter of 2014 and is currently in the process of completing this task.

In terms of health and social welfare, Goa has excellent health parameters in comparison to other states in the country with a very good medical college and teaching hospital having excellent facilities and infrastructure to cater to all aspects of health and the treatment of disease, (both regular and super-specialty) which are ably supported by government hospitals in certain major cities and primary health centers in most villages.

In terms of Law & Order, the government has been making efforts to enhance the capabilities of its law & order personnel through training, augmenting, and modernizing infrastructure and the work force as a result of which the overall crime situation in the state remained under control as well as showed a reduction in criminal cases by 18% over the past year. However, despite its enhanced capacity in terms of Law and Order and despite a reduction in overall criminal cases, it is clearly observed that loopholes do exist in the system and that the enforcers of law and order in the state do not treat it with the seriousness it deserves thus allowing anti-social, criminal and deviant behavior among both locals and tourists, to progress steadily in the state which is a detriment to society in general. In addition, the Fire & Emergency services (including 108 ambulance services) are prompt, well trained, equipped and functions efficiently in dealing with any casualty or emergency in the state (ESG, 2015).

Tourism is now the largest industry in Goa after the ban on mining in the post-colonial era and is the "backbone of Goan economy". According to the State Department of Tourism as a sizeable percentage of Goa's population directly or indirectly derives its livelihood from tourism activities thus influencing social, cultural, ecological aspects of life in the state. With its breathtakingly diverse natural beauty, captivating churches and temples and its diverse flora and fauna as well as its unique blend of Indo-Portuguese culture, Goa is widely accepted as the best tourism destination in India for both domestic and overseas visitors.

In terms of tourism specifically, the Government has initiated a series of efforts to diversify tourism activities and to provide, improve and maintain tourism related infrastructure for enhancing the level of tourist retention. Intensive beautification efforts in major tourist spots, creation of a mega tourism circuit in the Calangute, Candolim, Anjuna belt, as well as the completion of the Panjim jetty were undertaken in order to improve facilities for tourists visiting the state, increase their satisfaction with the same as well as to improve the carrying capacity of the state.

Two much needed tourism initiatives i.e. a Policy for Regulating Water Sports and a Mobile Based Tourist Guidance Service were recently finalized in the state. The Tourism department has stepped up its participation in national and international events and its promotional activities in print and electronic media in order to boost awareness and promote tourism in the state (ESG, 2015).

Goa has a well-developed international airport with visa on arrival which is currently extended to 75 countries and also customs clearance facilities; which is well connected to major cities of India, besides having facilities for chartered flights and international flights. Its Dabolim International Airport is 25 km away from the State Capital, Panaji. Chartered flights from European countries arrive here regularly.

Goa is connected by a well-developed network - both rail and road, to major cities in other parts of the country and has a well-developed internal water transport network formed by a grid of navigable rivers which is being planned to be used for development of backwater/hinterland tourism.

The international Mormugao Port which can accommodate over 50 ships in outer anchorage has mechanized loading facility, a fully containerized service operations and an oil berth. A general Cargo berth is being planned to be used to promote international cruise tourism and minor ports are also available along the river.

With respect to roads; Goa has 195 kms of roads for every 100sq. km, against the National average of 50 Kms of roads for 100 sq. km. It is well connected by two national highways along the west coast, namely NH4A and NH17, besides the dense network of metallic roads connecting the state to other parts of the country. As on 31st December 2014 the number of vehicles registered in the State stands at 10,63,899 of which 68% are in the category of 2 wheelers while, 11 % comprise of transport vehicles and 89% are from the non- transport category (ESG, 2015).

In terms of its railways, South-Central Railway and Konkan Railway provide rail links with major cities. It is well linked by South-Central railway to Bangalore, Delhi, Bombay and Secundrabad and well connected with Konkan railway from Bombay, Mangalore & Kerala.

Tourism has the potential of keeping the demographic growth to a minimum level while ensuring GDP growth (ESG, 2015).Goa is widely accepted as the best tourism destination in India for both domestic and overseas visitors resulting in a year around floating population of tourists in Goa, which also has a well-developed hospitality industry handling approximately 10% of all foreign tourist arrivals in India. The above facts and ever increasing numbers of tourists are indicators of the continuing interest in Goa as a tourism hot spot (refer to Figure 2).

Figure 2: Administrative Map of Goa.

Source: adapted from **Goa-Holidays-Advisor.com**

4.2 Data Presentation and Discussion

Demographic Profile of Respondents (*Refer* ***Table 1***) indicated an approximately equal distribution in terms of Category of Tourist- Indian (49.3%) and Foreign (50.7%) as well as in terms of Gender – Male (47.7%) and Female (52.3%).

In terms of Age, 32.5% were in the age group 18-27 years, 27.3% in the age group 28-37 years, 18.4% were in the age group 38-47 years, 13.8% were in the age group of 48-57 years while 8% were in the age group 58 years and above.

39.3% of tourists stated that they were frequent visitors while 33.6% and 27.1% each stated they were 1st and 2nd time visitors. 41.8% availed of Commercial accommodation, 34.6% stayed in rented accommodation while 15.8% stayed with relatives and friends and 7.9% had other accommodation.

In terms of Duration, 36.1% stayed in the state for less than a week while 40.3% stated that they stayed for 2 weeks or more, 13.1% were uncertain while 10.4% stated that they stayed for a day only. 40.1% tourists stated that the Main Purpose for the holiday was Rest & Relaxation followed by 28.6% as Beach tourism, while 15.2% & 8% came for Adventure & Nightlife respectively. Travelling for Business at 2.6%, Culture at 1.6%, Religious/Pilgrimage at 1.4% and others at 2.4% were relatively negligible reasons. In terms of Services used, 30.1% used Transport, 29.8% used Hotels and Restaurant, 25% used Nightlife & Entertainment while 5.8% used Adventure / Water Sports and 1.3% used Medical/Health services.

Table 1: Demographic Profile of Tourists (n=761)

Demography	#	%
Tourist Category		
Indian	375	49.3
Foreigner	386	50.7
Gender		
Male	363	47.7
Female	398	52.3
Reason for visit		
Beach Tourism	218	28.6
Adventure Tourism	116	15.2
Rest & Relaxation	305	40.1
Business	20	2.6
Culture	12	1.6
Religious/Pilgrimage	11	1.4
Entertainment/night life	61	8.0
Others	18	2.4
Marital Status		
Single	375	49.3
Married	386	50.7
Duration of Visit		
Only 1 day	79	10.4
Less than a week	275	36.1
2 weeks or more	307	40.3
Uncertain	100	13.1

Demography	#	%
Age		
18-27	247	32.5
28-37	208	27.3
38-47	140	18.4
48-57	105	13.8
58 & above	61	8.0
Type of Accommodation		
Commercial	318	41.8
Rented	263	34.6
Family/ Friends	120	15.8
Others	60	7.9
Type of service Used		
Pub/Night life	190	25.0
Restaurant/Hotel	227	29.8
Transport	229	30.1
Culture	61	8.0
Medical/Health	10	1.3
Adventure/Water sports	44	5.8
Frequency of Visit		
First time	256	33.6
Second Time	206	27.1
Frequent visitor	299	39.3

Source: Compiled from Primary Data.

Factor Analysis of 34 Infrastructural variables used in the Tourist Questionnaire generated 4 Factors. The Principal Components Factor method was used to generate the initial solution. The Eigen values along with the Scree plot suggested that a four factor solution explained 47.843% of the overall variance be considered and four factors with Eigen value greater than 1.0 and attributes with factor loadings greater than 0.3 were reported. The overall significance of the correlation matrix was 0.000 with a Bartlett test of Sphericity value of 11400.763. The statistical probability and the test indicated that there was a significant correlation between the variables and the use of Factor Analysis was appropriate (*Refer **Table 2***).

The Kaiser-Meyer-Olkin overall measure of sampling adequacy was 0.891 which was meritorious (HAIR et al., 1999). The *first factor* was **F1**-Tourist Assistance having 9 variables and an alpha of 0.885. The *second factor* was **F2 -** Infrastructure Factors having 8 variables and an alpha of 0.831. The *third factor* was **F3** – Attraction / Destination having 10 variables and an alpha of 0.812 and finally, the *fourth factor* was **F4** - Entertainment having 7 variables and an alpha of 0.724 instead of 0.

The KMO value of 0.891 & Bartlett's Test values are acceptable indicating adequacy & appropriateness of data for Factor Analysis. Cronbach's Alpha of the overall scale was 0.921. (*Refer **Table 2***).

Table 2: Factor & Gap Analysis, Comparison of Means & Grid Position (n=761), α=0.921, 34 Items.

Variables	Loading	Importance	Performance	Gap (P) – (I)		ρ	Original *	Diagonal **	α
F1: Tourist Assistance Factors: Eigen Value 9.827, % of Variance Explained 28.904%									
1. Knowledge/ quality of help at Tourist Office	0.744	3.97	3.41	**-0.56**		**0.000****	**A**	**A**	
2. Availability of Tourist guidance centres	0.730	3.88	3.40	**-0.50**		**0.000****	**C**	**A**	
3. Availability of authorized tour operators	0.691	3.70	3.48	**-0.22**		**0.000****	**C**	**A**	
4. Traffic management	0.667	4.07	3.16	**-0.91**		**0.000****	**A**	**A**	
5. Power Supply situation	0.666	4.19	3.30	**-0.89**		**0.000****	**A**	**A**	0.885
6. Conditions of street lighting	0.660	4.13	3.14	**-0.99**		**0.000****	**A**	**A**	
7. Availability & cost of private transportation	0.617	4.02	3.38	**-0.64**		**0.000****	**A**	**A**	
8. Availability of public transportation	0.568	4.06	3.51	**-0.55**		**0.000****	**A**	**A**	
9. Roadside signage's & their condition	0.518	4.01	3.23	**-0.78**		**0.000****	**A**	**A**	
Factor Mean		**4.00**	**3.33**	**-0.67**					
F2: Infrastructure Factors: Eigen Value 2.798, % of Variance Explained 8.32%									
10. Condition of the Airport/Railway station	0.715	4.10	3.61	**-0.49**		**0.000****	**B**	**A**	
11. Accessibility of the destination	0.689	4.15	3.72	**-0.43**		**0.000****	**B**	**A**	
12. Quality/condition of Roads	0.655	4.12	3.39	**-0.73**		**0.000****	**A**	**A**	
13. Assistance at (Airport/Railway Station)	0.609	4.04	3.66	**-0.38**		**0.000****	**B**	**A**	0.831
14. Garbage disposal	0.567	4.17	2.70	**-1.47**		**0.000****	**A**	**A**	
15. Sewerage and drainage system	0.560	4.09	2.96	**-1.13**		**0.000****	**A**	**A**	
16. Parking facilities	0.474	3.73	3.37	**-0.36**		**0.000****	**C**	**A**	
17. Personal safety and security.	0.458	4.45	3.67	**-0.78**		**0.000****	**B**	**A**	
Factor Mean		**4.06**	**3.34**	**-0.72**					
F3: Attraction /Destination Factors: Eigen Value 2.105, % of Variance Explained 6.191%									
18. Natural beauty & climate	0.607	4.30	4.16	**-0.14**		**0.000****	**B**	**A**	
19. Friendliness of the local people.	0.607	4.11	4.10	**-0.01**		0.790	**B**	**A**	
20. Diversity of cultural/historical attractions	0.563	3.98	3.92	**-0.06**		0.143	**B**	**A**	
21. Overall cleanliness of the destination.	0.552	4.30	3.54	**-0.76**		**0.000****	**A**	**A**	
22. Tariff levels of Accommodation (all kinds)	0.537	3.89	3.65	**-0.24**		**0.000****	**D**	**A**	0.812
23. Quality / hygiene of wayside Eateries	0.528	4.19	3.32	**-0.87**		**0.000****	**A**	**A**	
24. Availability & quality of Accommodation	0.490	4.06	3.84	**-0.22**		**0.000****	**B**	**A**	
25. Opportunities for Rest & Relaxation	0.469	4.22	4.10	**-0.12**		**0.001****	**B**	**A**	
26. Availability, quality & tariff of local cuisine	0.454	3.99	3.65	**-0.34**		**0.000****	**B**	**A**	
27. Public Conveniences/Utilities along roads	0.389	4.00	3.35	**-0.65**		**0.000****	**A**	**A**	
Factor Mean		**4.10**	**3.76**	**-0.34**					
F4: Entertainment Factors: Eigen Value 1.141, % of Variance Explained 4.158%									
28. Casino and gambling offer.	0.817	2.76	3.61	0.85		**0.000****	**D**	**B**	
29. Conference offer.	0.704	3.07	3.37	0.30		**0.000****	**C**	**B**	
30. Night life and entertainment.	0.678	3.72	3.91	0.19		**0.000****	**D**	**B**	
31. Availability of sport / recreational activities.	0.557	3.73	3.78	0.05		0.215	**D**	**B**	0.724
32. Possibilities for shopping.	0.473	3.82	3.85	0.03		0.394	**D**	**B**	
33. Rural Tourism	0.459	3.55	3.45	**-0.10**		**0.027****	**C**	**A**	
34. Wellness offer.	0.430	3.71	3.66	**-0.05**		0.160	**D**	**A**	
Factor Mean		**3.60**	**3.66**	**0.06**					
KMO. 0891 Bartlett's test of sphericity 11400.763 ** p < 0.05									

Source: Compiled from Primary Data.
Legend:
* Original IP analysis: **A**: High Importance-Low Performance, **B**: High Importance- High Performance, **C**: Low Importance-Low Performance, **D**: Low Importance-High Performance (IPA Original).
** Modified IP Analysis: **A**: High Priority / Concentrate Here, **B**: Low Priority / Keep up the good work.

Mean analysis found that the Grand Mean Value of the scale in terms for perception of *Importance* of Infrastructure (Expectation) was 3.95. For **F1** -Tourist Assistance, it was 4.00 (Above average) for all variables except 3, i.e., Availability of authorized Tour Operators, Availability of tourist guidance centers & Knowledge and quality of help at tourist offices having slightly less than 'above average importance' values. For **F2** –Infrastructure, it was 4.06 (Above average) with only Parking facilities having slightly less than 'above average' importance. For **F3** - Destination Attractiveness, it was 4.10 (Above average) for all variables except 3 variables i.e. Diversity of cultural and historical attractions, Availability, quality & Tariff of local cuisine & tariff levels of accommodation having marginally less than 'above average importance' values. For **F4** – Entertainment, it was 3.60 (Average) for all variables except Casino & Gambling having 'below average' importance, thereby indicating **F1**-Tourist Assistance, **F2**- Infrastructure and **F3** - Attraction of Destination are generally considered to have 'above average' importance in a destination's appeal and attractiveness whereas **F4** - Entertainment was considered to be only of 'average' importance. (*Refer* ***Table 2***).

The Grand Mean Value for Satisfaction (Experience) of these factors was 3.54 overall. For **F1** (Tourist Assistance) it was 3.33 with all variables showing only 'average' satisfaction. For **F2** (Infrastructure) it was 3.34, indicating 'average' level of satisfaction overall with 3 variables (Condition of airport/railway station, accessibility of destination and assistance at airport/railway station) tending towards the higher end of 'average' satisfaction, with 2 variables (Quality & condition of roads & Parking facilities) tending toward the lower end of 'average' satisfaction. 2 variables (Garbage disposal & Sewerage & drainage) had 'below average' values.

For **F3** (Destination Attractiveness) it was 3.76 overall, indicating 'average' satisfaction, with 3 variables (Friendliness of locals, Natural beauty, Opportunities for rest and relaxation) having 'above average' satisfaction and 2 variables (Availability & quality of accommodation & Diversity of cultural & historical attractions) having slightly less than 'above average' satisfaction. For **F4** (Entertainment) it was 3.66 overall with all variables having 'average satisfaction' levels. However, 2 variables (Nightlife & Entertainment; Possibilities for shopping) tend towards the higher end of 'average' satisfaction and 2 variables (Conference offer and Rural Tourism) tend toward the lower end of 'average' satisfaction thereby indicating Tourist Assistance, Attraction of Destination, Infrastructure & Entertainment (**F1**, **F2**, **F3** and **F4**) are generally perceived to have 'average' performance/satisfaction in terms of the destination's appeal and attractiveness. However, whereas Destination Attraction (**F3**) and Entertainment (**F4**), tend towards the higher end of 'average' performance, Tourist Assistance (**F1**) & Infrastructure (**F2**) tend towards the lower end of 'average' performance.

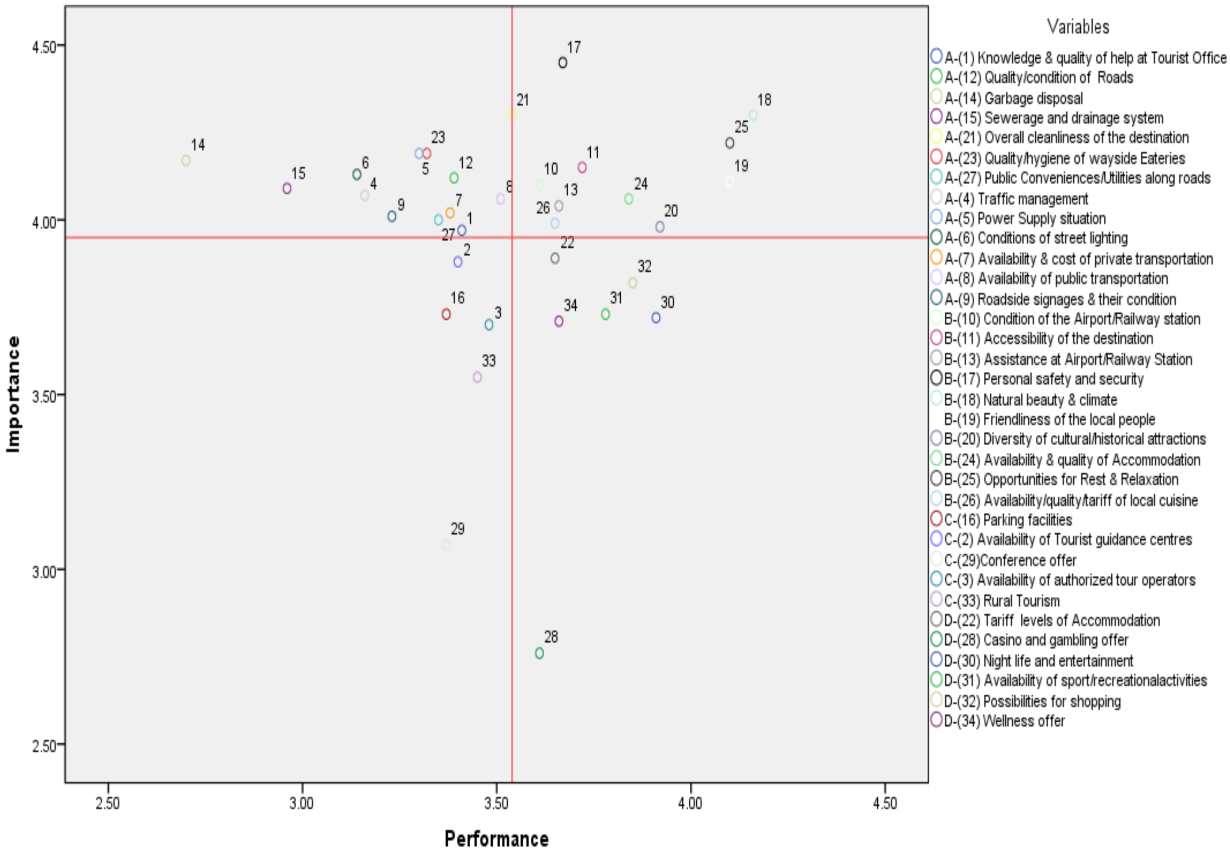
The Paired t-test results (*Refer* ***Table 2***) indicate that for Friendliness of Local People & Diversity of Cultural & Historical Attraction in **F3** (Destination Attraction Factor) and Availability of Sport &Recreational Activity & Possibility of Shopping in **F4** (Entertainment Factor) where there is no significant difference in perception of tourists with regard to Importance given to infrastructure and their Satisfaction. with it, the null hypothesis is accepted.

In the case of all other variables in all four factors there is a significant difference in perception of tourists with regard to Importance given to infrastructure and their satisfaction with it, thus rejecting the Null Hypothesis and accepting the alternate hypothesis. Though Mean Analysis indicated 'average' Tourist satisfaction with all factors, Gap Analysis indicated that both overall as well as for individual variables, the gap was negative for Factors **F1** (Tourist Assistance), **F2** (Infrastructure) and **F3** (Destination Attractiveness), indicating that expectations were higher than actual i.e. importance given was more than satisfaction/performance delivered at the destination and that satisfaction level was low giving rise to an experience that is not completely satisfying and hence may not be repeated. For **F4**, (Entertainment) the overall gap was positive. With the exception of Rural & Wellness Tourism where the gap was negative, all the other variables (Casino & Gambling, Conference Offer, Nightlife, Sport & Adventure, Shopping) had positive values indicating satisfaction was much higher than expectation. Thus, while the highest and lowest gap values for **F1**, **F2**, **F3** were negative indicating dissatisfaction, the highest and lowest gap values for **F4** were positive indicating satisfaction.

Variable 'Condition of street lighting' in **F1** (Tourist Assistance), Variable 'Garbage Disposal' in **F2** (Infrastructure), Variable 'Availability, quality & hygiene of wayside eateries' in **F3** (Attraction/Destination) have the highest negative gap among the variables indicating greatest dissatisfaction. Further, they fall in ***Quadrant A*** (Concentrate here) indicating that greatest efforts and resources should be concentrated on it and be invested in it on a priority basis so as to improve tourist satisfaction. In **F4** (Entertainment) variable 'Casino & gambling' has the highest gap which happens to be positive indicating greatest satisfaction but falls in ***Quadrant D*** (Possible Overkill) indicating that it should be maintained at this level but probably no additional efforts and resources should be allocated due to its low importance.

Whereas, 'Availability of authorized tour operators' in **F1** (Tourist Assistance) and 'Parking Facilities' in **F2** (Infrastructure) have the lowest gap and are negative but fall in ***Quadrant C*** (Low Priority) indicating that investing scarce resources to these variables will offer little strategic advantage and hence, little or no efforts and resources are to be deployed for them as tourists consider them to be of low importance and hence their satisfaction with them though low as well is relatively unimportant.

Figure 3: Importance - Performance Matrix (Original Grid Analysis).



Source: Compiled from Primary Data.

Variable 'Friendliness of Locals' in **F3** (Attraction/Destination) has the lowest gap and falls in ***Quadrant B*** (Keep up the good work) indicating that very little is needed to improve tourist satisfaction with it but that resources should continue to be directed towards this attribute so as to maintain quality at this level. Variable 'Possibilities for shopping' in **F4** (Entertainment) has the lowest gap among the variables and falls in ***Quadrant D*** (Possible Overkill) indicating that it should be maintained at this level but probably no additional efforts and resources should be allocated due to its low importance. (*Refer **Table 2** and **Figure 2***).

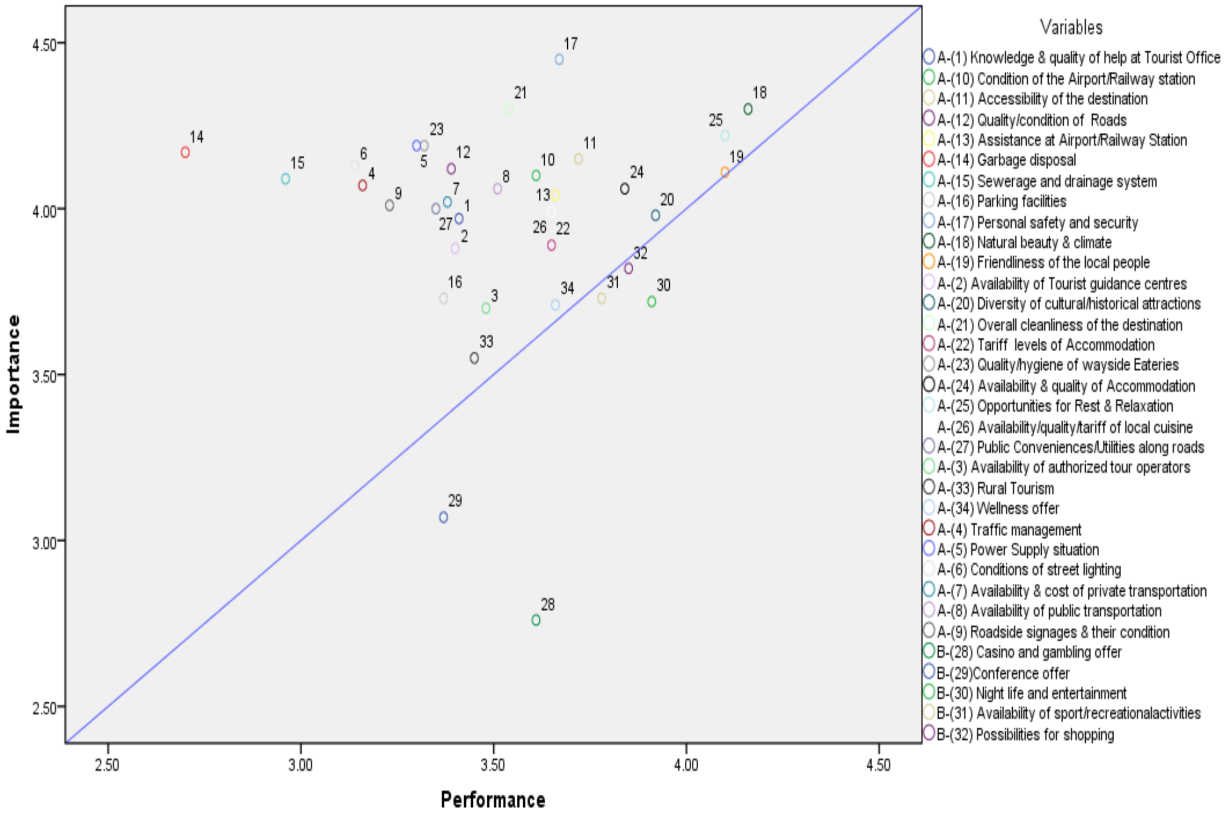
The Importance- Performance Analysis (IPA) is generally regarded as the conventional means of prioritizing attributes to improve service quality using the two dimensions of performance and importance through the development of a four quadrant grid. Martilla and James (1977) who pioneered this technique highlighted that since IPA works with relative rather than absolute measures of importance, therefore the placement of crosshairs in relation to importance-satisfaction mean is subjective (Zeigler et al., 2012).

The IP matrix for this study was plotted and its cross hairs drawn using both scale mean as well as data mean. Since the Original I-P mapping graph in the current study using scale mean or scale centered approach indicated that all 34 attributes were placed in the upper right hand quadrant i.e. 'keep up the good work', it had no discriminative power and no managerial utility in terms of decision making and it was therefore discarded. Further, the Original I-P mapping graph in the current study using data mean or data centered approach i.e. the Mean of Means or Grand Mean scores of Importance and Performance to determine the crosshairs in the grid in Importance – Satisfaction Matrix, i.e., Grid Analysis showed that (*Refer **Table 2*** third last column named ***Original*** and ***Figure 3***) the **13** variables falling in ***Quadrant A*** (Concentrate Here) include knowledge and quality of help at tourist offices, quality/conditions of roads, garbage disposal, sewerage and drainage systems, overall cleanliness of the destination, quality/hygiene of wayside eateries, public conveniences/utilities along roads, traffic management, power supply situation, conditions of street lighting, availability and cost of private transportation, availability of public transportation, and roadside signages and their conditions indicating that greatest efforts and resources should be concentrated on these variables and be invested in them on a priority basis so as to improve tourist satisfaction.

The **10** variables falling in ***Quadrant B*** (Keep up the good work) include condition of the airport/railway station, accessibility of the destination, assistance at airport/railway station, personal safety and security, natural beauty and climate, friendliness of the local people, diversity of cultural / historical attractions, availability and quality of accommodation, opportunities for rest and relaxation, and availability/quality/tariff of local cousins indicating that very little is needed to improve tourist satisfaction with these variables but that resources should continue to be directed towards them so as to maintain quality at this level.

The **5** variables falling into ***Quadrant C*** (Low Priority) include parking facilities, availability of tourist centers, conference offer, availability of authorized tour operators, and rural tourism indicating that investing scarce resources to these variables will offer little strategic advantage and hence, little or no efforts and resources are to be deployed for them as tourists consider them to be of low importance and hence their satisfaction with them though low as well, is relatively unimportant. The **6** variables falling into ***Quadrant D*** (Possible Overkill) include traffic levels of accommodation, casino and gambling offer, night life and entertainment, availability of sport /recreational activities, possibilities of shopping, and wellness offer indicating that it should be maintained at this level but probably no additional efforts and resources should be allocated due to its low importance.

Figure 4: Importance - Performance Matrix (Modified Grid Analysis).



Above the diagonal line: QUADRANT A, High Priority, concentrate here.
Below the diagonal line: QUADRANT B: Low Priority, Keep up the Good work
Source: Compiled from Primary Data.

Since the Modified I-P mapping graph in the current study using the diagonal drawn from the scale origin (*Refer* ***Table 2*** second last column named ***Diagonal*** and ***Figure 4***) indicated that except for the 5 variables coming under **F4** (Entertainment), viz., casinos and gambling offer, conference offer, night life and entertainment, availability of sport / recreational activities, and possibilities for shopping (falling under ***Quadrant B)***; all the remaining 29 variables are falling under the upper right hand (above the diagonal line) coming under ***Quadrant A*** (concentrate here) where serious efforts are required to manage the resources so that the destination attraction can be sustained in the coming years. Those 5 variables falling under **Quadrant B** (keep up the good work) also needs to be managed by way of sustaining resources efficiently.

Though the original IPA resulted in only ***13*** out of the ***34*** variables coming under ***Quadrant A***, **7** falling under **F1** (tourist assistance), **3** falling under **F2** (infrastructure), and **3** falling under **F3** (attraction/destination). But in the case of revised IPA, almost ***29*** out of ***34*** variables coming under **Quadrant A**, all of the variables under the three factors **F1** (tourist assistance), **F2** (infrastructure), and **F3** (attractions / destination). Though only ***2*** out of **7** of **F4** are falling under Quadrant A, the entire picture is a clear cut indication that the facilities available for tourism in the state of Goa are almost non-existent or not managed properly or badly managed. This is a serious issue which needs to be tackled by the concerned authorities on war footing else the negative impact of tourism will be creeping in to the Goan tourism industry than the positive impacts.

Thus the hypothesis is rejected and in general, tourists visiting the state are not satisfied with the four factors: ***H_1***: *There is no significant difference between Tourist perception about the Importance given to and Satisfaction with*: (a) Tourist Assistance Factor (**F1**); (b) Infrastructure Factor (**F2**); (c) Attraction/Destination Factor (**F3**); & (d) Entertainment Factor (**F4**), which are available in the state for tourism before and after the trip. (*Refer* ***Table 2***).

5. SUMMARY AND RESEARCH IMPLICATIONS

This research has been undertaken in order to evaluate the importance and satisfaction of tourists' towards the infrastructure, facilities, amenities and services offered by the tourist destination of Goa. The study has significant implications both for practitioners and academics. From the management perspective the results may provide clear guidance for the improvement of the tourism industry by identifying the main areas where intervention is both necessary and desirable according to the tourists' perceptions, particularly in view of sustaining the destination's competitiveness. Mean Analysis of 34 variables shows 'average' level for both Importance (3.95) & Satisfaction (3.49), This indicates that in general, while tourists are satisfied with the facilities available as a whole, the level of satisfaction is not very high. In-terms of the hypothesis framed with respect to the 4 factors, except for two variables in **F3** (Attraction / Destination) and three variables in **F4** (Entertainment) which are not significant the remaining 29 variables in the 4 factors are significant before and after the trip. Thus the hypothesis is rejected and in general, tourists visiting the state are not satisfied with the four factors.

The IP analysis has been carried out both as per the original IPA using four quadrants as well the modified IP analysis approach using the diagonal having 2 regions. In particular, as per the original IPA, **13** variables altogether (**7** variables from **F1**-Tourist Assistance, **3** from **F2**-Infrastructure and **3** from **F3**-Destination) fall in ***Quadrant A*** and urgently require concentration of efforts and resources for improvement particularly garbage and sewerage, condition of street lighting, availability and quality of wayside eateries; which have the largest gap and are therefore, undoubtedly the most important area of concern to be improved on a priority basis, because these are rated high in importance so they are perceived as relevant determinants of tourism experience and if satisfaction is low, they will definitely affect the tourism experience, the decision to return and to recommend it to others.

10 variables in just two factors (**6** from **F3**-Destination / Attraction and **4** from **F2**-Infrastructure) are rated high both in importance and satisfaction, and fall in **Quadrant B** including Friendliness of the locals which also has the lowest gap value as per the Gap Analysis. Efforts are to be made and resources deployed to ensure that quality and satisfaction levels are maintained at a high level.

5 variables altogether (**2** from **F1**-Tourist Assistance, **1** from **F2**-Infrastructure, and **2** from **F4**-Entertainment) fall in **Quadrant C.** These variables are considered Low priority and no further resources are to be allocated to them as they offer little strategic advantage and generally may be ignored until some point at which tourists begin to view them with more importance**.** **6** variables overall (**5** from **F4**-Entertainment and **1** from **F3**-Attraction/Destination) fall in **Quadrant D** which represent attributes of lesser importance, but high performance/satisfaction which should be maintained. However, high satisfaction here could indicate wasteful deployment of resources which could otherwise be better utilized in priority areas.

Though only **13** variables out of **34** were falling under **Quadrant A** in the original IPA, the modified IPA is showing a completely different picture, which is really shocking. As per the modified IP analysis, using the diagonal approach, 29 variables out of 34 are falling in **Quadrant A** indicating an increase of 16 variables to this quadrant. Thus, in the modified IPA all of the variables form F1-Tourist Assistance, F2-Infrastructure, F3-Attraction / Destination, and only 2 from F4-Entertainment are in **Quadrant A**. specifically, the variables which have shifted from other quadrants to **Quadrant A** include:

- **2** from **F1** (Tourist Assistance); i.e.; availability of tourist guidance centers; and availability of authorized tour operators.
- **5** from **F2** (Infrastructure); i.e.; condition of the airport / railway station; accessibility of the destination; assistance at airport / railway station; parking facilities; and personal safety and security.
- **7** from **F3** (Attraction / Destination); i.e.; natural beauty and climate; friendliness of local people; diversity of cultural / historical attractions; tariff levels of accommodation; availability and quality of accommodation; opportunities for rest and relaxation; and availability, quality and tariff of local cuisine.
- **2** from **F4** (Entertainment); i.e.; rural tourism; and wellness offer.

The ***first*** major shift happened is in **F3** (Attraction / Destination); where only **3** variables were falling in **Quadrant A** in the original IPA, but the modified IPA made the remaining **7** variables also fall under **Quadrant A**, making the situation more serious with respect to Attraction / Destination factor where all 10 variables requires concentrated efforts to maintain the attractiveness of the destination. Not a single variable is considered by the tourists as attractive, which means the quality and hygiene of the food, water, sanitation, accommodation are considered unsatisfactory or mismanaged to such an extend and such a way that tourists are exploited at all levels.

The ***second*** major shift happened is in **F2** (Infrastructure); where from **3** variables it became **8** with the addition of **5** more to **Quadrant A**; making this quite problematic and indicating that none of the infrastructural aspects are considered satisfactory; especially the entry point strategic issues like conditions at the airport / railway stations, as well as the tourist assistance at the airport / railway stations, accessibility to destinations, parking facilities, and most important personal safety and security. This suggests that the entire Goan tourism industry is unsafe and unstable, yet the tourist flow is increasing every year thus making Goa as a paradox.

The ***third*** shift happened in a uniform way, 2 variables each, from **F1** (Tourist Assistance) and **F4** (Entertainment), but not having the same significance. There were already **7** variables in **Quadrant A** from **F1** (Tourist Assistance) in the original IPA, the remaining **2** more variables also joined with others and shifted and made **F1** (Tourist Assistance) completely falling in **Quadrant A**, indicating that tourists are not at all happy with any of the assistance provided in the state of Goa where tourism is considered as the prominent industry. Tourists feels that they are being taking for a ride by the false promises made in various advertising mediums (both online and offline). With respect to **F4** (Entertainment), there were no variables in the original IPA, but in the modified IPA only **2** variables came under **Quadrant A**, remaining 5 variables seems somewhat in a state where tourists consider them as acceptable, though not fully satisfactory.

Gap Analysis however, shows the existence of a gap, i.e., – 0.67 for **F1** (Tourist Assistance), – 0.72 for **F2** (Infrastructure), – 0.34 for **F3** (Attraction/Destination), and + 0.06 for **F4** (Entertainment). Except for **F4** (Entertainment) all other factors are having negative gap indicating general dissatisfaction, that may be the main reason why all variables from **F1**, **F2**, and **F3** fallen under **Quadrant A** in the modified IPA. The High gap value for – 0.67 for **F1** (Tourist Assistance) and – 0.72 for **F2** (Infrastructure) which are indicates a lack of balance between perception of importance and actual satisfaction with the same and a consequent need for Government, Service Providers and those responsible for tourism in the state, to improve the tourist offer by identifying the main areas where intervention is both necessary and desirable according to the tourists' perceptions, particularly in view of sustaining the destination's competitiveness. From the perspective of research, this study supports the adoption of the IPA as a framework for evaluating tourist satisfaction and the framework used for the State of Goa could be used in other mass tourist destination, as a benchmarking tool. Such a framework can also be utilized in further research on tourist satisfaction in terms of different segments i.e. the differences in perceptions among domestic and International tourists as well as differing perceptions among International tourists so as to make promotion segment specific and hence more effective.

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ARTIGO /ARTICLE/ ARTÍCULO

NOVOS RUMOS PARA O TURISMO DO ESTADO DE SÃO PAULO: DO PROJETO DE LEI COMPLEMENTAR 32/2012 À APROVAÇÃO DA LEI COMPLEMENTAR N.32/2015

Cintia Moller*

Resumo

O objetivo deste artigo é avaliar a autonomia do Estado no processo de políticas públicas de turismo. Portanto, pretende-se examinar as articulações políticas subjacentes ao Projeto de Lei Complementar 32/2012 (i.e., PLC 32/2012) e subjacentes ao processo de implementação da Lei Complementar n. 1.261/2015 (i.e., LC 1.261/2015), sendo que a existência desta última é decorrente da aprovação do PLC 32/2012. Saliente-se que tanto o PLC 32/2012 como a LC 1.261/2015 preconizam a ampliação do apoio financeiro governamental incluindo não somente as cidades estância, mas também os municípios de interesse turístico. Para realizar esta pesquisa, adotou-se abordagem qualitativa e optou-se por um estudo de caso, com observações participantes, entrevistas semiestruturadas e entrevistas focadas. A pesquisa empírica revelou que o PLC 32/2012 encontrou obstáculos, ao longo de sua trajetória, pois ameaçava o *status quo*. Todavia, ao final de quatro anos de tentativas (i.e., de março de 2012 até março de 2015), tais dificuldades foram superadas e o mesmo foi aprovado, dando origem à LC n. 1.261/15, sobre a qual também pretendemos investigar neste trabalho, com vistas a analisar eventuais resistências que a mesma vem enfrentando no âmbito de seu processo de implementação. De fato, a LC 1.261/2015, em vigor, estabelece novos rumos para o turismo paulista, criando um elenco de requisitos técnicos para seleção das referidas localidades, o qual contraria a lógica tradicional que desde há muito permeou sua escolha, sobretudo a das cidades estância.

Palavras-chave: Políticas Públicas. Legislação. Cidades Estância.

New directions for Tourism in the State of São Paulo: From Bill 32/2012 to the Approval of Law n.32/2015

Abstract

This paper discusses the autonomy of the State in the public policy process regarding the tourism sector. Therefore, it intends to examine the political discussions underlying Bill 32/2012 and underlying the process of implementation of Complementary Law 1.261/2015, whose origin comes from the aproval of Bill 32/2012. It should be noted that both Bill 32/2012 and Complementary Law 1.261/2015 aim at broadening the state financial support in order to include not only the touristic resorts but also the municipalities with touristic vocation. With regard to the methodology, we used a qualitative approach and conducted a case study, which included participant observations, semi-structured and focused interviews. The empirical research revealed that Bill 32/2012 faced obstacles, throughout its trajectory, since it threatened the status quo. However, at the end of four years of negotiations (i.e., from March of 2011 to March 2015) such difficulties were overcome and Bill 32/2012 was finally approved giving birth to Complementary Law 1.261/2015. Thus, Complementary Law 1.261/2015 which is the legislation in force will be also object of our study in order to find out whether obstacles are emerging to deter its implemantation. Actually, Complementary Law 1.261/2015 presently in force established new directions for tourism in the state of São Paulo, creating a set of technical requirements for selecting these localities, which opposes the traditional logic that has long dictated their choice, particularly that of the touristic resorts.

Keywords: Public Policies. Legislation. Touristic Resorts.

Nuevos Rumbos para el Turismo en el Estado de São Paulo: del proyecto de ley complementaria 32/2012 hacia la aprobación de la ley complementaria N.32/2015

Resumen

El propósito de este artículo es evaluar la autonomía del Estado en el proceso de la política turística pública. Por lo tanto, tenemos la intención de examinar las políticas que subyacen al Proyecto de Ley Complementaria 32/2012 (es decir, PLC 32/2012) y que se basa el proceso de implementación de la Ley Complementaria n. 1261/2015 (es decir, LC 1261/2015), y su existencia se debe a la aprobación del PLC 32/2012. Cabe señalar que tanto el PLC 32/2012 como el LC 1261/2015 llamado

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para la expansión del apoyo financiero del gobierno incluyendo no sólo las ciudades turísticas, pero las ciudades de interés turístico. Para llevar a cabo esta investigación, hemos adoptado un enfoque cualitativo y optamos por un estudio de caso con la observación participante y entrevistas semiestructuradas. La investigación empírica revela que el PLC 32/2012 encontró obstáculos a lo largo de su trayectoria, ya que amenazó el *statu quo*. Sin embargo, después de cuatro años de negociaciones (es decir, desde marzo 2012 hasta marzo 2015), estas dificultades se han superado y se ha aprobado, lo que lleva a la LC n. 1,261 / 15, en el que también tenemos la intención de investigar en este trabajo, con el fin de analizar la posible resistencia que se ha enfrentado a lo largo de su proceso de implementación. De hecho, la LC 1261/2015 en vigor, establece nuevas direcciones para el turismo de Sao Paulo, la creación de una lista de requisitos técnicos para la selección de estos lugares, lo que va en contra de la lógica tradicional que ha permeado mucho su elección, sobre todo de las ciudades estancias termales.

Palabras clave: Políticas Públicas. Legislación. Ciudades Estancia.

1 INTRODUÇÃO

Em Agosto de 2011, constitui-se, na Assembléia Legislativa do Estado de São Paulo, a Comissão de Estâncias, por meio do Ato n. 105, de 2011. Esse órgão foi concebido por alguns deputados estaduais, com o intuito de estudar e revisar a legislação atual sobre cidades estância.

Assim, esse organismo coordenou várias reuniões, buscando ouvir contribuições e refletir sobre estudos relacionados a esse tema e, para tanto, consultou diversos especialistas e atores estratégicos tais como: representantes do Centro de Estudos e Pesquisas de Administração Municipal (CEPAM), do Departamento de Apoio ao Desenvolvimento das Estâncias (DADE), da Secretaria da Fazenda do estado de São Paulo, da Secretaria do Turismo do estado de São Paulo, do Conselho Estadual de Turismo (CONTUR), da Associação das Prefeituras das Cidades estância do Estado de São Paulo (APRECESP) e da Associação dos Municípios de Interesse Cultural e Turístico (AMITur), dentre outros.

Como resultado desses esforços, foi proposto, em março de 2012, na Assembleia Legislativa de São Paulo, o Projeto de Lei Complementar 32/2012 (doravante denominado PLC 32/2012), pela Frente Parlamentar pelo Desenvolvimento dos Municípios de Interesse Turístico (FREMITUR). A esse respeito, cabe destacar um dos principais argumentos utilizados pelos apoiadores do referido projeto de lei para defendê-lo, a saber: ele almejava modernizar e democratizar parte da legislação turística vigente no estado de São Paulo, a qual se entendia beneficiava, *a priori*, um grupo minoritário de municípios, i.e., as cidades estância (localidades em que a atividade turística encontra-se em estágio mais amadurecido).

Desse modo, os apoiadores do PLC 32/2012l advogavam que ele tinha um caráter democrático, pois além de contar com apoio de múltiplos atores (estatais e societais), se aprovado, ele iria contribuir para ampliar o número de municípios a serem beneficiados com os recursos gerenciados pelo Departamento de Apoio e Desenvolvimento das Cidades Estância (DADE) - os quais são direcionados exclusivamente para as cidades estância. Ademais, o referido projeto de lei sugeria a institucionalização de uma nova categoria, i.e., os municípios de interesse turístico, possibilitando a eles ter acesso a recursos públicos, que lhes permitiriam incentivar o turismo local. O PLC 32//2012 também introduzia algumas inovações, propondo um novo conceito de cidade estância - baseado no entendimento de que os atributos que tradicionalmente qualificavam essas localidades não mais se sustentavam na atualidade –, além de revisões periódicas do enquadramento de todo esse elenco de municípios. Assim, por esta perspectiva, o PLC 32//2012 previa que tanto as cidade estância como os municípios de interesse turístico seriam avaliados periodicamente, com a finalidade de verificar se os mesmos se enquadravam nas categorias em que estão classificados, cumprindo certos requisitos legais, sendo que o não cumprimento destes poderia comprometer a renovação ou até mesmo implicar na revogação do seu *status*.

Ao final de quatro anos de tratativas (i.e., de março de 2012 até março de 2015), as dificuldades para a aprovação do PLC 32/2012 foram superadas e o mesmo foi finalmente aprovado, em 29 de abril de 2015. Deste modo, com a aprovação do referido projeto, deu-se origem a Lei Complementar 1.261 (denominada doravante de LC 1.261/15), sobre a qual também pretendemos investigar neste trabalho, com vistas a analisar se a mesma vem enfrentando resistência de atores no âmbito de seu processo de implementação.

Com base no exposto, o objetivo desse estudo de caso é investigar de que forma alguns dos principais atores (públicos e societais) do turismo paulista alcançaram influenciar o processo de construção do PLC32/2012, inserindo modificações e/ou impedindo o ingresso de tópicos no seu texto, até a sua versão final. Ademais, pretende-se examinar o processo de implementação da LC 1.261/15, até o momento, isto é até dezembro de 2015, para verificar se a mesma enfrenta eventuais dificuldades para sua efetivação.

2 REFERENCIAL TEÓRICO

A segunda metade do século XX deu ensejo ao fortalecimento da área disciplinar de estudos de políticas públicas, especialmente em razão da publicação de dois livros "*The policy Sciences: Recent Developments in Scope and Metods*" (1951), de Daniel Lerner e Harold Lasswell e "*The governmental process: Political Interests and Public Opinion*" (1951), de David Truman. De fato, a partir destas publicações, reforçam-se as tendências de as *policy sciences* separarem-se da ciência política, para se tornarem um campo multidisciplinar, normativo e voltado para a resolução de problemas públicos concretos (HOWLETT, RAMESH, PERL, 2013).

Assim, em "*The governmental process: Political Interests and Public Opinion*" (1951), Truman (1951) argumenta, por exemplo, que o governo tem um importante papel no que concerne a estabelecer as condições de atuação dos grupos de interesse, sendo natural a reação daqueles grupos que se sentem ameaçados. Alerta igualmente, que é mais fácil entender o processo de políticas públicas a partir do momento em que se reconhece o papel que os grupos de interesse assumem no âmbito deste processo. Com efeito, para o autor, a essência da política é a controvérsia e o conflito decorrentes das atividades realizadas pelos diversos grupos de interesse, valendo dizer também que a competição entre eles auxilia e alavanca o processo de políticas publicas.

No caso de Lasswell (1951), ele advoga em seu capítulo do livro "*The policy Sciences: Recent Developments in Scope and Metods*", cujo título é "*The policy orientation*", que as *policy sciences* são um novo campo de conhecimento, acrescentando que o processo de políticas públicas merece ser percebido tal qual um objeto de estudo próprio. Deste modo, para ele, as *policy sciences* se destacam por uma "orientação para as políticas" e se apoiam e se utilizam de todas as diversas áreas do conhecimento. Assim, o escopo desta área emergente de estudos é agregar conhecimento ao processo de formulação e implementação de políticas públicas, aprimorando a racionalidade do mesmo.

Em outras palavras, como o próprio Lasswell (1951, p.3) reafirma, o objetivo principal das *policy sciences* é "aumentar a racionalidade no fluxo de decisão", esclarecendo metas, tendências e possibilidades futuras.

Com relação ao desfecho das decisões, ou seja, os resultados, Starbucck, *apud* Buchanan e O'Connell (2006), destacam a forte relação existente entre decisões e seus efeitos, sobretudo quando relembram que a tomada da decisão evidencia o final da estágio de deliberação e o início da importante fase da ação, acrescentando ainda que, mesmo uma boa decisão não é sinalizador de que o resultado será satisfatório, evidenciando a existência de que uma certa dose de risco faz parte inerente a qualquer decisão nesta seara.

De fato, sobretudo em termos contemporâneos, a política pública ocupa espaço privilegiado na vida das pessoas, na medida em que ela pode impactar sensivelmente o bem-estar e a qualidade de vida das sociedades. Da mesma forma, é visível que governos, por serem aqueles que gerenciam e controlam os recursos, detêm grande responsabilidade de apoiar as sociedades, de modo que elas possam satisfazer suas necessidades futuras, bem como proteger-se contra riscos e adversidades. Vale lembrar igualmente, que políticas bem-sucedidas requerem processos eficazes e eficientes com a finalidade de conciliar demandas conflitantes. Em contrapartida, é perceptível que políticas pouco consistentes resultam, em regra, de falta de coordenação e de uma elevada dose de irracionalidade (HOWLETT, RAMESH, PERL, 2013).

Para Souza (2006, p.25-26), os debates sobre políticas públicas requerem que se responda a questionamentos sobre o espaço que os governos dispõem no contexto da definição e da implementação de políticas públicas.

Dessa maneira, e buscando lançar luz sobre essa questão, a referida autora reitera que no âmbito de sociedades e Estados complexos, como os constituídos no mundo moderno, a perspectiva teórica prevalecente advoga que o Estado usufrui de autonomia relativa. Por conseguinte, se por um lado, o Estado usufrui de um espaço próprio de atuação, por outro lado, está sujeito e permeável a pressões e influências externas, sendo esta configuração a responsável, ao final, por gerar condições para a implementação das políticas públicas.

Miliband (1983:58) também refuta a tese da "neutralidade do Estado", insistindo na idéia de sua autonomia relativa. Na sequência, ele admite que existe um certo consenso entre as diversas correntes de pensamento quanto ao fato de que o

Estado é constrangido em sua autonomia, por forças externas.

Com efeito, o referido autor reafirma que na visão liberal ou democrata pluralista a não primazia do Estado se deve às pressões advindas de uma pluralidade de grupos, interesses, partidos, dentre outros, enquanto na visão marxista, a não autonomia do Estado está relacionada com a pressão dos lobbies, organizações privadas e públicas a serviço do capital.

Assim, para Miliband (1982, p. 25; 73), há um elenco de forças e pressões poderosas capazes de influenciar as decisões estatais, valendo reiterar que são diversos os atores "que detém poder fora do sistema estatal e cujo poder afeta este último [i.e. o Estado] em grande medida". Ademais, o aludido estudioso expressa sua preocupação com a crescente "concentração do poder econômico privado nas sociedades capitalistas avançadas [...] e seu impacto sobre o Estado", sendo esse cenário especialmente notório ao se analisar as relações entre o Estado e a classe dominante, dado que estas relações se notabilizam pelo elevado grau de proximidade (MILIBAND, 1982, p.73; 77).

Nesse particular, ele também adverte que frequentemente, os detentores do poder estatal se confundem com os agentes do poder econômico privado, reconhecendo, portanto, que grandes atores econômicos estão diretamente envolvidos no governo e "tanto mais diretamente à proporção em que o Estado passa a ocupar-se mais com a vida econômica (MILIBAND, 1982, p.78). Em suma, na ótica do referido estudioso, nas duas perspectivas – i.e., marxista e liberal ou democrata pluralista –, o Estado não se sobressai, em regra, como *locus* de origem ou de iniciação das ações, atuando muitas vezes, no sentido de reagir/responder às forças externas e pressões.

Para Subirats (2012, p.1-3), vive-se atualmente, em uma sociedade mais interdependente em nível global, em que se observa o aumento da fragmentação institucional e em que o Estado perde relevância. Nesse cenário, os processos de decisão pública baseiam-se cada vez mais em lógicas interligadas – com poder relacional e capacidade de exercer influências – e menos em uma hierarquia formal. Consequentemente, o Estado não é a representação democrática única é indiscutível de um conjunto de indivíduos, ou seja, está longe de ser o ator mais forte e influente, sendo apenas mais um agente no contexto das relações de poder, limitado na sua capacidade de ação.

Na sequência, Subirats (2012, p.6-8) chama atenção para o fato de que frequentemente, acredita-se que os atores institucionais representam a "coisa pública". Todavia, lembra que isso não impede a presença e a intervenção de outros atores, que podem reivindicar a representação de interesses gerais. Para ele, a própria concepção democrática e o princípio do Estado de Direito requerem a participação dos atores privados, que têm seus objetivos e interesses impactados de alguma forma pelo problema coletivo, o qual se tenta equacionar.

A esse respeito, o próprio autor alerta que a definição de um problema público é influenciada pelas forças políticas, destacando a importância do papel dos vários atores e sua capacidade de impulsionar certos temas e/ou de bloquear determinadas "questões". Assim, os problemas, ao emergirem no interior da sociedade civil se "debatem" em meio a um espaço político-administrativo e, é a partir desses embates que alguns deixam de ser simples "demanda social" e ganham status de "necessidade pública".

Portanto, na visão de Subirats (2012, p.6), o espaço de uma política pública é o marco em que atores públicos interagem, com intensidades variadas, com outros atores não-públicos, possibilitando a construção de ações alternativas. Por conta disso, pode-se dizer que uma política pública é concebida e gerenciada em conjunto, por agentes públicos e privados, que formam uma espécie de rede de relações. O núcleo desses atores expressa um grande interesse em não perder sua posição e empenha-se em controlar e mesmo em limitar o acesso de novos atores a esse espaço. Desse modo, o referido "núcleo de atores" desenvolve certos recursos, tais como uma linguagem própria, coerente e alinhada com "sua política" e busca monitorar os circuitos de informação, com o objetivo de controlar o grau de abertura dessa política, visando em última instância, dificultar o ingresso de outros atores, que poderiam ameaçar o equilíbrio de poder e os pactos já estabelecidos.

No que concerne às atividades estatais, para Saravia (2006, p.24), o ambiente atual em que se desenvolvem as referidas atividades é crescentemente dinâmico, em decorrência da globalização econômica, da evolução das comunicações e da informática, favorecendo consequentemente, a articulação entre indivíduos, empresas, organizações nacionais e internacionais, tanto quanto entre Estados.

Saravia (2006, p.29) observa igualmente que o processo de políticas públicas "não possui uma racionalidade manifesta". Desse modo, para ele, não se trata de um fluxo tranquilo de decisões, no qual cada ator tem conhecimento claro do seu papel e de como desempenhá-lo. Na verdade, a sensação de desordem que se tem diante da turbulência e da complexidade do processo de políticas públicas bem como a percepção da debilidade do Estado para implementá-las impactam não apenas o cidadão comum, afetando também os atores administrativos, políticos e seus analistas.

Com referência à influência de grupos sobre a ação estatal, Diniz e Bosh (1986:29) sugerem analisar a política da representação de interesses em termos da disputa por recursos de poder. Tal disputa pode se expressar por meio de tentativas de influenciar diretamente o processo decisório, mas também via procedimentos diversos, como ações empreendidas no sentido de pressionar a elite dirigente em favor da adoção de uma opinião ou por intermédio de campanhas amplas em torno de princípios gerais (os quais, no entanto, tem um forte apelo politico), cuja finalidade é revitalizar a posição relativa do grupo em questão. (LEFT,1968, apud DINIZ; BOSH,1988, p.29).

Ademais, em termos de processo decisório, Diniz e Bosh (1986, p.29-30) alertam que é possível que um grupo de atores detenha pouca ou nenhuma capacidade de iniciativa no campo das políticas públicas. Porém, ao longo da evolução do processo decisório, tais atores podem vir a reunir poder de negociação ou de veto. Com efeito, alguns atores sociais são capazes de incentivar certas formas de ação, cujo objetivo é impulsionar o Estado em direção à redefinição de sua atuação em determinadas esferas ou levá-lo a se posicionar com relação a temas e áreas que até então escapavam de seu raio de atuação.

Quanto ao papel do governo, no campo das políticas públicas, segundo Kingdon (1995, p. 42; 153), há que ser considerar as eventuais transformações que ocorrem no seu interior e seus impactos no processo decisório. Na esfera do Legislativo, por exemplo, alterações de congressistas e das comissões parlamentares criam oportunidades para emergência de novas propostas, ao mesmo tempo em que concorrem para promover o esquecimento de outras. Da mesma forma, mudanças no Poder Executivo, i.e., nos Ministérios e Secretarias de governo, geram uma nova onda de disputas por espaços politicos, impactando a agenta governamental.

Adicionalmente, ele também reconhece a existência de vários grupos fora do círculo governamental, que exercem influência na agenda do governo. Todavia, nesse caso, sustenta que apesar de o núcleo principal do Poder Executivo (i.e., presidente, governador ou prefeito e seus *staffs* mais próximos) ter papel central no âmbito do estabelecimento da agenda, no que tange à inserção de alternativas / ajustes aos projetos oferecidos bem como da implementtação dos mesmos, ele detêm controle menor, em razão da importância que adquirem outros atores (públicos e societais), nessas fases.

Ademais, com referência à temática da agenda, vale lembrar a reflexão de Allen (2012, p.21;33), que ao se referir a este assunto, explora a noção de "agenda oculta", reiterando que por detrás dos elementos racionais, da lógica e dos fatos que motivam e respaldam o processo decisório, há uma "agenda oculta", a qual tem a ver com valores, crenças, desejos e necessidades, os quais frequentemente não são óbvios e, dificilmente expressos por meio de palavras. Neste particular, que chama atenção, a partir de suas pesquisas, que diante da ausência de emoções, é impossível a tomada de decisões, evidenciando que o processo decisório não é fluxo onde impera apenas a racionalidade.

De acordo com Theoudoulou (1994, p.2), a reflexão a respeito de políticas públicas estimula a emergência de um amplo elenco de questionamentos. De início, é preciso ter consciência de que há uma distinção entre o que o governo pretende fazer e o que ele de fato realiza, bem como de que a inatividade do governo é tão importante quanto a sua efetiva atuação. Considere-se ainda a noção de que a política pública não está restrita a atores formais e isto significa reconhecer que existem atores informais, os quais atuam influenciando e constrangendo o processo político, sendo que alguns deles são de notória relevância. Segue-se também a necessidade de se ter claro que a politica pública não se limita à analise de legislações, regulamentos, regimentos, relatórios governamentais, requerendo o exame de outros elementos, para além dos normativos.

A partir dessa perspectiva, a produção de políticas públicas é percebida como um processo em curso, que envolve muito mais do que a simples etapa de promulgação de uma lei, pressupondo também um conjunto de ações subsequentes, relativas as suas implementação, efetivação e avaliação. Além disso, não se deve separar o conceito de políticas públicas do tema da política e do ambiente no qual ela é concebida e implementada.

Para finalizar, o autor conclui que a política pública, em geral, além de buscar harmonizar várias demandas conflitantes, de um lado, com recursos escassos, do outro, estabelece incentivos para cooperação e ação coletiva, e esse processo seria percebido como irracional, caso não se considerasse a influência do governo.

Lowi (1994, p.2) argumenta que o termo política pública expressa a interpenetração entre o governo liberal e a sociedade, ultrapassando a simples noção de leis, estatutos e assemelhados. Por conta disso, chama atenção para a emergência de novos valores na cultura política, relativos à publicização de decisões, os quais remetem à idéia de esfera pública com um sentido distinto da noção de esfera estatal.

Para Marques (1997, p.29-30), a abordagem marxista, a qual reconhece a influência preponderante dos capitalistas na constituição das ações do Estado, é acertada. Todavia, ele argumenta que é relevante considerar também outros atores, cujo impacto se faz sentir nas políticas públicas, como os agentes estatais e as corporações profissionais. Por conta disso, tal qual ressalta a literatura neoinstitucionalista, é necessário levar em conta a influência das instituições políticas e do próprio Estado.

Assim, se a classe capitalista (ou alguns de seus segmentos) apoia uma determinada política, ela dependerá dos funcionários do Estado para implementá-la, os quais podem criar dificuldades - mesmo que constrangidos por conjunturas concretas – e agir por conta própria. Por outro lado, os funcionários do Estado podem estar interessados em implementar algum projeto dos capitalistas ou alguma política específica, aos quais, entretanto, estão associados obstáculos que dificultam a consecução da tarefa, tornando-a bastante difícil.

É possível dizer igualmente, que a classe capitalista deseje substituir ou extinguir instituições e funcionários públicos, valendo considerar que esse objetivo também pode vir a se constituir árdua empreitada. Desse modo, Marques (1997, p.34) conclui que o resultado das políticas é incerto, depende de embates e das abordagens adotadas pelos vários atores, cabendo salientar, como já foi mencionado, que os três mais importantes são: os capitalistas, as corporações profissionais e os atores estatais.

Consequentemente, sugere que para se compreender melhor a produção e a implementação de políticas públicas é necessário se proceder a um estudo dinâmico das relações entre os diversos atores, o qual pode ajudar a entender o papel de cada um no âmbito do processo de produção de políticas públicas, bem com as estratégias que eles utilizam. Com referência a essa questão, também recomenda considerar que existem diferenças entre os atores, as quais não são facilmente idenficadas, visto que é comum a superposição ou interligação entre os diversos agentes.

No que concerne ao Brasil, note-se que os debates que levaram à Constituição de 1988 colocaram destacada ênfase nos direitos de cidadania, na descentralização política e no poder local. A partir deste novo contexto político, criaram-se condições para que se iniciassem experiências inovadoras de participação popular em diversos governos municipais (Santos, 2002). De fato, de acordo com o Avritzer (2016), desde finais da década de 1980 em diante, assistiu-se a um processo de aprofundamento democrático, responsável pela criação de instituições participativas em várias áreas (saúde, assistência social, planejamento urbano, meio ambiente, turismo, etc), podendo-se dizer que a participação social tornou-se uma das estrelas da redemocratização brasileira.

Na visão de Abers e Kech (2008, p.99) há que se salientar também que o advento da redemocratizacao (cujo marco temporal é a década de 1980) provocou significativos impactos na seara das decisões estatais, cabendo destacar que esse processo logrou contribuir para disseminar o desejo crescente do cidadão por maior participação na vida pública, gerando, por conseguinte, efeitos no processo de políticas públicas. A esse respeito, segundo Melo (1999, p.81-82), a partir da transição democrática brasileira, iniciada nos anos de 1980, temáticas relacionadas à participação da sociedade no curso das ações estatais, à transparência e à descentralização, dentre outras, passaram a fazer parte da agenda emergente de pesquisas.

Assim sendo, mesmo em face dos percalços e das turbulências que a democracia Brasileira vem enfrentando, Avritzer (2016) reitera que o nosso país encontra-se no rol das nações com democracias fortes, vigorosas e consolidadas, com base em qualquer critério significativo proposto por teorias que medem o estado da arte da democracia.

A partir dos trabalhos abordados, pretendeu-se conhecer a visão de alguns estudiosos com respeito a autonomia do Estado em relação ao processo de políticas públicas bem como refletir sobre o papel dos vários atores (estatais e societais) no âmbito do referido processo. Além disso, também se procurou, mesmo que ao final desse tópico e de forma breve, salientar os desafios e as dificuldades para democratizar o processo decisório e para ampliar a participação cidadã.

3 METODOLOGIA

Para a realização desse artigo, adotou-se uma abordagem qualitativa e realizou-se um estudo de caso. Os dados foram coletados a partir de observações participantes, entrevistas semiestruturadas e entrevistas focadas. Também se procedeu a uma pesquisa documental.

No que concerne à modalidade observação participante, os pesquisadores inicialmente, no decorrer de 2011 e 2012, acompanharam três reuniões para se discutir o PLC 32/2012, realizadas na Assembleia Legislativa de São Paulo, nas quais estavam presentes vários atores (estatais e societais) do turismo paulista.

Paralalemente, durante 2012, 2013 e 2014, os pesquisadores empreenderam visitas técnicas e participaram de encontros em oito cidades estância do estado de São Paulo, além de compareceram em reunião da Associação das Prefeituras das Cidades estância do Estado de São Paulo - APRECESP (que congregou a maioria dos prefeitos das cidades filiadas a essa associação) e nas três últimas edições do Congresso do Turismo Paulista (i.e., em 2012, 2013, 2014), organizado pela Associação dos Municípios de Interesse Cultural e Turístico - AMITur.

Ainda ao longo de 2013 e 2014, eles também participaram de doze encontros do Conselho de Turismo do Estado de São Paulo (COMTUR), que contaram com a presença de representantes paulistas de importantes segmentos turísticos, bem como de agentes públicos e assim, assistiram a vários debates que abordavam questões relativas aos municípios de interesse turístico e às cidades estância.

Nessas ocasiões, os pesquisadores tiveram a oportunidade de conhecer os atores mais influentes e fortemente relacionados ao PLC 32/2012, aprender um pouco sobre a complexidade dos contextos das cidades estância e dos municípios de interesse turístico e desvendar alguns detalhes e peculiaridades a respeito das articulações e das relações de força existentes entre alguns desses *players*. Ademais, o comparecimento a essas reuniões e eventos permitiu, aos pesquisadores, ter acesso a informações sobre leis, decretos, artigos acadêmicos e jornalísticos, relatórios e estudos associados ao PLC 32/2012, às cidades estância e aos municípios de interesse turístico.

À medida que os vários estágios da pesquisa prosseguiam, os pesquisadores procederam a análises e reflexões e buscaram organizar e sistematizar os dados e as informações coletadas, a partir de: documentos legais (i.e., Constituição do Estado de São Paulo e algumas de suas Emendas, leis sobre cidades estância, versões preliminaries do PLC 32/2012, etc), atas das reuniões do Conselho de Turismo do Estado de São Paulo, anotações das diversas reuniões sobre a temática do PLC 32/2012, registros de comentários de vários atores, etc.

Desse modo, foi possível esclarecer algumas questões fundamentais, ao mesmo tempo em que emergiram outras indagações. Para elucidar tais lacunas e testar percepções realizaram-se, ao longo de 2014, sete entrevistas semiestruturadas, baseadas em um roteiro com questões abertas, traduzidas em perguntas básicas, que são complementadas por outras, as quais emergem de forma natural, no momento da entrevista. De fato, foram entrevistados atores estratégicos, que participaram das articulações políticas relacionadas à construção do PLC 32/2012 (i.e., da sua concepção, do seu oferecimento na Assembléia Legislativa de São Paulo, da sua tramitação nas diversas comissões parlamentares da referida casa legislativa, etc).

Vale dizer ainda, que alguns entrevistados concordaram em se reunir com os pesquisadores uma segunda vez, em fevereiro e março de 2015 para a realização de quatro entrevistas focadas, com o objetivo de corroborar certos fatos e entendimentos. Ao final desta etapa, os pesquisadores empreenderam um total de onze entrevistas (i.e., sete semiestruturadas e quatro focadas).

Na sequência, com a aprovação da PLC 32/2012, em 29 de abril de 2015, na Assembléia Legislativa do Estado de São Paulo, a qual deu origem à Lei Complementar n. 1.261, de 29 de abril de 2015 (LC 1.261/15), iniciamos nova etapa desta pesquisa, visando acompanhar a implementação da referida lei e a movimentação dos principais atores para se adaptar as novas normas e diretrizes.

Por conta disso, no segundo semestre de 2015, realizamos 4 (quatro) entrevistas com lideranças representativas das cidades estância, dos municípios de interesse turístico, do governo do estado de São Paulo, além de professor-instrutor do SENAC – S.P [1], instituição contratada pela Associação das Prefeituras das Cidades Estância do

[1] O SENAC é uma instituição administrada, em São Paulo, pela Fecomercio – Federação de Comércio do Estado de São Paulo. É entidade privada sem fins públicos que se dedica à educação profissional aberta a toda sociedade.

Estado de São Paulo – APRECESP, para ministrar treinamentos para os atores governamentais e atores privados das diversas cidades estância e dos vários municípios de interesse turístico, com a intenção de esclarecer para as peculiaridades da nova lei.

Ademais, participamos, entre agosto e dezembro de 2015, de 3 (três) reuniões do Conselho de Turismo do Estado de São Paulo, que é o fórum no qual são abordadas as questões mais importantes do setor turístico do estado de São Paulo e onde debates e questionamentos sobre a LC 1.261/15 tem sido frequentes.

No que concerne à leitura sistematizada dos documentos e das transcrições das entrevistas, utilizou-se a técnica de análise de conteúdo, a fim identificar padrões e definir unidades de registro (BARDIN, 2011).

Os principais resultados decorrentes dessa investigação serão relatados no próximo tópico.

4 ANÁLISE DOS RESULTADOS

Na década de 1970, no âmbito do estado de São Paulo, ocorreu a promulgação das leis n. 10.426/71 e n. 1.457/77, que consagraram, em definitivo, a classificação das estâncias em vigor atualmente, a saber: estâncias hidrominerais, estâncias balneárias, estâncias climáticas e estâncias turísticas.

Todavia, de acordo com alguns autores (RAIMUNDO et al., 2010, p.3), desde há muito, já se observa o caráter obsoleto de tais critérios de classificação, sobretudo no caso das estâncias climáticas. Nesse caso, segundo estes estudiosos, elas se enquadram em classificação ultrapassada - i.e., classificação que se serve de critério de médias de temperatura –, que com o tempo, veio a se tornar superada, diante das mudanças climáticas vivenciadas, na atualidade.

Com relação às estâncias turísticas, estes especialistas também questionam essa categoria, introduzindo indagações com relação aos critérios e parâmetros que são adotados para avaliar a representatividade de seus atrativos (RAIMUNDO et al., 2010, p.4).

Adicionalmente, com base na leitura das doze atas relativas às reuniões do Conselho de Turismo do Estado de São Paulo (COMTUR), realizadas em 2013 e 2014 e, no acompanhamento pessoal dos pesquisadores às referidas reuniões, destaque-se que a palavra "estância" aparece com certa frequência (i.e., em seis das doze atas) nas discussões, sendo possível perceber que há certo consenso de determinado grupo de conselheiros, com relação à necessidade de se atualizar o conceito de cidade estância, alterar o processo de classificação e de criação das mesmas, tornando-os também mais técnicos e transparentes. De fato, no que tange a essas questões, os sete entrevistados consultados também se declararam a favor dessa revisão.

Assim, os autores do PLC 32/2012, atentos a essas tendências, buscaram introduzir um conceito mais atual de estância e novas normas para a sua classificação. Nesse particular, vale dizer que a Comissão de Estâncias, que auxiliou na elaboração do PLC 32/2012 – que foi incumbida de estudar a legislação atual sobre estâncias turísticas, de consultar estudos sobre o tema, de ouvir contribuições dos vários atores (públicos e privados) e promover debates e discussões – concluiu que a referida classificação, ainda em vigor nos dias de hoje, é ultrapassada, não cumprindo mais a função designadora de localidade diferenciada, em termos de atividades turísticas.

Assim, como dito anteriormente, a aludida comissão decidiu oferecer um conceito inovador, alinhado com a ideia de segmentação, a qual é bastante familiar ao turismo, sugerindo também à reformulação dos parâmetros que definem localidades como cidades estância, propondo adicionalmente, uma nova categoria de localidades turísticas, ou seja, os já mencionados municípios de interesse turístico.

Desse modo, após intensos debates, acordou-se que um município poderá vir a ser classificado como cidade estância, se ele for considerado destino turístico consolidado, determinante de um turismo efetivo gerador de deslocamentos e estadas de fluxo permanente de visitantes. Além disso, ele deve possuir expressivos atrativos turísticos de uso público e caráter permanente, naturais, culturais ou artificiais, que permitam que ele se enquadre em qualquer um dos doze segmentos definidos pelo Ministério do Turismo do Brasil.

Há também que se considerar, no caso de cidade estância, que é preciso que a mesma disponha dos seguintes equipamentos e serviços turísticos: meios de hospedagem, serviços de alimentação, serviços de informação e receptivo turísticos. Deve possuir igualmente, infraestrutura de apoio turístico, tal como acesso adequado aos atrativos, serviços de transporte, de comunicação, de segurança e de atendimento médico emergencial, tanto quanto sinalização indicativa de atrativos turísticos, adequada aos padrões internacionais. No que concerne à agua potável, sistema de coleta e tratamento de esgotos sanitários e gestão de resíduos sólidos, é obrigatório que o município disponibilize infraestrutura básica capaz de atender às populações fixas e flutuantes. Para finalizar, o PLC 32/2012 prevê que a cidade estância tenha um plano diretor de turismo aprovado, o qual deve ser revisado a cada três anos e mantenha Conselho Municipal de Turismo devidamente constituído e atuante. O referido organismo deve ser de caráter deliberativo e ser constituído, no mínimo, por representantes das organizações da sociedade civil representativas dos setores de hospedagem, alimentação, comércio e receptivo turístico, além de representantes da administração municipal nas áreas de turismo, cultura, meio ambiente e educação, que elegerão, dentre seus pares, o presidente do conselho, com mandato de dois anos.

Em relação aos Municípios de Interesse Turístico, apesar de terem uma associação, eles não são uma categoria institucionalizada, uma vez que inexiste lei ou norma atualmente, que disponha sobre critérios para que um município seja classificado como tal. Além disso, eles não contam com verba ou apoio financeiro, por parte do Estado, para seu desenvolvimento, em contraste com as cidades estância, as quais tem acesso a um suporte financeiro estatal anual. Todavia, o PLC 32/2012 estabeleceu que estes municípios poderão ter acesso a apoio do Estado, caso atendam algumas condições indispensáveis e cumulativas a saber: ter potencial turístico; dispor de serviço médico emergencial e, no mínimo, dentre os seguintes equipamentos e serviços turísticos: meios de hospedagem no local ou na região, serviços de alimentação e serviço de informação turística.

No que concerne ao abastecimento de água potável e à coleta de resíduos sólidos, o município de interesse turístico deve dispor de infraestrutura básica capaz de atender às populações fixas e flutuantes. Também deve possuir expressivos atrativos turísticos, plano diretor de turismo e Conselho Municipal de Turismo, sendo que o PLC 32/2012 demanda que os dois últimos devem estar alinhados com os mesmos termos previstos para as cidades estância.

Quanto à exigência, constante no PLC 32/2012, de o município de interesse turístico possuir Plano Diretor, para que lhe seja atribuído esse *status,* técnicos vinculados ao Centro de Estudos e Pesquisas de Administração Municipal (CEPAM), entrevistados pelos pesquisadores, contestam esse tópico do referido projeto de lei complementar, alegando que ele pode refletir interesses de certos grupos, que almejam ser contratados para prestar esse serviço. Na verdade, na visão desses agentes públicos, seria muito mais apropriado conceder a essa categoria (i.e., municípios de interesse turístico) um prazo maior, para que pudessem reunir recursos adequados para realizar um plano diretor alinhado com suas reais necessidades, ao invés de incluir essa demanda como pré-requisito para seu enquadramento oficial nessa categoria.

Não obstante todas as considerações elencadas anteriormente, considera-se que outra grande inovação introduzida pelo PLC 32/2012 - tanto para Estâncias quanto para os Municípios de Interesse Turístico – refere-se à ideia de se proceder a um processo revisional do seu *status*. Assim, como sugere o próprio conceito, seria realizada uma revisão a cada quatro anos, do *status* de ambas as categorias (i.e., Estâncias e Municípios de Interesse Turístico), ratificando-o ou revogando-o, impondo-lhes consequentemente, o risco de ver revogadas as leis que lhes conferem os benefícios associados a sua condição.

Ressalte-se, contudo, que no início das tratativas relativas ao PLC 32/2012, as maiores resistências estavam centradas nas disputas com relação aos recursos gerenciados pelo Fundo de Melhoria das Estâncias. Por conta disso, é necessário expor, ainda que brevemente, o objetivo desse organismo, sua finalidade e a destinação de seus recursos.

O Fundo de Melhoria das Estâncias tem como escopo incentivar a atividade turística nas cidades estância, do Estado de São Paulo, através da transferência de seus recursos, nos ditames da lei nº 7.862/92, visando à melhoria de qualidade de desenvolvimento dessas localidades, estimulando e apoiando programas de urbanização, aprimoramento e preservação ambiental. Ele está sob a responsabilidade do Departamento de Apoio ao Desenvolvimento das Estâncias (DADE), que por sua vez é vinculado à Secretaria de Turismo do Estado de São Paulo. Ademais, o Fundo de Melhoria das Estâncias está inscrito na Constituição do Estado de São Paulo, a qual, em seu artigo 146, assegura que este fundo terá dotação orçamentária anual nunca inferior a 10% da totalidade da arrecadação dos impostos municipais das estâncias, no exercício imediatamente anterior.

Assim, no início das discussões sobre o PLC 32/2012, alguns deputados estaduais e prefeitos - sobretudo aqueles vinculados às cidades estância, além da própria Associação das Prefeituras das Cidades estância do Estado de São Paulo (APRECESP) – opunham-se ao referido projeto, pois receavam que ele viesse a favorecer a drenagem de recursos do Fundo de Melhoria das Estâncias (atualmente destinado apenas às cidades estância). De fato, eles temiam que a partir da aprovação do PLC 32/2012, os municípios de interesse turístico pudessem vir a pleitear parte dos recursos do Fundo de Melhoria das Estâncias. Em razão disso, e prevendo um impasse, os deputados estaduais autores do projeto empreenderam negociações com o Poder Executivo, ao longo de 2011 e 2012, com o fim de aumentar as dotações desse fundo, para poder viabilizar o PLC 32/2012. Visava-se preservar os recursos destinados às cidades estância, ao mesmo tempo em que se pretendia conseguir algum recurso público adicional, para destiná-lo aos municípios de interesse turístico.

Com efeito, as articulações se mostraram bem sucedidas e o Poder Executivo, sensibilizado pelos deputados estaduais autores do PCL 32/2012 e atento às pressões exercidas por um amplo arco de atores (estatais e societais), concordou em enviar proposta de emenda constitucional à Assembléia Legislativa do estado de São Paulo, sugerindo a criação de um novo fundo, o “Fundo de Melhoria dos Municípios Turísticos” (que continuará a repassar recursos para as cidades estância, mas destinará também uma pequena parcela para os municípios de interesse turístico). O novo fundo irá substituir o fundo anterior e passará a ter dotação orçamentária anual correspondente a 11% da totalidade da arrecadação dos impostos municipais das cidades estância no exercício imediatamente anterior. Assim, em razão do aumento proposto, as cidades estância manterão o seu *share* de participação no total da arrecadação dos impostos municipais das aludidas cidades estância no exercício imediatamente anterior, sendo possível também, repassar recursos às localidades consideradas municípios de interesse turístico.

A referida proposta de emenda constitucional, denominada doravante PEC 11/2013, já foi enviada à Assembleia Legislativa do estado de São Paulo, em dezembro de 2013, e está pronta para Ordem do Dia (ou seja, está pronta para ser votada), desde 20/02/2014. Todavia, sabe-se que ela ainda não foi enviada ao plenário da aludida casa legislativa, para ser votada. Infere-se, portanto, que a mesma deve ser remetida para votação conjunta com o PLC 32/2012, uma vez que sem a aprovação deste projeto de emenda constitucional (PEC 11/2013) não é possível viabilizar o projeto de lei complementar (PLC 32/2012).

Convém salientar também o caráter inclusivo e democrático do PLC 32/2012, que foi construído por um elenco vasto de atores (estatais e societais) e almeja, por meio de sua aprovação, ampliar o apoio do Estado ao desenvolvimento do turismo paulista, para além das 70 cidades estância. Com efeito, via o PLC 32/2012, pretende-se incluir nesse rol mais 140 localidades (i.e., os municípios de interesse turístico), as quais poderiam, se apoiadas, impulsionar de forma mais efetiva sua atividade turística, aumentando as possibilidades de dinamizar a economia local e incrementar a geração de renda e empregos. Além disso, no dizer do presidente da Associação dos Municípios de Interesse Cultural e Turístico – AMITUR, os futuros municípios de interesse turístico, ao adquirirem esse *status* oficialmente, sentiriam-se mais prestigiados e alguns poderiam até mesmo, após os devidos esforços, vir a pleitear a condição de cidades estância, em caso de se enquadrarem nos patamares legais estabelecidos.

Adicionalmente, ressalte-se que o PCL 32/2012 já foi aprovado (com algumas ressalvas) nas diversas comisssões da Assembléia Legislativa de São Paulo, a saber : (1) Comissão de Constituição, Justiça e Redação; (2) Comissão de Assuntos Metropolitanos e Municipais; (3) Comissão de Atividades Econômicas; (4) Comissão de Finanças, Orçamento e Planejamento e, como dito anteriormente, está pronto para ser enviado à votação do plenário da Assembleia Legislativa do estado de São Paulo, desde 13/12/2013. Ademais, ao longo de 2014, várias prefeituras do estado de são Paulo, que pleiteam ser enquadradas como municípios de interesse turístico, enviaram moções de apoio tanto ao PLC 32/2012 como à PEC 11/2013, como consta no site oficial da Assembléia Legislativa do Estado de São Paulo. Acrescente-se ainda, que em fevereiro de 2015, o atual Secretário de Turismo do Estado de São Paulo esteve na referida casa legislativa e solicitou ao colégio de líderes desta casa, em nome do Governador do Estado de São Paulo, que colocasse o referido projeto de lei complementar em votação.

Sendo assim, após percorrer todas essas etapas, permanece um questionamento: porque um projeto de lei com o perfil do PLC 32/2012, cujas controvérsias e oposições maiores parecem ter sido superadas, que tem caráter democrático e inclusivo e possui apoio do Poder Executivo estadual não alcança ser enviado ao plenário da Assembleia Legislativa do estado de São Paulo, para votação? Em outras palavras: Quais forças se opõem ao PLC 32/2012, mesmo após cumpridas todas as fases acima elencadas?

Para responder a tal questionamento é necessário, *a priori,* resgatar o processo vigente de seleção das cidades estância, no Estado de São Paulo. Assim, do ponto de vista técnico, o atual processo de criação de cidade estância pode ser resumido às seguintes etapas: cabe a prefeitura do município pleiteante ao título de estância reunir toda a documentação exigida e encaminhá-la à Secretaria de Turismo do Estado de São Paulo, que a repassa ao Departamento de Apoio ao Desenvolvimento das Estâncias – DADE. O DADE, por sua vez, analisará a documentação e, se a aplicação for coerente, o pedido será enviado à Assembleia Legislativa do Estado de São Paulo, que o avaliará, podendo aprová-lo ou não. Havendo aprovação, ela implicará na concessão do título de estância ao município. Todavia, há uma série de nuances políticas que permeiam esse percurso, sobre as quais serão tecidas breves considerações.

A princípio, destaque-se, com base nos vários dados e informações coletadas que o processo de criação de estâncias, no Estado de São Paulo, tem sido conduzido, em boa parte, com forte viés político e, às vezes, pouca transparência. De fato, as atuais cidades estância não são submetidas à avaliação técnica periódica, e assim, uma vez que a localidade é alçada a essa condição, dificilmente perde o status. Por outro lado, existem atualmente, inúmeros pedidos de municípios pleiteantes à condição de cidade estância, esperando deliberação da Assembléia Legislativa do Estado de São Paulo. A razão da referida demora se dá por diversos motivos, devendo-se ressaltar que um deles refere-se ao fato de que, ao ser alçado à condição de cidade estância, o município passa a fazer parte de um “grupo de elite” e, assim, passa a ter acesso aos recursos públicos do Fundo de Melhoria das Estâncias, o que torna a cota individual de cada cidade estância menor. Desse modo, não deixa de ser perceptível que, subjacente a esse processo, há articulações políticas que envolvem vários atores (prefeitos, congressistas, etc), com interesses diversos, ora em favor do não incremento do número de cidades estância, ora a favor de que algum município venha a se tornar cidade estância. Na verdade, vários atores buscam participar desse jogo, que exige, em contrapartida, eventuais concessões, uma vez que a manutenção de seus interesses pode significar, dependendo da sua perspectiva, a preservação das vantagens atuais, a perda das referidas vantagens ou a obtenção de novas vantagens.

Diante desse cenário, pode-se inferir sobre a existência de um grupo de atores (alguns visíveis e outros ocultos) com interesse de evitar a alteração das regras do jogo que vem regendo a criação das cidades estância, dado que os aludidos atores vem obtendo benefícios, em razão dessa configuração. Com efeito, desde há muito é sabido que o processo de criação de cidades estância no estado de são Paulo envolve, com frequência, jogos e expectativas de ganhos políticos, interesses partidários, troca de favores e uma rede de relações, nos melhores moldes das velhas e conhecidas práticas de clientelismo politico.

Assim, o PLC 32/2012, ao sugerir critérios mais técnicos e transparentes para a criação e classificação de cidades estância e municípios de interesse turístico - e até mesmo uma proposta de revisão períodica, para avaliar se ambas as categorias estão cumprindo efetivamente, as regras que lhes asseguram manter suas respectivas classificações, acenando-lhes inclusive com o risco de perda do *status* adquirido -, contraria um sistema estabelecido, já nos anos 1960, impondo perdas a atores que vem obtendo “sucesso”, no âmbito desse jogo. Em outras palavras, o PLC 32/2013, simboliza uma clara proposta de quebra de paradigmas no turismo paulista e, por conta disso, deduz-se, ainda encontra resistência para ser enviado ao plenário da Assembleia Legislativa do estado de São Paulo.

5 CONSIDERAÇÕES FINAIS

Conforme mencionado na introdução desse trabalho, tem-se aqui o objetivo de investigar como se deram as articulações políticas subjacentes ao PLC 32/2012, ocorridas entre outubro de 2011 e março de 2015, relativas a sua concepção, ao seu oferecimento e a sua tramitação na Assembléia Legislativa do Estado de São Paulo. Ou seja, busca-se compreender de que forma alguns dos principais atores (estatais e societais) do turismo paulista alcançaram influenciar o processo de construção do PLC 32/2012, inserindo modificações e/ou impedindo o ingresso de tópicos no seu texto, até a sua versão final, que está pronta para ser votada, na referida casa legislativa. Além disso, pretende-se investigar porque, atualmente, alguns atores ainda insistem em obstruir o envio do PLC 32/2012 ao plenário da Assembléia Legislativa do Estado de São Paulo, para que o mesmo seja votado definitivamente pelos deputados estaduais.

De início, no âmbito do referencial teórico, esta pesquisa pretendeu destacar a visão de alguns estudiosos com respeito aos papéis do Estado e dos diversos atores societais no processo de políticas públicas. Nesse particular, cabe salientar que os autores aqui consultados reconhecem que no contexto de sociedades e Estados complexos, como os constituídos no mundo moderno, a perspectiva teórica prevalecente advoga que o Estado usufrui de autonomia relativa, sobretudo em sociedades democráticas, compartilhando decisões com diversos outros atores societais.

Na sequência, com relação ao objeto de estudo escolhido, i.e., o PLC 32/2012, convém mencionar que o mesmo se notabiliza por oferecer um conceito inovador de cidade estância, propondo requisitos e procedimentos mais técnicos e transparentes para a seleção das novas cidades estância e novos critérios para sua classificação, alinhados com a idéia de segmentação, a qual é bastante familiar ao turismo. Também sugere a institucionalização dos municípios de interesse turístico, os quais terão que satisfazer determinadas condições e dispor de certos recursos exigidos em lei, para adquirirem e manterem tal *status* e benefícios.

Adicionalmente, o PLC 32/2012 tem o grande mérito de propor uma revisão periódica, i.e., passados quatro anos da classificação atribuída, os municípios pertencentes às aludidas categorias serão reavaliados para verificar se fazem jus ao seu *status*, podendo o mesmo ser ratificado ou revogado, juntamente com os benefícios a ele associados, em caso de inadequação de sua condição.

Ressalte-se, portanto, o caráter democrático, contemporâneo e inclusivo do PLC 32/2012, o qual foi construído por um elenco amplo de atores, ou seja, conseguiu, ao longo de sua trajetória, atrair paulatinamente, o apoio de vários *players* (estatais e privados). Ademais, chama-se atenção para um dos argumentos centrais dessa proposta, que defende que se a mesma for aprovada, o Estado ampliaria o apoio ao desenvolvimento do turismo paulistano, para além das 70 cidades estância, incluindo nesse rol os municípios de interesse turístico.

Todavia, vale lembrar que na fase inicial da elaboração desse projeto de lei foram identificadas resistências de diversos atores - sobretudo daqueles que se alinhavam com os interesses das cidades estância -, os quais temiam que a partir da aprovação do PLC 32/2012, os municípios de interesse turístico poderiam ameaçar a posição financeira das cidades estância, pleiteando recursos do Fundo de Melhoria das Estâncias, os quais são destinados exclusivamente às cidades estância.

Assim, o Poder Executivo de São Paulo, sensibilizado pelos deputados autores do PLC 32/2012 e atento a pressões de vários outros atores – apoiadores tanto das cidades estância como dos municípios de interesse turístico - concordou em também enviar a proposta de emenda constitucional - PEC 11/2013 - para a Assembléia Legislativa do Estado de São Paulo, sugerindo, dentre outras ações, a criação de novo fundo, o "Fundo de Melhoria dos Municípios Turísticos".

Tal proposta de emenda constitucional define que o referido fundo terá seus recursos incrementados em relação ao fundo anterior, permitindo às cidades estância manterem o mesmo *share* de participação do total dos recursos que elas já recebem, sendo possível, além disso, repassar uma pequena parte dos recursos alocados no fundo, aos municípios de interesse turístico. Consequentemente, por meio dessa ação, foi possível viabilizar o PLC 32/2012, harmonizando interesses de ambos os grupos - i.e., das cidades estância e dos municípios de interesse turístico.

Dessa forma, feitos os devidos ajustes, parecia que os obstáculos ao PLC 32/2012 estavam superados e que o aludido projeto de lei reunia chances, finalmente, de ser enviado para o plenário da Assembléia Legislativa, para ser votado. Entretanto, causa estranheza que tanto o PLC 32/2012 como a PEC 11/2013 não alcancem, até o momento, ser enviados para o plenário da referida casa legislativa, para votação de todos os deputados estaduais.

Para melhor entender essa situação, fazem-se necessárias algumas considerações. Primeiramente, é importante salientar, como revelado ao longo dessa pesquisa, que o processo de criação das cidades estância no Estado de são Paulo envolve, em boa parte, jogos e expectativas de ganhos políticos, múltiplos interesses partidários, troca de favores e uma rede de relações, nos melhores moldes das velhas e conhecidas práticas de clientelismo politico. Com efeito, subjacente a esse processo, há articulações políticas que incluem vários atores (estatais e societais), sendo que alguns deles ainda resistem à alteração das regras que vem regendo a criação das cidades estância, dado que eles vem obtendo benefícios e vantagens, desde os primódios dessa configuração.

Por conta disso, o PLC 32/2012 - em virtude de adotar critérios mais técnicos e transparentes para a criação e classificação de cidades estância e de municípios de interesse turístico -, evidencia sua divergência em relação ao sistema atual, vigente a partir dos anos 1960, permeado por critérios políticos, impondo, por conseguinte, perdas a atores que vem obtendo "sucesso", no âmbito desse jogo.

Assim, na esteira dessas observações, é razoável deduzir-se que a raiz da resistência que o PLC 32/2012 encontra para ser enviado ao plenário da Assembleia Legislativa do Estado de São Paulo reside no fato de o mesmo buscar introduzir maior racionalidade no processo político, propondo novos padrões, os quais sugerem abordagem distinta da política pública em vigor. Desse modo, infere-se que o PLC 32/2012 contraria interesses arraigados, simbolizando, pois, uma clara proposta de quebra de paradigmas no turismo paulista, a qual não é desejada por determinados atores.

Para finalizar, reitera-se a importância do conjunto de técnicas de pesquisas selecionadas para a realização dessa investigação, que permitiram que se coletasse, por intermédio de múltiplos canais, um amplo arco de informações e dados, possibilitando uma análise abrangente e profunda das articulações políticas existentes por detrás do PLC 32/2012.

6 RECOMENDAÇÕES

Como visto, o PLC 32/2012 adota parâmetros mais técnicos, transparentes e democráticos para a criação e classificação de cidades estância e de municípios de interesse turístico e, assim, introduz inovações no sistema vigente desde a década de 1960, que se destacou, em diversas ocasiões, por privilegiar e se inspirar em critérios políticos para a seleção das cidades estância.

Desse modo, propõe-se, doravante, a continuidade das atenções e dos esforços voltados para a aprovação do referido projeto de lei complementar, o qual, apesar dos obstáculos e dificuldades elencados anteriormente, deve ser aprovado, segundo previsões de vários atores consultados, em breve espaço de tempo. Por conta disso, o grande desafio que emergirá, decorrente da provável aprovação do PLC 32/2012, consistirá em zelar para que a futura lei possa auxiliar efetivamente o desenvolvimento do turismo no Estado de São Paulo. De fato, com base em um processo mais técnico e participativo, infere-se que o cenário para a seleção das cidades estância e dos municípios de interesse turístico tende a se tornar mais competitivo, sendo necessário, do ponto de vista destes dois grupos de municípios, buscar-se investir recursos de forma cada vez mais efetiva e eficiente, não só em equipamentos turísticos (manutenção e/ou expansão), como também na qualificação do conjunto de trabalhadores (públicos e privados) que atuam no setor, nestas localidades. Ademais, é fundamental conscientizar a população para a importância do Turismo para estes municípios, salientando-se, por exemplo, as possibilidades de seus impactos significativos na geração de emprego e renda, os quais tenderão a alavancar a prosperidade dos aludidos municípios.

Projeta-se também, ao longo do tempo, uma melhoria na efetividade das políticas públicas implementadas no turismo, no Estado de São Paulo, uma vez que avaliações com cunho mais técnico devem se tornar mais frequentes e, assim, os recursos estatais a serem investidos no turismo deverão passar por crivos e apreciações mais rigorosas. Todavia, apesar das perspectivas positivas associadas à futura lei, alerta-se para a necessidade de que seu processo de implementação seja orientado adicionalmente, pelos princípios do desenvolvimento sustentável, que visam, sobretudo, a preservação do variados patrimônios culturais, históricos e ambientais destas localidades, visando especialmente às gerações futuras.

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ARTIGO /ARTICLE/ ARTÍCULO

DISTRIBUTION, EMPHASIS AND POSSIBLE INTERACTIONS AMONG TOURISM RESEARCH CENTRES IN MERCOSUL

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Abstract

The aim of this paper is to presente an overview about the existence and the likely interactions of Tourism Research Centres (TRC) among the Mercosul countries, as a prerequisite of innovations in tourism field. It was used a quantitative and qualitative method of analysis. As a result it was found an asymmetrical distribution of TRC between the countries, with nonspecific emphasis and no relation to each other. In this regard the institutionalization stage of knowledge production in tourism, as a precondition of its development, is still incipient.

Keywords: Tourism. Educactional offer. Research Centre. Knowledge.

DISTRIBUIÇÃO, ÊNFASE E POSSÍVEIS INTERAÇÕES ENTRE OS CENTROS DE INVESTIGAÇÃO EM TURISMO DO MERCOSUL

Resumo

O objetivo deste paper é apresentar um panorama da presença e das interações existentes entre Centros de Pesquisa em Turismo (CPT) entre os países do Mercosul, como pré-requisito de inovações no campo do turismo. Foi utilizado um método quantitativo e qualitativo de análise. Como resultado, verificou-se uma distribuição assimétrica dos CPTs entre os países, com ênfase inespecífica e sem relação uns com os outros. Neste contexto, o estágio de institucionalização da produção de conhecimento em turismo, como condição prévia para o seu desenvolvimento, ainda é incipiente.

Palavras-chave: Turismo. Oferta educativa. Centro de Pesquisa. Conhecimento.

DISTRIBUCIÓN, ÉNFASIS Y LAS POSIBLES INTERACCIONES ENTRE CENTROS DE INVESTIGACIÓN EN TURISMO EN EL MERCOSUR

Resumen

El propósito de este paper es presentar un panorama general de la presencia y las probables interacciones de los Centros de Investigación de Turismo (CIT) de los países del Mercosur, como requisito previo a las innovaciones en el campo del turismo. Se utilizó un método de análisis cuantitativo y cualitativo. Como resultado, se ha observado que hay una distribución asimétrica de CTI entre los países, con énfasis inespecífica y sin relación entre ellos. En este contexto, la etapa de institucionalización de la producción de conocimiento del turismo como una condición previa para su desarrollo aún es incipiente.

Palabras clave: Turismo. Oferta educativa. Centro de Investigación. Conocimiento.

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(The data of the other coauthors are in the end of the text).

1 INTRODUCTION

The aim of this paper is to offer overview the presence and the likely interactions of Tourism Research Centres (TRC) among the Mercosul (Mercado Comum do Sul) countries. Technological and social innovations are essential to allow the countries positioning. It is assumed that the interaction between TRC contribute to increase the generation of technologies, concerning the quantity and quality of studies and techniques developed in the tourism field.

This article brings the progress of an on-going investigation. It was (1) identified and quantified existing RTCs in Mercosul countries; (2) specified the area of knowledge that characterizes each one; (3) compared their emphases of studies and appoint the possible integration between them; (4) identified the existence of formal relations between these centres and the results of those interactions.

This research is justified by the need of timely knowledge production in South America, particularly in Mercosul (FREY, 2014). Likewise, the partnership between the RTCs in these countries, could distribute information and exchange experiences in the tourism sector. Such knowledge could, empirically, contribute to trend tourism growth, since it is needed a deeper understanding of reality to provide an institutional research agenda and guide investments of the tourism industry.

2 LITERATURE REVIEW

In general knowledge is produced in universities, research centres, or other organizations responsible for perpetrating the discovering of new techniques, innovating strategies and making comparisons of theory with practice.

Research encourages the epistemological and methodological curiosity, leading to a critical view on its subject, and therefore the motivation to interfere in the reality (FREIRE, 1996).

To boost knowledge in the field of tourism, it is essential a joint work between research centres, universities and the governmental sphere. Tribe (2002) proposes that industry and society must be addressed in tourism core curriculum. Moreover

> tourism education also needs to provide students with a dynamic learning experience that will enable them to operate sustainably and effectively in a fast-changing and service-intensive sector (LIBURD; HJALAGER, 2010, p. 13).

In the knowledge society, epistemological and socio-cultural issues increases their significance in a way that affects the nature of knowledge in education (PETROVA et al., 2015). Thus there is a clear necessity of having new possibilities to facilitate wider capacity of building knowledge through education related to the assistance of tourism industry (AIREY, 2008).

The integration of research centres can be a way of generating data, relevant information and new technologies for the tourism industry, contributing to the development of tourism in diverse countries, not only in the economic sense, but in integration of strategies of human development and democratic participation in tourism destinations.

3 METHODOLOGY

A quantitative-qualitative methodology allowed a comprehensive study of the reality. It was analysed the amount of RTCs, and then interpreted these data according to their respective categories (VEAL, 2011). Thus it was established the probable relations between the Mercosul's RTC with emphasis to tourism development in Latin America.

Firstly, it was hold an exploratory and descriptive method, which followed the application of a survey (GIL, 1995). The sample for data collection consisted of 2813 Higher Education Institutions (HEI): 130 in Argentina; 2407 in Brazil: 65 in Paraguay; 37 in Uruguay and 174 in Venezuela.

To select the HEI of Argentina, Brazil, Paraguay, Uruguay and Venezuela, it was used the government census of declared HEI existing in each country.

The phases of this stage were: (1) raising the number of universities in each country, (2) examining of the electronic site of the HEI to verify how many and which tourism courses there were, in which department or unit they were setup, and within with RTC has linked, among other categories. It was applied the technical content analysis (GIL, 1995), to quantify the existing RTCs and identify their areas of knowledge. It was developed a research protocol according to Pimentel and Paula (2014), through which it was collected, sorted and classified the universities and their RTCs, based in the previously stipulated themes identified by earlier studies (PIMENTEL, 2013).

Based on the identification of the TRC and the description of its features, it was expected to find networks and viable integration between these research centres.

This research had some limitations. The fact that it was undergone through internet restricted the possibility of universities found to be those that were available on the net. The data found in each university were also strictly available on the official websites of the HEI. It is possible, for example, that the collected information was not updated.

4 ANALYSIS

4.1 Background

Mercosul countries produces most of research about tourism in Latin American, except for México (MINISTRY OF TOURISM, 2013), having recently promoted the connection of networks of researchers and institutions within the tourism experts from diverse countries (Cf. CLAIT[1], 2012, 2014; Anptur, 2012, 2013, 2014).

Besides to commercial objectives – the free movement of goods, services and factors of production, the establishment of a Common External Tariff (CET), the adoption of a common commercial policy (MERCOSUL, 2013) – the Mercosul provides a broad platform for discussion and the development of joint actions on many topics, such as education, culture, environment, among others, including tourism (LANIADO and SANTOS, 2012). These formal relations facilitate the integration of countries, including the area of scientific production.

The Mercosul was formed in 1994 as a custom union of Argentina, Brazil, Paraguay and Uruguay in the South America. On July 2012 Venezuela joined as a fifth member, due to the temporary suspension of Paraguay on the block.

According Tomazzoni, Patrucco and Buhler (2014), the Treaty of Asunción, which marks the formation of the block, set for the creation of Mercosul ten subgroups for the coordination of macroeconomic and sectorial policies. Nevertheless, tourism does not appear as a specific group, probably because it is not considered one of the priority sectors of the macroeconomic policies of Mercosul.

[1] The Latin America Congress of Tourism Research and the Seminar of the Brazilian Association of tourism post graduation programs and Tourism Research are examples of two events that have been happening with regularity in the last decade and is promotion knowledge exchanging between the Latin America countries, as well as with researchers of other nationalities.

To establish a new scenario, this study aims to highlight the importance of knowledge production in tourism, as an efficient way to promote and develop tourism and social activity in South America.

4.2 RTC and interrelations in Mercosul

The interaction between the Mercosul countries in the field of tourism can be possible through the production of knowledge in the RTC. This could be understood from the relations of partnerships and networks and their joint production. From this research it was possible to examine and think over the deals related to such a possibility.

4.2.1 Argentina

Argentina has 130 public and private HEIs. 46.15% of the universities of the country have some kind of course or training in the tourism field. It was identified 9 RTC, established in different universities and focused on different thematic areas, representing 13.24% of the sample (Table 1).

Table 1: Tourism Research Centres in Argentina.

HEI	Name	Tipe	Thematic Area
Universidad Nacional de General San Martín	Centro de Investigación y Desarrollo del Turismo (CIDeTur-EEyN)	Observatory	Economics and Management
Universidad Nacional de la Patagonia San Juan Bosco	Observatorio de Economía y Administración del Turismo (OBSECATUR – GETACE)	Observatory	Economics and Management
Universidad de la Cuenca del Plata	Observatorio Económico y Social	Observatory	Economics and Management
Universidad Nacional de Lanús	Observatorio Turistico de Argentina (Observatur)	Observatory	Economics and Management
Universidade de Comahue	Centro de Estudio del Conocimiento e Innovación Empresarial Turístico (CECIET)	Research Centre	Economics and Management
Universidad Nacional de Lanús	Centro Internacional de Estudios sobre Turismo y Desarrollo (CIETyD)	Research Centre	Tourism Planning
Universidad Nacional del	Centro de Estudios para la	Research Centre	Tourism Planning

Table 1 –continue...

Comahue	Planificación y el Desarrollo Turístico Sustentable – CEPLADES		
Universidad Nacional de Mar del Plata	Centro de Investigaciones Turísticas	Research Centre	General Tourism
Universidad Nacional de la Plata	Instituto de Investigaciones en Turismo	Institute	General Tourism

Source: Elaborated from the survey data.

4.2.2 Brazil

In Brazil there were identified 2407 graduate institutions, concerning public and private education systems. It was observed that 347 of these HEIs had a tourism course, being 14.41% of the country's universities. There are 57 RTC, focusing on various themes, which were concentrated in 0.62% of the country sample) universities. These RTCs are distributed in thematic areas (Table 2).

Table 2: Tourism Research Centres in Brazil.

HEI	Name	Type	Thematic Area
Universidade Federal de Juiz de Fora	COGITO - Conhecimento, Gestão e Turismo	Research Group	Social Science
Universidade Federal de Juiz de Fora	Observatório Econômico e Social do Turismo (OEST)	Observatory	Social Science
Universidade Federal do Rio Grande do Norte	ESCRITUR - Estudos Críticos em Turismo	Research Group	Social Science
Universidade Federal do Rio de Janeiro	Turismo, Ciências Sociais e Patrimônio	Research Group	Social Science
Universidade Federal do Rio de Janeiro	Grupo de Estudos em Turismo e Sociedade	Research Group	Social Science
Universidade Federal Fluminense	T-Cult Turismo, Cultura e Sociedade – UFF	Research Group	Social Science
Universidade Federal do Paraná	Turismo e Sociedade	Research Group	Social Science
Universidade do Vale do Itajaí	TES - Turismo, Espaço e Sociedade	Research Group	Social Science
Universidade do Estado do Rio Grande do Norte	Gestão Organizacional e Pesquisa Quantitativa em Turismo - GOPQTu	Research Group	Economics and Management
Universidade Federal do	Grupo de Estudos em	Research Group	Social Science

Table 2 –continue...

Rio Grande do Norte	Gestão do Turismo (GESTUR)		
Universidade Federal de São Carlos	Observatório do Turismo do Estado de São Paulo (OTURESP)	Observatory	Economics and Management
Universidade Federal do Estado do Rio de Janeiro	Gestão Empresarial, Turismo e Desenvolvimento Sustentável	Research Group	Social Science
Universidade Federal Fluminense	Observatório do Turismo do Rio de Janeiro	Observatory	Economics and Management
Instituto Federal de Educação, Ciência e Tecnologia de Santa Catarina	GPGTUR - Grupo de Pesquisa em Gestão do Turismo	Research Group	Economics and Management
Universidade Anhembi Morumbi	Núcleo de Pesquisa - Escola de Negócios e Hospitalidade (área temática de pesquisa em Serviços e Organizações)	Research Centre	Social Science
Universidade de São Paulo	Pesquisa, Educação e Atuação Profissional em Turismo e Hospitalidade	Research Group	Education
Instituto Federal de Educação, Ciência e Tecnologia do Rio Grande do Norte	Hospitalidade, Turismo e Educação Profissional	Research Group	Education
Instituto Federal de Educação, Ciência e Tecnologia do Rio Grande do Sul	GECIT - Educação, cidadania e turismo	Research Group	Education
Universidade Caxias do Sul	Turismo: Desenvolvimento Humano e Social, Linguagem e Processos Educacionais	Research Group	Education
Universidade do Estado do Rio Grande do Norte	Grupo de Pesquisas em Lazer, Turismo e Trabalho - GEPLAT/UERN	Research Group	Entertainment/Leisure
Universidade de São Paulo	Cultura e Arte no Lazer e Turismo	Research Group	Entertainment/Leisure
Instituto	Grupo de Estudo	Research	Geography

Table 2 –continue...

Federal de Educação, Ciência e Tecnologia do Ceará	de Geografia, História e Turismo	Group	
Universidade Federal Fluminense	TGTur - Turismo: Gestão e Territórios	Research Group	Geography
Instituto Federal de Educação, Ciência e Tecnologia de Brasília	Núcleo de Pesquisa em Turismo e Hospitalidade do IFB	Research Group	Hospitality
Instituto Federal de Educação, Ciência e Tecnologia do Ceará	Gestão do Turismo e da Hospitalidade nos Territórios	Research Group	Hospitality
Universidade Anhembi Morumbi	Núcleo de Pesquisa Hospitalidade (área temática de pesquisa em Processos e Práticas)	Research Centre	Hospitality
Instituto Federal de Educação, Ciência e Tecnologia do Ceará	ICTA – Identidades Culturais, Turismo e Alimentos	Research Group	Cultural Heritage
Universidade Estadual do Ceará	Gestão Integrada da Zona Costeira	Research Group	Tourism Planning
Universidade do Estado do Rio Grande do Norte	Gestão e planejamento Sustentável do Turismo	Research Group	Tourism Planning
Universidade Federal do Rio Grande do Norte	Gestão, Turismo e Políticas Públicas – GEPOLISTUR	Research Group	Tourism Planning
Universidade Federal da Paraíba	Desenvolvimento, planejamento e turismo	Research Group	Tourism Planning
Instituto Federal de Educação, Ciência e Tecnologia do Pernambuco	Políticas Públicas do Turismo	Research Group	Tourism Planning
Universidade Federal do Rio Grande do Norte	Grupo de Pesquisa em Planejamento e Organização do Turismo – GEPPOT	Research Group	Tourism Planning
Universidade de São Paulo	Teorização do Planejamento Territorial do Turismo	Research Group	Tourism Planning
Universidade do Vale do Itajaí	PLAGET - Planejamento e Gestão do Espaço Turístico	Research Group	Tourism Planning
Universidade de Brasília	Observatórios para o turismo	Observatory	Natural Resources

Table 2 –continue...

	sustentável		
Universidade Estadual de Roraima	Laboratório de Turismo, Ecologia e Meio Ambiente da Universidade Estadual de Roraima (LabTEMA)	Research Group	Natural Resources
Universidade Federal dos Vale do Jequitinhonha e Mucuri	Destinos Turísticos e Sustentabilidade	Research Group	Natural Resources
Universidade Federal Fluminense	Turismo, Meio Ambiente Urbano e Inclusão Social – TURis	Research Group	Natural Resources
Universidade Federal do Paraná	Planejamento, Gestão e Controle do Desenvolvimento Sustentável do Turismo	Research Group	Natural Resources
Universidade do Vale do Itajaí	HOGAST- Grupo de Pesquisa Hotelaria, Gastronomia e Serviços Turísticos	Research Group	Tourism Services
Universidade de Brasília	Centro de Excelência em Turismo (CET)	Research Centre	General Tourism
Centro Federal de Educação Tecnológica Suckow da Fonseca	Laboratório de Turismo	Laboratory	General Tourism
Fundação Universidade Federal do Pampa	Laboratório de Turismo – Labortur	Laboratory	General Tourism
Universidade Federal de Pelotas	Laboratório de pesquisa	Laboratory	General Tourism
Faculdade Educacional de Cornélio Procópio	Núcleo de Planejamento Turístico	Research Centre	General Tourism
Pontifica Universidade Católica Paraná	Núcleo de Estudos e Pesquisas em Turismo	Research Centre	General Tourism
Universidade Estadual do Piauí	NETUR - Núcleo de Estudos, Pesquisas e Projetos em Turismo	Research Group	Others
Universidade de São Paulo	Avaliação Pedagógica Permanente em Relações Públicas, Propaganda e Turismo	Research Group	Others
Universidade Federal de Alagoas	Observatório Transdisciplinar de Pesquisas em Turismo	Research Group	Others

Table 2 –continue...

Universidade de São Paulo	Turismo Internacional	Research Group	Others
Universidade Federal do Rio de Janeiro	INTERTUR - Pesquisas Interdisciplinares em Turismo e Cidades	Research Group	Others
Universidade Federal do Rio de Janeiro	Turismo, Direito e Desenvolvimento	Research Group	Others
Universidade Federal do Rio de Janeiro	Grupo Transportes e o Turismo	Research Group	Others
Universidade Federal do Rio de Janeiro	Grupo de Pesquisa Espaço, Imagem e Turismo	Research Group	Others
Universidade Federal Fluminense	Histur - Laboratório de História do Turismo	Research Group	Others
Universidade Federal do Paraná	Turismo, Tecnologia, Informação, Comunicação e Conhecimento – TURITEC	Research Group	Others

Source: Elaborated from the survey data.

4.2.3 Paraguay

Paraguay has 65 public and private educational institutions of which 18 have some kind of course or training in tourism, that represents 27.69% of the universities. Linked to these courses there was not any RTC.

4.2.4 Uruguay

In Uruguay there are 37 public and private institutions. Among these there are 13 HEI that offer tourism courses, which represents 35.13% of the universities of the country. HEIs have only one RTC, which focuses on economics and management (Table 3).

Table 3: Tourism Research Centres in Uruguay.

HEI	Name	Type	Thematic Area
Universidad Catolica Del Uruguay "Damaso Antonio Larrañaga"	Centro de Investigación en Marketing y Turismo (CIMYT)	Research Centre	Economics and Management

Source: Elaborated from the survey data.

4.2.5 Venezuela

Venezuela has 174 public and private institutions, and 49 have some kind of course or training in tourism, representing 28.16% of the country's universities analysed. It was identified one RTC, that represents 0.57% among the HEIs (Table 4).

Table 4: Tourism Research Centers in Venezuela.

HEI	Name	Type	Thematic Area
Colegio Universitario ''Hotel Escuela de Los Andes Venezolanos''	CENINTUR - Centro Nacional de Investigaciones Turísticas	Research Centre	Tourism Service

Source: Elaborated from the survey data.

4.3 Discussion

There is a low incidence of formal TRCs in the Mercosul countries. Brazil have most of it, however, it may be related to its territorial size and the amount of HEIs.

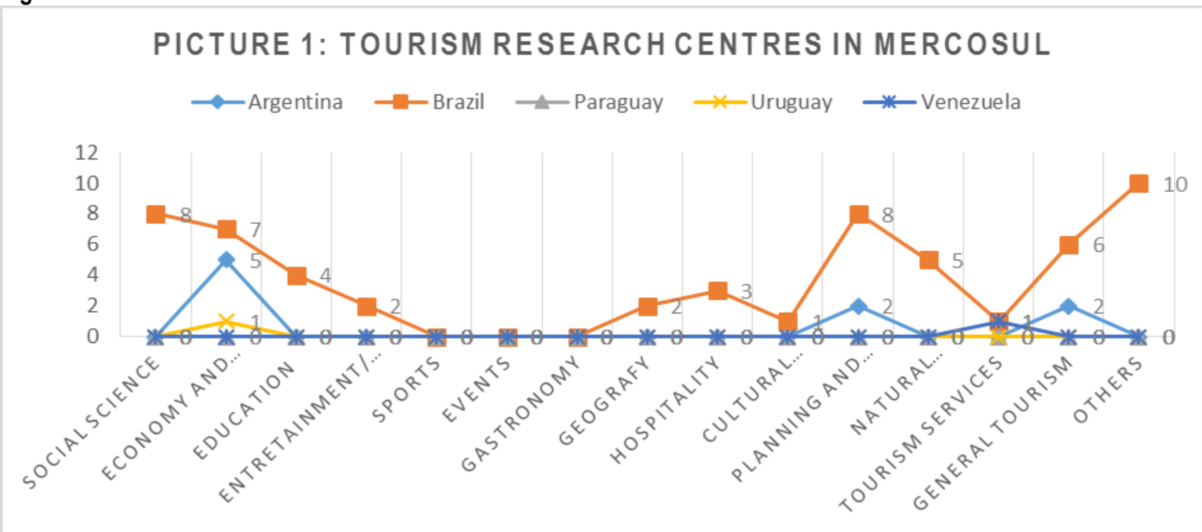
Regarding the distribution of CPT in each country, according to their highlights (Figure 1), there is a thematic concentration on two poles: on one hand it emphasizes what was described as "tourism in general" - which in fact means the absence of specification of emphasis in relation to tourism, covering the discussion of all matters related to the phenomenon. It prevails in the block and is current in Argentina and Brazil. Still, it tends to have a concentration of RTC around the theme "economics and management".

While in the other Mercosul countries there is a homogeneity in terms of the RTC performance focus, whose highlight concentrates in "economics and management" and "travel planning", in Brazil there is more diversification of Research Centres, which include relation to social sciences and tourism services.

Despite identifying and classifying research centres, starting from the information available in each of the electronic sites of universities, it was not found the mention of another TRC in any of the sites. The lack of current information about the scientific production of TRC and the formal indication of relationships with other TRC, suggests a primary stage of development and local or regional action without international connections.

The existence of such joints, therefore, represents an even stage of informal, ad hoc and sporadic connections. Such inter-relations at the international level would leverage an exchange of knowledge produced in these TRC, as well as its ability to intervene in reality, supposedly, in a more strengthening stage of tourism development in Mercosul.

Figure 1: Tourism Research Centres in Mercosul.



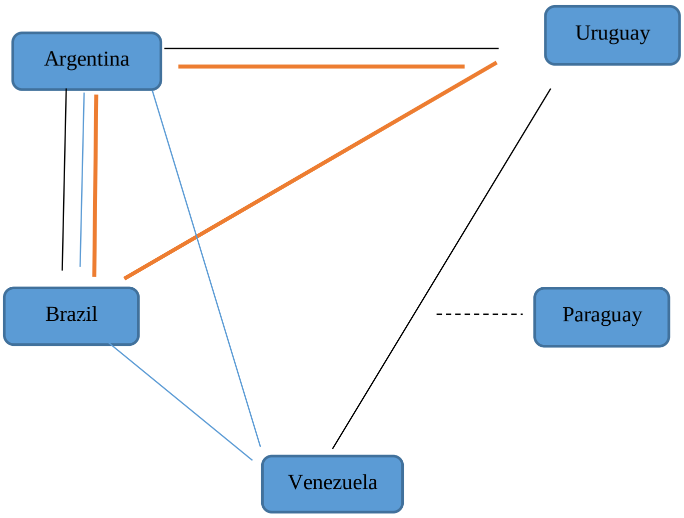
Source: Elaborated from the survey data.

It is suggested some the possible interactions for the exchange of information and knowledge among the Mercosul countries: 1) between

Argentina, Brazil and Venezuela, within 7 RTC, the comprehensive tourism area (blue line); 2) between Argentina, Brazil and Uruguay, within 4 RTC, in the area of economics and management (orange line). Argentina, Brazil, Uruguay and Venezuela could form a network of RTC. Paraguay could setup a RTC (Figure 2).

Thus, the knowledge produced in the block could facilitate and accelerate the research carried out, and therefore the proposition of intervention models for the development of tourism. Such elements seem to be initial to deal with obstacles of alignment between them. This would allow countries of the same region, with common goals, to produce specific knowledge of their interests towards the goal of developing tourism.

Figure 2: proposal of a model of interaction between the RTC of the Mercosur countries.



Source: Elaborated from the survey data.

5 CONCLUDING REMARKS

In an attempt to incorporate tourism as a motivating activity for economic and social development in Mercosul States, in this research it was aimed to map the existing of RTCs and to identify if there were interactions among them.

As a result, it is highlighted the asymmetrical distribution of RTC between countries, with nonspecific emphasis and no relation to each other. The emphasis of these research centres is also diverse, hindering the same line of study among them.

There were little partnerships with other universities, but with other countries apart from the Mercosul sphere, such as Spain. In this regard the institutionalization stage of knowledge production in tourism, as a precondition of its development, is still incipient.

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RELATO DE CASO /CASE REPORT /INFORME DE CASO

L'ACCUEIL TOURISTIQUE EN FRANCE: UN ENJEU DEVENU CRUCIAL

Claude Origet du Cluzeau*

Resumé

A la suite de reportages pas vraiment fiables mais assez calamiteux sur l'accueil des touristes étrangers en France, les pouvoirs publics ont fini par prendre le problème à bras le corps pour y remédier. Devant la faible base théorique de la notion d'accueil, on s'attela au problème, avec un bouquet d'enquêtes –y compris celles du « visiteur-mystère »- réalisées tant en France que dans des pays concurrents sur le plan touristique. Cet article retient une définition opérationnelle de l'accueil, procédure par laquelle on prépare soigneusement l'environnement du visiteur et ses échanges relationnels; il décrit les mesures prises par les secteurs publics et privés, pour optimiser les contacts entre visiteurs et visités, notamment –cas le plus difficile-, avec la population locale. Ces mesures doivent être conduites à tous les échelons du tourisme et respecter les formes culturelles locales de l'hospitalité; au surplus, il s'agit d'un incomparable outil de marketing quand on ajuste les conditions d'accueil aux spécificités des clients attendus.

Mots clés: L'accueil touristique. Outil de marketing. Perception des tourists. France.

TOURISTS' GREETING IN FRANCE: A CRUCIAL ISSUE

Abstract

Following several press reports, not very reliable but still quite devastating, on the way outbound visitors were greeted in France, the public authorities finally took the problem seriously in order to remedy it. Facing a lack of theoretical base on tourists' greeting, the topic was tackled with a bunch of surveys –including the "mystery-visitor" type- made in France and in a few of its tourism competitors. This article is focused on an operative definition of greeting, as a process where both the environment and the human relations of the visitor are carefully prepared ; it describes the measures taken by both private and public sector to optimize the contacts between visitors and their French hosts, and namely (more difficult) with the non-professional locals. These steps must be taken at every level of the tourism industry and comply with the local cultural forms of hospitality ; furthermore, these measures end up as a unique marketing tool when they are closely adjusted to the profile of the expected clients.

Keywords: Tourists' greeting. Marketing tool. Tourist perception. France.

ACOLHIMENTO TURÍSTICO NA FRANÇA: UMA QUESTÃO CRUCIAL

Resumo

Na sequência de vários relatórios de imprensa, não muito confiáveis, mas ainda bastante devastadores, sobre o acolhimento de visitantes estrangeiros recebidos na França, as autoridades públicas, finalmente, levaram o problema a sério, a fim de remediá-lo. Diante de uma falta de base teórica sobre o acolhimento turístico, abordaremos o tema a partir de vários estudos – incluindo o "visitante- mistério" – tipo feito na França e em alguns dos seus concorrentes turísticos. Este artigo é focado em uma definição operativa de acolhimento turístico, como um processo em que tanto o ambiente e as relações humanas do visitante são cuidadosamente preparados; descreve, em seguida, as medidas tomadas por ambos os setores público e privado para otimizar os contatos entre os visitantes e os seus anfitriões franceses, e nomeadamente (ainda que mais difícil) com os habitantes locais não profissionais. Essas etapas devem ser tomadas em todos os níveis da indústria do turismo e cumprir com as formas culturais locais de hospitalidade. Além disso, estas medidas acabam por se tornar uma ferramenta única de marketing quando estão estreitamente ajustados ao perfil dos clientes esperados.

Palavras-chave: acolhimento turístico. Ferramenta de marketing. Percepção dos turistas. França.

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1 INTRODUCTION

Pendant des décennies, l'accueil touristique en France, et surtout ses applications concrètes, n'ont pas été en tête des priorités des entreprises (privées) et des organismes (publics) du tourisme. La chose allait de soi et, bizarrement, l'essentiel des contacts avec les touristes étaient dévolus aux personnels du bas de l'échelle hiérarchique, les moins formés et les moins qualifiés, sensés compenser leur faible qualification par un surcroît de qualités relationnelles : empathie et sourire. Cette situation n'était pas générale, mais assez fréquente : ainsi, dans les offices de tourisme, c'était toujours le/la nouvel(le) arrivé(e), le/la plus inexpérimenté(e) qui se retrouvait au comptoir, en prise directe avec les visiteurs sur place ou au téléphone.

L'accueil touristique est soudain devenu une préoccupation nationale quand ont été publiées, au début des années 2000, certaines enquêtes aux résultats calamiteux, d'après lesquelles les Français seraient arrogants, inamicaux, les taxis et serveurs de bar grossiers… Les données recueillies n'allaient guère plus loin que ces avis superficiels, car la plupart des enquêtes étaient organisées de manière assez, voire très, douteuses : avec des petits échantillons non représentatifs (comportant même des enquêtés qui n'avaient jamais voyagé en France), et une finalité spectaculaire, celle de produire un article à sensation. D'autres palmarès, tout aussi fantaisistes dans leur protocole d'échantillon, plaçaient Paris à un niveau d'attractivité très bas, en totale contradiction avec les données de fréquentation de la capitale. Néanmoins, l'impact fut assez ravageur pour alerter les plus hauts responsables du tourisme et déclencher une réaction à deux niveaux :

- d'abord celle, en urgence, de Atout France (Agence Nationale du Tourisme, incluant Maison de la France, Office de Tourisme de la France présent dans une quarantaine de pays) pour inciter les professionnels du tourisme à davantage d'empathie et d'amabilité avec nos visiteurs étrangers, en même temps que se mettait en œuvre, à l'instar de ce que faisait l'Espagne, un Plan Qualité Tourisme, destiné à labelliser les prestations touristiques de qualité ;
- puis celle d'une réflexion plus approfondie sur la réalité, les tenants et aboutissants de ce mauvais accueil en France et sur les mesures à prendre.

Nous avons été mandatés tout au long de cette réflexion, qui a débuté en 2006 par un rapport préliminaire sur la définition de l'accueil et ses applications constatées en France, auprès des différentes nationalités présentes : 85 M de touristes étrangers et env. 175 M de touristes domestiques (75% des Français prennent des vacances et partent en moyenne 4 fois par an). Cette réflexion, débutée en 2006, ne s'est appuyée sur quasiment aucun travail théorique, hormis l'ouvrage de Pierre Gouirand (de la philoxénologie à la xénopraxie. Ed. Amalthée. 2008) ; tout le reste des nombreux travaux théoriques existants ne portent que sur *l'Hospitalité*, l'hospitalité envers les migrants et l'hospitalité constatée dans les études ethnographiques, mais jamais sur l'hospitalité touristique ; on a par ailleurs trouvé des manuels pratiques (de niveaux Bac moins 2 à Bac plus 2), sur le comportement à adopter à la réception d'un hôtel, à l'accueil d'une conférence… mais jamais à l'échelon de toutes les professions et encore moins à l'échelon de tout un territoire touristique, y compris sa population. A l'inverse de la population du Tyrol ou de celle de l'Ile Maurice où les offices de tourisme interviennent dans les classes, la population française n'est aucunement préparée à l'accueil de ses visiteurs.

Le travail que nous avons effectué relève donc de l'ingénierie de terrain, et non de la recherche, avec des efforts consacrés à l'évaluation des constats –les lacunes en matière d'accueil- et surtout à l'identification de solutions et de mesures à prendre. Bon nombre de ces dernières a effectivement été mis en œuvre.

Après avoir œuvré à l'échelon de toute la Destination France, nous avons poursuivi le travail sur des contextes plus restraints : les visites culturelles dans la région Paris-Ile-de-France, l'ensemble de la filière touristique de la Normandie, la préparation de Marseille Capitale Culturelle de l'Europe, l'accueil dans certains musées, la sensibilisation (plus la formation des formateurs) des chambres consulaires et de chaînes d'hébergement telle Les Gîtes de France….

Le présent article sur les évolutions de l'accueil touristique en France depuis 10 ans constitue donc le bilan des constats effectués et des mesures adoptées. Il est présenté ici, en deux parties :

- l'une sur les définitions, enjeux et manifestations de l'accueil;
- l'autre sur les mesures prises ou à prendre, et leur gouvernance.

2 DEFINITIONS ET ENJEUX DE L'ACCUEIL TOURISTIQUE

Sur la définition de l'accueil, on dispose de plusieurs travaux, qui, pour commencer, font une stricte distinction entre hospitalité, accueil et atmosphère.

L'hospitalité est une notion qui transcende le tourisme : elle évoque une prédisposition à prendre en compte l'altérité du visiteur et à partager son propre lieu de vie avec lui. L'hospitalité précède donc l'accueil proprement dit et constitue un préalable indéniablement favorable, mais pas indispensable. L'hospitalité est souvent le propre d'une communauté nationale ou locale.

Quant à l'atmosphère, il s'agit, à l'instar du charme, d'une donnée difficilement objectivable, puisqu'elle désigne un ressenti de l'environnement de l'accueil. L'accueil par contre se laisse clairement définir, analyser et presque mesurer.

2.1 Définitions de l'accueil et premières conséquences

Décortiqué par Pierre Gouirand dans son ouvrage de référence (précité), l'accueil se décompose en trois séquences, souvent ultra-rapides, mais toujours consécutives:

1. reconnaître la présence du visiteur, ne pas l'ignorer;
2. lui communiquer par un signe quelconque qu'il est le bienvenu, qu'il est admis dans le cercle ou la communauté, lui dire « bonjour » par exemple;
3. le « materner », lui rendre un service, même aussi ténu que de lui fournir une information.

Sur le point n°2, les signes utilisés varient selon les cultures, et selon les tempéraments. En France, dans le Sud, ce peut être une gesticulation des bras et des paroles abondantes, tandis que, dans le Nord, ce peut être un simple signe de la tête : rien ne permet d'en conclure que les gens du Nord sont moins accueillants que ceux du Sud. Toutefois, à partir du moment où il existe des différences de comportements liés à des cultures –comportement de l'accueillant et comportement de l'accueilli- des malentendus peuvent surgir au travers de compréhensions erronées du comportement de l'Autre, et ces incompréhensions peuvent porter sur de minuscules détails. L'un d'eux est savoureux : *un Américain qui entre dans un magasin estime qu'il se trouve dans un espace public, et qu'il ne doit rien à personne ; tandis que le propriétaire d'un magasin en France considère sa boutique comme « chez lui » et il en conclue que le visiteur, aussi bienvenu soit-il puisqu'il est un client potentiel, doit le saluer en premier*. Mais d'autres différences culturelles peuvent donner lieu à des difficultés. Au premier rang de celles cités, ou allégués, par les accueillants (Cf enquêtes de la Direction du Tourisme), figure « la barrière linguistique ».

A cet égard, il apparaît que la pratique d'une langue étrangère, et notamment de celle du visiteur, constitue d'abord une ouverture d'esprit, puis aussi une facilitation du contact ; mais, a contrario, l'absence de pratique d'une langue étrangère n'empêche nullement le bon accueil, et invoquer cette lacune pour expliquer un mauvais accueil n'est qu'un mauvais alibi qui ne résiste pas à l'analyse : ainsi, moins de 25% des touristes étrangers en Espagne parlent l'Espagnol et aucun ne s'y plaint d'un mauvais accueil. Le langage des gestes et des signes fait merveille dans ce domaine: il est universel. La pratique de l'Anglais se situe donc en seconde ligne de cette universalité!

2.2 Le bouquet d'enquêtes sur l'accueil touristique en France

Pour mettre au clair le sentiment de mauvais accueil en France, révélé par les enquêtes peu fiables citées supra, Maison de la France (devenu Atout France) a procédé en 2007 à une étude approfondie, s'appuyant sur une procédure bien connue, « *l'Enquête aux Frontières* », pratiquée depuis des décennies auprès des touristes étrangers en sortie de territoire, dans les gares, les aéroports et aux frontières routières du pays pour compter les touristes étrangers et renseigner sur le contenu de leur séjour (lieux, durée, hébergements…). Dans l'enquête de 2007, il s'est agi, à partir d'un échantillon représentatif de ces visiteurs étrangers, de mesurer leur satisfaction en matière d'accueil. Les résultats se sont avérés beaucoup plus nuancés que précédemment: les principaux reproches concernaient les chauffeurs de taxis et les serveurs de bars et restaurants. Les mauvaises impressions diminuaient sensiblement quand le visiteur en était à son second ou à son énième séjour en France.

Un autre constat majeur s'est dégagé de ces enquêtes croisées avec d'autres, c'est la mémorisation prioritaire des contacts humains : le touriste se souvient parfaitement des lieux qu'il a visités et des expériences qu'il a vécues, mais toute relation humaine, même courte et superficielle, lui reste longtemps en mémoire. On avait d'ailleurs déjà fait un constat analogue dans les enquêtes en sorties de musée: chaque fois que le visiteur a effectué une visite guidée, les premières impressions inscrites dans sa mémoire concernent la personnalité du guide.

Parallèlement, le CRT/Comité Régional du Tourisme de Paris/Ile-de-France a lancé des enquêtes internationales (conduites par nous) dans 7 métropoles (Washington, New York, Madrid, Amsterdam, Rome, Berlin, Londres) plus Paris et sa région, d'abord dans les deux sites culturels majeurs de chacune de ces villes, puis, depuis 2010, dans des restaurants, cafés, taxis, agences d'excursions… avec 103 critères d'évaluation. La procédure continue aujourd'hui et la méthode employée est imparable : c'est celle du « *visiteur mystère* », venu tester incognito la qualité de l'accueil. Les résultats sont d'ailleurs envoyés à chacun des établissements enquêtés, ce qui lui permet de s'auto-évaluer et de se comparer à d'autres sites dans les grandes métropoles concurrentes.

De son côté, Atout France a procédé à une investigation approfondie (conduite par nous) sur les pratiques d'accueil dans plusieurs villes européennes et québécoises : Amsterdam, Gênes, Anvers, Liège, Berlin, Munich, Barcelone, Madrid, Montréal et Québec. Il en est ressorti d'une part des formes culturelles d'hospitalité plus variées qu'on aurait pu le penser au sein de pays tous de vieille tradition touristique, d'autre part un foisonnement d'initiatives, souvent destinées parallèlement au bien-être des habitants et à celui des touristes.

3 LES FRANÇAIS ET L'ACCUEIL TOURISTIQUE

Pour ce qui est des enquêtes sur la France, différents constats majeurs en sont ressortis ; et tout d'abord les points de contacts des visiteurs avec les Français: ceux-ci peuvent se dérouler à trois niveaux:

1. Contacts avec les professionnels du tourisme, qui effectuent leurs prestations plus ou moins bien, et pratiquent un accueil plus ou moins qualifié lors de l'accomplissement de leurs prestations. Ces contacts sont évidemment récurrents.
2. Contacts avec des professionnels n'ayant affaire qu'occasionnellement (à fréquence plus ou moins rapprochée) avec des touristes: commerçants, policiers, médecins, pompistes, bureau de poste…
3. Contacts avec la population.

Concernant les deux premiers, le tourisme souffre, encore aujourd'hui, d'une mauvaise image quant aux emplois qu'il offre. Pas seulement parce que les salaires y sont peu élevés et les horaires très lourds, mais aussi parce qu'en raison d'une stupide mais réelle mauvaise réputation, ils ont l'image du service assimilé à la servilité, à la domesticité. Le choix du tourisme et de la restauration reste plutôt un choix par défaut pour les jeunes qui débutent, faute de pouvoir embrasser une autre carrière. Il est clair que cette situation est assez caractéristique de la France, et qu'on ne l'observe pas dans de nombreux autres pays de tourisme : Ile Maurice, Thaïlande, Suisse, Autriche… où les métiers du tourisme sont considérés comme « nobles ». La priorité des interventions s'imposait donc ici, mais sans oublier les facteurs autres que relationnels qui assurent un bon accueil. On les traite infra.

Pour ce qui est du point 3, soit les contacts des touristes avec la population, les constats sont contrastés : les cas de mauvais accueil sont perceptibles surtout en ville, pendant les heures de travail. Par contre, les enquêtes révèlent de nombreuses circonstances où les contacts se déroulent bien, voire très bien.

- Les jeunes Français sont ouverts, accueillants et manient assez bien l'Anglais ; les contacts sont même excellents quand ils ont affaire à de jeunes étrangers, maniant aussi bien qu'eux i-phones et tablettes !
- En zones frontalières (près de la Belgique, de l'Allemagne, de l'Italie, de l'Espagne), les allers et venues d'un pays à l'autre ont rôdé leurs habitants aux échanges et à la pratique de la langue de l'autre.
- Les Français ont assez peu conscience des enjeux économiques du tourisme qui, à défaut d'un sens inné de l'hospitalité, pourraient leur inspirer un comportement accueillant envers les visiteurs ; ce point est bien sûr lié à l'image un peu négative des métiers du tourisme.
- Sur les lieux de vacances, la cohabitation entre vacanciers français et vacanciers étrangers se passe bien.
- Enfin sur tous lieux de détente et de distraction, cette relation est également très bonne : depuis la rencontre dans un petit bistrot, jusqu'à la participation commune à de grands évènements tels des matchs internationaux de rugby ou des festivals de musique.

3.1 Les conclusions du constat préalables à une stratégie

Plusieurs facteurs convergent pour justifier la mise en place d'une stratégie d'envergure en matière d'accueil.

D'abord le facteur humain : un voyageur est quelqu'un qui cumule un sentiment de supériorité –il est celui qui est mobile et entend être honoré à ce titre- et un sentiment d'anxiété parce qu'il n'est pas dans son milieu habituel. Un accueil adapté s'impose.

Puis le facteur marketing : aujourd'hui, la différence entre des produits concurrents se fait souvent par le service qui y est associé, ce qu'en Espagne on appelle « *la part émotionnelle du produit* » (terme emprunté au Plan Qualité national du tourisme espagnol); en tourisme, l'accueil fait partie au premier chef de ces services, y compris, ou surtout, à l'ère de l'automatisation, sinon de la robotisation, des services.

Au regard des enquêtes menées et de la nécessité absolue de prendre à bras le corps la problématique de l'accueil touristique, les principales institutions nationales et régionales du tourisme décidèrent, dans la foulée du Plan Qualité Tourisme initié en 2003 par Atout France, de mettre en place des mesures d'amélioration sensible de l'accueil touristique en France. Pour ce faire, elles se sont mises d'accord sur une définition simple de l'accueil, que l'on doit au muséographe britannique Kenneth Hudson :

> *« L'accueil est l'organisation d'une atmosphère dans laquelle le visiteur se sent attendu et désiré ».*

Cette définition a l'avantage de démontrer le caractère volontaire, préparé (et non improvisé) de l'accueil, et d'en considérer deux aspects complémentaires:

1. la mise en place préalable d'un environnement agréable, lisible, bien signalisé, où le visiteur sera facilement mobile et autonome: c'est le *hardware* de l'accueil;
2. la relation humaine qui va l'accompagner: c'est le *software* de l'accueil.

A partir de cette définition, la stratégie se déploie à trois échelons:

- la gouvernance de l'accueil : qui définit les priorités et contrôle les résultats
- les aménagements des lieux (*hardware*) : esthétique, confort, signalétique…
- la pédagogie de la relation (*software*) : langues, comportements, services spécifiques…

4 LES MESURES D'AMELIORATION DE L'ACCUEIL

Le principal défi à affronter dans l'organisation d'un accueil touristique, c'est la qualité de chacune des multiples prestations consécutives dont le touriste fera l'objet. L'enchaînement des manifestations de bon accueil suppose que tous les acteurs de la chaîne y contribuent, y compris les locaux non directement concernés par une rémunération de leurs services.

Une démarche préalable s'avère utile, et en même temps pédagogique : définir les modalités d'un bon accueil « chez nous », *notre propre culture de l'hospitalité*, nos bonnes manières, nos petites attentions… En France, la thématique générale est celle de *l'art de vivre*, que courtoisement on est prêt à montrer et à partager. Cet art de vivre se déroule dans le cadre de deux caractéristiques qui qualifient la destination France : d'une part « le culte de la culture », d'autre part la fiabilité des services publics. Dans le cadre, encore inédit en France, de la menace terroriste, cette confiance dans les services publics de sécurité est évidemment mise à l'épreuve. Mais, au-delà de ces deux composantes, il importe que les autorités publiques, au plus haut niveau, profèrent à la population un discours positif sur le tourisme et ses retombées positives sur l'économie nationale ou régionale. L'actuel ministre français du tourisme s'y emploie, à l'instar de ce que font les autorités de Catalogne sur leur région.

Enfin il importe de mettre en place une procédure, opérationnelle et simple à utiliser, pour détecter les points de mauvais accueil, puis pour contrôler régulièrement l'efficacité des mesures prises. Le dispositif du < Visiteur Mystère > est bien sûr particulièrement efficace, mais le recueil des observations sur un Livre d'Or ou sur le web (TripAdvisor par ex) est également instructif, et… moins coûteux.

En France, la démarche est entamée, mais elle est immense. Par contre, on a constaté que, quand les acteurs institutionnels et/ou privés s'y mettent, les idées fusent et les résultats sont au rendez-vous : l'accueil est un domaine où, une fois l'impulsion donnée d'en haut, les initiatives fructueuses peuvent surgir à tous les niveaux de la hiérarchie.

4.1 L'accueil touristique pour les institutionnels

Les ministères concernés ont décidé, dans ce domaine, de donner la priorité à toutes les situations anxiogènes que peuvent vivre les touristes : accidents survenus pendant le séjour, vol, maladie, agressions, attaques terroristes… Les commissariats, les hôpitaux, les pharmacies… reçoivent des consignes et des formations pour assister au mieux les touristes en détresse, pour faciliter leurs démarches, parler leur langue, réparer les dommages qu'ils ont subis… Les tragiques évènements de Novembre 2015 à Paris ont été l'occasion de prodiguer des attentions particulières aux touristes impliqués dans ces drames. Les mesures exceptionnelles prises à cette occasion tendent d'ailleurs à se perpétuer, la menace ne faiblissant pas. Loin d'être ressenties comme une entrave à leur mobilité, les mesures de sécurité, et notamment les fouilles de sacs, sont perçues positivement, comme un signe de protection rapprochée.

Au-delà, le message d'accueil passe, assez bien du reste, auprès des aéroports, des transporteurs ferroviaires et autocaristes, pour qu'ils améliorent simultanément leurs espaces d'arrivée/départ, leur signalétique et leurs relations personnelles avec les clients : dans ce domaine, « *le diable est dans les détails* » et on ne peut pas énumérer ici les multiples mesures pratiques propres à faciliter l'orientation d'un touriste, son bien-être et sa satisfaction.

Plus visibles sont les mesures prises par les institutionnels régionaux, départementaux et locaux du tourisme qui, mieux que l'Etat, peuvent tenir un discours pragmatique sur les retombées économiques du tourisme. A eux la charge de définir les caractéristiques culturelles de l'hospitalité locale et de ses manifestations. A eux la charge d'impulser et de coordonner des actions de sensibilisation et des formations ad hoc. A eux enfin d'introduire l'accueil dans leur plan de développement touristique pluriannuel.

L'examen des besoins en termes d'accueil à l'ère du numérique a souvent abouti, dans de grandes villes comme Lyon, à une réorganisation des accueils par les offices de tourisme : au lieu d'attendre le visiteur au comptoir ou au téléphone, des *brigades mobiles d'accueil*, dûment badgées (pour être bien repérables) et munies de tablettes numériques, vont au devant des visiteurs, là où ils affluent : en gare à l'arrivée de congrès, sur les lieux de déroulement d'un festival, devant les monuments et sites les plus visités… La présence de *Greeters* dans une ville est également un signe de bon accueil.

Bien sûr, dans la logique de la chaîne du voyage, ces mesures venant des institutionnels doivent être relayées par le secteur privé.

4.2 L'accueil par le secteur prive : le rôle incontournable des clusters

On compte en France environ 280 000 entreprises de tourisme dédiées (hébergeurs, restaurateurs, équipements de loisirs) et probablement autant d'établissements sportifs et culturels dont les clientèles sont des résidents et des touristes. C'est dire combien s'avère difficile la sensibilisation à un meilleur accueil et sa mise en œuvre. Aussi, pour nous y être attelés dans différents contextes – musées, région Normandie, ville de Marseille avant son année Capitale Européenne de la Culture-, nous savons que l'utilisation des clusters existants, quels qu'ils soient, est indispensable : chambres de commerce, chaînes d'hôtels et d'autres hébergements, groupements locaux de commerçants, chaînes de restaurateurs, associations de musées, fédérations sportives (ski, voile…)…

Ces groupements relèvent d'un ou de deux critères : critère professionnel (on exerce le même métier et avec le même niveau de prestation), et/ou critère territorial (on est de la même région, de la même ville…). Ces clusters peuvent inscrire la qualité de l'accueil touristique dans leurs conditions d'admission, dans leur charte, dans les exigences de leur label. Ils peuvent organiser des formations et des « cercles de qualité ».

Pour certains comme Relais et Châteaux (hôtels 3-4*), l'audit est annuel. Pour les autres, le système de contrôle retenu est généralement celui d'un audit tous les 3 ans, ou davantage dès que le cluster aura reçu 3 réclamations de clients sur le même établissement. Plus encore qu'ailleurs, *le diable est dans les détails*, et l'un de ces détails souvent pointés est, très prosaïquement, la propreté et le confort des toilettes.

En France, un double phénomène a engendré une nette amélioration du comportement des chauffeurs de taxi avec leurs clients, étrangers notamment : d'une part le fait qu'ils étaient, plus souvent que d'autres, stigmatisés dans les enquêtes sur l'accueil dans le pays, d'autre part l'apparition concurrente d'Uber[1] et des transporteurs low-cost.

[1] Les taxis Uber fonctionnant à partir de voitures de particuliers sont interdits depuis 2015 à Paris, comme à San Francisco ; par contre, l'entreprise de taxis Uber est en activité.

4.3 L'accueil « friendly », outil d'un marketing ciblé

Chacun connaît l'expression < *Gay Friendly* > qui désigne un lieu où l'on réserve un bon accueil et des prestations appréciées des homosexuels. Afin d'améliorer l'accueil touristique et d'en recueillir une véritable plus-value, nous avons décliné ce *Gay Friendly* vers d'autres cibles, celles qui correspondent aux objectifs du marché local; par exemple, *Family Friendly,* idem avec les congressistes, les festivaliers, les surfers, les Italiens, les marathoniens, les seniors, les personnes handicapées, les croisiéristes…. Il ne s'agit bien sûr pas seulement d'un affichage mais aussi du déploiement de services particulièrement adaptés à ces cibles: par exemple, pour les sportifs, des menus et des horaires de repas complètement décalés; pour les festivaliers, une disponibilité permanente des programmes avec adaptation des transports locaux et des horaires de repas ; pour les familles, des services et jeux adaptés aux enfants…

Ce type d'accueil spécialisé vers certains publics, surtout s'ils représentent une valeur ajoutée notable, est assez mobilisateur pour les personnels du secteur privé comme pour ceux du secteur public.

Reste à entamer des démarches d'accueil dans le « continent noir », celui de la population locale.

4.4 Améliorer l'accueil des touristes par la population locale

Les protestations contre les touristes enregistrées ces dernières années auprès des habitants de Barcelone font écho à un indicateur, mis au point en 1975 par le Britannique G.V. Doxey, < *index of irritation* ou IRRIDEX> des locaux. Selon ce théoricien, les premiers touristes d'une destination sont accueillis avec euphorie, les seconds avec apathie, les suivants avec un sentiment de saturation et les derniers arrivés suscitent l'antagonisme. Cet index est surtout un plaidoyer pour le calcul de la capacité de charge d'un site et pour le tourisme durable. Il constitue un outil d'analyse qui se vérifie parfois, mais pas d'amélioration opérationnelle de la situation.

On a vu supra que l'accueil par la population française était variable. Aussi l'action auprès de cette population nécessite des mesures inédites, dont beaucoup sont encore en cours de test.

Outre la diffusion d'informations sur le rôle du tourisme international dans l'économie française, les pouvoirs publics ont engagé des actions, souvent peu coûteuses mais efficaces, telles que

- afficher en ville, dans les transports publics et chez les commerçants des messages de bienvenue en Français et en langues étrangères; dédiés apparemment aux touristes, ces messages constituent aussi une pédagogie pour les locaux. Quelques rares offices de tourisme interviennent dans les écoles primaires pour informer les enfants sur l'hospitalité.
- organiser massivement des cours de langues: ce fut le cas de l'Anglais à Calais deux ans avant l'ouverture d'EuroTunnel, qui a vu se multiplier les arrivées de Britanniques.
- avant la tenue d'évènements majeurs, sensibiliser les associations locales –quel que soit leur objet (sportif, culturel, de quartier…)- à l'évènement et y recruter des bénévoles pour leur organisation ; par hypothèse, ces bénévoles ne sont pas payés mais ils sont « gratifiés » avec des places gratuites, des invitations à des cocktails….Ainsi, deux ans avant < *Lille Capitale Européenne de la Culture* > en 2004, la ville a recruté 17 400 bénévoles, a dispensé à certains des cours de danse (de samba notamment) et d'anglais, en a formés au contact avec les visiteurs… depuis lors, Lille dispose de ce fichier de personnes acquises à l'accueil. De même, à Rouen, le Festival biennal des Impressionnistes mobilise des volontaires pour les spectacles de rue. Les fédérations de football, d'athlétisme et de rugby engagent des actions analogues pour recruter des bénévoles lors de grands matchs. Ces bénévoles, issus de la population locale, y répandent un message et un exemple de bon accueil.

5 EN CONCLUSION D'ACTUALITE

A l'heure où ces lignes sont rédigées, c'est-à-dire lors des attentats qui ont endeuillé Paris en Novembre 2015, d'innombrables messages d'amour sont venus de tous les continents, pour exprimer l'empathie de ces pays avec la population parisienne et française ; celle-ci en a été profondément touchée et tout le pays se remet en ordre de marche pour accueillir, dans des conditions encore améliorées, et bien sûr encore plus sécurisées, ses quelque 85 M de visiteurs annuels du monde entier. Un état de guerre comme celui que vit la France se traduit par une identification plus claire et plus approfondie de qui sont les ennemis et qui sont les amis. Nul doute que cette épreuve terrible se traduira aussi par un accueil plus attentionné et reconnaissant des touristes en France. Mais cela ne doit pas interrompre les efforts des professionnels, au sein de leurs établissements, pour améliorer leurs produits, et les rendre encore plus fiables, attractifs et confortables.

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