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CREATIVE TOURISM AND DESTINATION MARKETING AS A SAFEGUARD OF THE CULTURAL HERITAGE OF REGIONS: THE CASE OF SABUGUEIRO VILLAGE

TURISMO CRIATIVO E MARKETING DE DESTINO COMO SALVAGUARDA DO PATRIMÔNIO CULTURAL DAS REGIÕES: O CASO DA VILA SABUGUEIRO

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Abstract

This study entails a reflection on sustainability and specific tourism contexts (i.e. creative tourism). It focusses mainly on local communities' determiners in the consumer's purchase decision process in creative tourism. This research has as main goal to understand the determiners in the process of the consumer decision in creative tourism contexts, as well as to verify the growing importance of sustainability. A survey was conducted alongside tourists in Portugal (i.e. Sabugueiro village). Twelve qualitative interviews were carried out in Sabugueiro village, as well as direct observation. Besides, an online questionnaire with the intention of collecting the tourist vision about Sabugueiro village was carried out, resulting in forty-one valid answers. Results demonstrated the importance of tourism to Sabugueiro, genuine opinion from the interviewees about negative impacts of tourism and about the brand that represents the village. Territorial marketing is a fundamental tool in the promotion of places, one that must be present in the strategies of local government representatives, helping and promoting a sustainable economic and social development of the regions. In addition, the study revealed the view of the tourist about satisfaction with the trip and their sense of responsibility as a tourist for the good development of tourism. It was possible to understand the perception of tourists in Sabugueiro and assess the experience of visitors and the theoretical and practical contributions to local development and public marketing. Implications for future research are also presented.

Keywords: Sustainable tourism, tourist marketing, tourism impacts, case study, Sabugueiro village.

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Resumo

Este estudo envolve uma reflexão sobre sustentabilidade e contextos turísticos específicos (ou seja, turismo criativo). Ele se concentra principalmente nos determinantes das comunidades locais no processo de decisão de compra do consumidor no turismo criativo. Esta pesquisa tem como objetivo principal compreender os determinantes no processo de decisão do consumidor em contextos de turismo criativo, bem como verificar a crescente importância da sustentabilidade. Foi realizada uma pesquisa junto a turistas em Portugal (ou seja, vila Sabugueiro). Foram realizadas 12 entrevistas qualitativas na vila do Sabugueiro, além de observação direta. Além disso, foi realizado um questionário on-line com o intuito de coletar a visão turística da vila de Sabugueiro, resultando em 41 respostas válidas. Os resultados demonstraram a importância do turismo para Sabugueiro, opinião genuína dos intervenientes sobre os impactos negativos do turismo e sobre a marca que representa a vila. O marketing territorial é uma ferramenta fundamental na promoção de lugares, que deve estar presente nas estratégias dos representantes dos governos locais, ajudando e promovendo um desenvolvimento econômico e social sustentável das regiões. Além disso, o estudo revelou a visão do turista sobre a satisfação com a viagem e seu senso de responsabilidade como turista pelo bom desenvolvimento do turismo. Foi possível entender a percepção dos turistas em Sabugueiro e avaliar a experiência dos visitantes e as contribuições teóricas e práticas para o desenvolvimento local e o marketing público. Implicações para pesquisas futuras também são apresentadas.

Palavras-chave: Turismo sustentável, marketing turístico, impactos do turismo, estudo de caso, vila do Sabugueiro.

Introduction

Tourism has been developed through the opportunities, motivations and desires of the people, and its segments were increasingly explored with specificity (MACEDO; SOUSA, 2019). Travel for religious reasons was an important step for tourism, which culminated in the middle ages on construction of roads and hospitals in Europe. Other event that also was important to tourism activity was the *Grand Tour* in Europe, characterized by trips made by nobles for contemplation and gaining insights about ways of governing. These characteristics were also part of the *Petit Tour*, in France (SANTOS, 2000; KOHLER; DURAND, 2007). With the advances of the transport sector and economy, it happened a considerable increase on international tourism, resulting in a mass tourism. In Portugal, 1964 was the year that had a growth on tourism sector, and this was a big impact to the history of the country and the economy (MACHADO, 2013; GONÇALVES, 2012), thus, tourism incorporates issues that cause positive or negative impacts (ROSA, 2002). For that reason, a sustainable development model is, perhaps, the ideal way to minimize the negative impact of tourism and provide social inclusion, and a balance between the economy, the environment and society. The “marketing of places assumes as a determinant tool in the dissemination of places, must be present in the strategies of the representatives of the local power, helping and providing a sustainable economic and social development of the regions” (SOUSA; ROCHA, 2019: 3).

Marketing in turn, is an important ally for tourism to be well developed. Thus, tourist marketing is a tool that contributes to the valorization of the identity of a region and to find new ways to attract stakeholders (BARROS; GAMA, 2009; BARROS, 2011). To verify these aspects of tourism, sustainability and the tourist marketing, this research proposes a case study in a village in the central region of Portugal, called Sabugueiro. This place is little explored academically, which also motivated this research. Parallel to the main case study, it was incorporated a research about the Associação de desenvolvimento Integrado de Aldeias da Montanha (in anglo-saxon: Association of Integrated Development of Mountain Villages) (ADIRAM). This association develops projects in some Portuguese villages, to highlight the territory and provide positive tourism impacts for the

region focusing on sustainability («Associação de Desenvolvimento Integrado da Rede Aldeias de Montanha», 2012). This is a specific study case, so the subjects such as tourist marketing and tourism impacts will be linked to the Sabugueiro village, to gain insights and generate hypotheses, through an exploratory research.

Synthesis of tourism impacts

One of the most studied subjects of tourism is its impact on the region where is developed, but because it involves numerous sectors and social issues, it is not an easy task to obtain accurate information of the consequences (SALAZAR; OLIVEIRA, 2011). Tourism accounts for a significant share of the world economy and represents one of the fastest growing activities in the world. This activity stimulates creation of job opportunities and new companies, so there are rulers that considers tourism as a kind of salvation for countries' economy (VALENCIA, 2017; ASHLEY *ET AL.*, 2007; RUSCHMAN, 2008). In the social context, tourism is related with quality of life, preservation and enhancement of cultural heritage, encourages education and stimulate social inclusion (KYM *ET AL.*, 2013; CARVALHO, 2009; VELLAS, 2011; PIRES, 2004). About the impacts of the tourism industry, Vellas (2011, p.11) refers about direct and indirect impacts, such as services, housing, equipment and suppliers. In addition, the author cites the "induced impacts" that would be food and beverages, clothing for example and "impacts in different sectors" such as education, energy, transportation and construction. However, tourism activity has an effect in several spheres, which justifies its great positive potential for the development of a region, or a society (ROLA; MALHEIRO; SOUSA, 2018).

According to Juan (2013, p. 1) "tourism has a direct impact on (re) formulation, (re) interpretation and (re) invention of local identity, especially when it is related to endogenous development and that has equity as the key axis that can be activated in defined policies and strategies." On an interpretation of this thought, it is possible to understand tourism as an activity capable of being a (re) orienter of culture, a capacity that clearly can be divided into two axes: to guide the preservation of this culture through tourism or interfering in a predatory manner and damaging or extinguishing it. Another negative point that becomes susceptible when tourism is not well structured and developed, is the appearance of a phobia against activity called "tourismphobia", namely, "the rejection of tourists by the locals"(ABRIL-SELLARÉS *ET AL.*, 2015, p. 333). This phobia happens when there is an exaggerated quantity of tourists and they end up "appropriating" the locality, and this causes issues such as changes in trade, real estate speculation for example, when they start to disturb the natives' life, as already happens in Barcelona, Spain (CHIBÁS, 2013). This occurs mainly when these natives are not inserted in the context of tourism development (JUAN, 2013).

About the negative impacts of tourism Almeida & Abranja (2005, p.29) assert "[...] water and air pollution; noise pollution; congestion of vehicles and large clusters of people; visual pollution from improper land use and poor site planning; resource degradation; ecological imbalance of natural areas are some of the notorious consequences when tourism, the environment, the economy and society collide due to their incompatibility." Thus, it is necessary to plan this activity in a coherent and effective way, in other words, in a sustainable way with the purpose of minimizing the possible negative impacts.

Sustainable and creative tourism

Concerning about the environment can be seen since the 18th century in Europe, and over time, clearly the proportions of this concern have increased and spread to other regions of the world. This has influenced the holding of conferences to discuss environmental issues, such as the United Nations Conference in Stockholm (Sweden) in 1972, and the "Eco 92" in Rio de Janeiro (Brazil) (MELO; MARTINS, 2007; FROEHLIC, 2014). The sustainability is a model of development that needs to be comprehended by the society as essential, and for this it is necessary environmental awareness (VEIGA, 2014; MELO; MARTINS, 2007). According to Ferraz (2003, p. 19) "Throughout the history of humanity, the way of appropriation of space and its resources have led to the development and decay of different civilizations." Sustainable development can and should be the basis of sectors of society, with the aim of reversing (if it is still possible) or at least compensating the damages caused by the actions of society.

Despite the complexity, sustainability can also be attributed to tourism, because this activity contributes on preservation, can provide funds to invest in a region and can be a tool for social inclusion (ALMEIDA; ABRANJA, 2005; ALVES, 2015). According to Körössy (2008), the systematization of tourism in a sustainable way becomes essential for the good development of the activity, but according to Hanna *et. al*, (2017) not all forms of tourism are potential to become sustainable, because the most propitious being those that have the environmental issue as a focus.

The social sphere it is very important on this scenario of sustainability, because its can be a tool to improve or change people’s lives. A research conducted in India for exemple indicates that tourism sustainability is related to residents' life quality, other research suggests that local community participation in tourism development is a considerable factor for tourism sustainability (MATHEW; SREEJESH, 2017; SALGADO, 2015). To conducting the development of tourism in a sustainable way, there are some guidelines to be considered («Criterios Globales de Turismo Sostenible para Destinos Turísticos», 2013, p. 1):

- ♻ Maximize the social and economic benefits to the receiving community and minimize negative impacts;
- ♻ Maximize the benefits to communities, visitors and cultural heritage and minimize impacts;
- ♻ Maximize the benefits to the environment and minimize the negative impacts.

The World Tourism Organization (UNWTO) published in 2013 a study that presents five pillars for sustainability of tourism:

Table 1: Pillars for sustainability of tourism

♻ Governance;	Tourism Policy and
♻ investment and competitiveness;	Economic performance,
♻ work and human capital;	Employment, decent
♻ Social Inclusion;	Reducing Poverty and
♻ natural and cultural environment.	Sustainability of the

Source: «Sustainable Tourism for Development Guidebook» (2013, p. from 43 to 123)

Analyzing the proposed pillars above, it is understood the complexity of the tourism and the challenge of transforming it into a sustainable activity. It becomes more challenging, if we reconized that each region has a way of dealing with this activity and has different touristic offering and management. The directions for sustainable tourism incorporates many social factors that are often not considered for the development of tourism. In addition, the involvement of the public and private sector, is increasingly needed as a mutual partnership for tourism praxis. In this context, creative tourism is perceived as a form of cultural tourism, although it is quite different in that while the latter is based on "observing," "seeing," and "contemplating," creative tourism is based on experiencing, "learning", not only looking at the icons or painting them but rather attending a course on painting icons in the destination (OHRIDSKA-OLSON; IVANOV, 2009; CAMPBELL, 2010; REMOALDO *ET AL.*, 2012). Creative tourism requires the active involvement in the creative process in order to establish an engagement and an exchange with the local population and culture (RICHARDS; WILSON, 2007; RIBEIRO; REMOALDO; MOTA, 2011). According to Richards and Wilson (2006), cultural tourism and creative tourism are similar in the sense that both use culture as their basis, around which a series of activities are produced. The major difference between cultural tourism and creative tourism is that the former often involves tourist groups travelling with a guide who interprets the culture for them, while the latter involves tourists who actively learn about the surroundings, and always look for more engaging experiences for their personal development (DALONSO; LOURENÇO, REMOALDO; NETTO, 2014).

Tourism marketing and creativity

According to Beni (2007, p. 231) tourist marketing refers to an "administrative process through which companies and other tourism organizations identify their customers (tourists), real and potential [...]" and have the objective of "formulating and adapting its products to reach the optimum satisfaction of the demand". With this, this tool is also perceived as the main component of destination tourism management (BENI, 2007). Services must work to deal with an increasingly demanding and sophisticated public, entering a conflict between the obligation to improve quality of service and the pressures to practice lower prices. Consequently, marketing is a possible answer to this scenario, as the responsible for the development of the forms of tourism and destinations (BENI, 2007).

The complexity of the development of tourist destinations also includes marketing, and according to Alcañiz *et al.*, (2000) the relation between residents and issues connected with this development, makes commercialization and control a difficulty. Therefore, the author argues that all strategies and actions should consider the views of all parties involved in the process, and it is necessary based on the social marketing (ALCAÑIZ *ET AL.*, 2000). It is worth emphasizing that this relates to the composition of sustainable tourism, which establishes marketing and tourism as allies for such form of development. On territorial planning for tourism, Beni (2007) states that territorial planning aims to develop socio-economic issues of a society as well as its culture. In tourism, studies show that this planning combined with control and evaluation is fundamental to benefit the activity (PAIXÃO *ET AL.*, 2016). Hence, there is also the prospect that the destination marketing must be carried out internally and externally, that is, for the residents and visitors and thus ensure a better results (ISPAS *ET AL.*, 2015).

Nowadays technologies are crucial tools for disclose and searching for a destination. Social networks, search sites or places' ratings, are examples of tools that are often used when someone thinks about traveling. Tourist marketing is involved with this reality and plays a key role in this approach, because it refers to something intangible (ARRUDA; PIMENTA, 2005). In this perspective, are the concepts "social medias" and "electronic word of mouth" (DOLNICAR; RING, 2014). The brands are representations created for different purposes, as create a connection with the consumer and to be recognized in the market that is being represented. According to Dinnie (2011, p. 3) "brand strategy concepts are increasingly adopted in the commercial world and applied in the pursuit of urban development, regeneration and quality of life."

Discussing about brand's product, it is needed refer the value that it has. That is, a simple product such as a purse, may have another monetary or even emotional value conditioned by the brand that the purse possesses, this is called "brand equity" and refers to the value that a brand adds to the product (FARQUHAR, 1989). For a territory, this concept has also been adapted named as "country equity" (SHIMP; SAEED, 1993). According to Kotler (2000, p. 59), "the brand should represent a promise of the total experience that customers can expect." Hence, the brand is also a symbol that stimulates beliefs, behaviors and can be a factor of connection with the consumer (LAGES, 2017). Cooper *et al.*, (2007, p. 627) affirms "a strong brand will gain leverage in distribution channels because consumers want to acquire it and travel companies and internet sites want to represent it."

For Anholt (2010) the brand can be used to create an image, an identity and a common vision, that means, a purpose. The internal marketing is an important factor, because through the analysis of an applied research, authors have verified that when proud of the city, the residents become "brand ambassadors" (ISPAS *ET AL.*, 2015). On this perspective, Middleton (2011) goes further, by stating through the conclusion of his study, that the brand internal communication is essential for its success externally. Therefore, determining a brand for a city is complex because it involves multiple stakeholders (stakeholders, local people, public and private sector, tourists), and each part with a different benefits through the brand. (MIDDLETON, 2011).

Sabugueiro village: contextualization

Sabugueiro is located at 1,100 meters of altitude, and it is considered the highest village in Portugal. The tourist exploration of the Sabugueiro began by scientific hikers who would climb the mountain, transforming the village into a point of support and obligatory passage («Sabugueiro», 2008). Therefore, the village that had been maintained economically mainly from the pastoral

activity, nowadays has tourism and commerce as one of the main economic sources. Obviously, tourism is a driving force in the village, and this can be easily seen by the amount of local accommodation and stores on the road. There are around 10 restaurants along the national road and 10 accommodations, including over 100 registered beds («Sabugueiro», 2008).

Sabugueiro village, is an access road to the towers of the Serra da Estrela and ski resort, the only one in Portugal. This contributes to the high tourist flow in winter months, and sometimes makes the village of Sabugueiro just a passage to these places (BIGOTTE, 1992). The village, which had only 19 residents in 1527, has about 478 residents according to the 2011 Census. Some of the spaces and equipment present in the village are: senior residence, hydroelectric power station and a soccer field. («Sabugueiro», 2008).

Apart from the culinary, natural attractions and architecture, another highlight of the village, are the people. The way of speaking, being, receiving, and the live's history of those people are something unique in the village that today inspire creation of activities and events.



Figure 1: Sabugueiro village



Figure 2: Community oven



Figure 3: Sabugueiro village



Figure 4: Sabugueiro village

The association ADIRAM was created in 2012 at Seia, which has a partnership with at least nine municipalities, has the objective of developing the tourism activity of Portuguese villages in a sustainable and innovative way («Associação de Desenvolvimento Integrado da Rede Aldeias de Montanha», 2012). ADIRAM promote some projects in Sabugueiro, and because of this, was considered important to incorporate it in this research. This association promotes more than thirty villages and develops marketing strategies to improve tourism. Thus, a brand was created to represent the villages (including Sabugueiro), with the following slogans: "The common place? it stayed down there."; "Fast food? stayed down there." "Highway? stayed down there."; "Authentic nature, genuine people".

Figure 1: The brand by ADIRAM that represents the villages



Source: <http://www.aldeiasdemontanha.pt/homepage> Accessed on: 29/12/2017

Hence, three projects that are promoted and have support by ADIRAM at Sabugueiro will be presented below. The information was collected through ADIRAM and Sabugueiro webpages («Sabugueiro», 2008; «ADIRAM», 2016), as well as during empirical research.

Women from Sabugária

The project "Women from Sabugária" refers to the collection of testimonies of several female figures of Sabugueiro. Remarkable, real and authentic testimonies of the lives of these people, that mark and make the village a spectacular and historical place.

Routes

Another action of ADIRAM is the creation and signaling of routes in the villages. According to the association's website, itineraries are available for cycling or walking, with a total of 15 possibilities, and two of these are at the Sabugueiro village. Each route has a leaflet available online with the route, estimated duration, places to go, a code of conduct for visitors, information in case of emergency and representations of the degree of difficulty of the route.

Caiçolas's night

Caiçolas's night is a gastronomic and traditional event of Sabugueiro, which ADIRAM promotes and divulges the occasion to attract visitors, but it is also an initiative of local people from the village. According to information from the executive part of the municipality the event that happens annually in November, had more than 300 visitors in 2017. The night of the caiçolas is represented by the long preparation of meat in the caiçolas in the community oven of the village, which means tradition and a unique experience for visitors.

Methodology

The study was conducted with a view to a case study of a region, performing an exploratory research based on the flexibility of data collection, with predominance of qualitative data (MALHOTRA, 1999; RÉVILLION, 2003). A exploratory research has the characteristic of being versatile, aiming at obtaining insights and understanding of the studied subject, which can also support the development of hypotheses (MALHOTRA 1999, p. 85). The procedures were adapted several times during the period of the research, to collect the information in the best possible way about the case study, considering its peculiarity. Thus, this sequence of adaptations resulted in a combination of qualitative and quantitative methods, in order to compare different perspectives (CRESWELL, 2014) and methodological triangulation was carried out for the research with collection of different data in order to increase the reliability of the results of the investigation (WAHYUNI, 2012).

First the research was based on secondary data provided by the person responsible for ADIRAM and by online search. For the residents and local actors, the sample was clearly intentional (not probabilistic), with the purpose of gathering information from that specific community and discover the feelings, beliefs and attitudes of the interviewees (MALHOTRA, 1999; MARSGLIA, 2006). Besides informal conversations, 12 recorded interviews were carried out, including: 7 residents of the village of Sabugueiro and 5 local actors (residents or not), in loco, from 08/01/2018 to 10/01/2018. Therefore, the tables below report the sample's characteristics, wick for each person interviewd was assigned a code to guarantee privacy. The code distribution was made in a random way, wick means, the sequence of local actors is irrelevant.

Table 2: Local actors interviewed

	A1	A2	A3	A4	A5
Local actors					
Gender	Female	Female	Male	Female	Female
Age	From 35 to 44	From 55 to 64	From 45 to 54	From 25 to 34	From 25 to 34
Education	Elementary	Elementary	Master's degree	Postsecondary degree	High School
Occupation	Employed	Employed	Employed	Employed	Employed

Table 3: Residents interviewed

Residents	M1	M2	M3	M4	M5	M6	M7
Gender	Male	Male	Male	Female	Male	Female	Male
Age	From 45 to 54	65 years or more	From 35 to 44	From 35 to 44	From 35 to 44	From 55 to 64	From 18 to 24
Education	High School	Elementary	High School	Postsecondary degree	Postsecondary degree	Elementary	High School
Occupation	Employed	Retired	Employed	Employed	Unemployed	Employed	Employed

An online questionnaire was collected in Portuguese, English and Spanish sented by e-mail, online pages about the Sabugueiro village and social media during the period 01/01/2018 until 09/02/2018. This resulted in the collection of 41 valid responses that were analyzed using the software "IBM SPSS Statistics version 24". Reliability analyzes, descriptive analyzes and bivariate comparisons with the study variables were performed as well as the creation of graphs according to the questionnaire responses.

According to Creswell (2014, p. 148) for the research carried out with a mix of methods, questions or hypotheses can be constructed, therefore, since this is an exploratory research aiming at the creation of hypotheses, so it was considered for this investigation the creation of research questions for both types of approach.

Table 4: Research questions

Qualitative questions

♻️ What are the positive and negative impacts of tourism in Sabugueiro village, from the perspective of residents and local actors?

♻️ What is the opinion of Sabugueiro's residents about the brand that represents the region?

Quantitative questions

♻️ What is the tourist's perception of sustainable tourism in Sabugueiro?

♻️ How satisfied is the tourist with the visit to the village?

♻️ Does the tourist feel responsible for the good development of tourism?

Discussion and results

To answer one of the questions of this investigation, each interviewee was asked about the improvement that tourism brought to Sabugueiro, a question that was answered quickly by some

people referring to life's quality. On social view, the interaction of local agents with visitors was also referred to as a positive aspect of tourism. Therefore, contact with other cultures is a form of experience, learning and possibility of knowing about other realities.

Natural evolution of man brought to the village other forms of livelihood, with this, tourism in Sabugueiro has become a consequence of the historical heritage of the region and its strategic location. The construction of new equipment such as restaurants, hotels and even the use of the original architecture of the village to convert into something related to tourism, generated and generates employment and income to the community.

Table 5: Opinions about tourism impacts (positive side)

The positive side

During the dialogue, **A1** said *"that's how the village was once a poor village, it was a village that lived on agriculture and pastoral activity, of course afterwards with the coming of tourism, as this is a point of passage to the highest point, people started to live a little better."* **M6**'s vision was the same *"tourism improved people's lives, because those who live on tourism also help other people, help them work with others, help sell the local product "*.

On the other hand, there are also opinions that the benefits of tourism were directed to a specific part of the local community, in the words of **M2** *"improved was the things of the cafes and things like this, but otherwise, what has improved ?!".* A line of thoughts that was the same as **M4**, *"at the level of physical facilities, it may have improved, but I do not know all of them either, I can not evaluate them ..."*.

About the negative side of tourism at Sabugueiro, the issue about garbage was mentioned by some interviewees, fact that compromises the sustainability of tourism. Other opinion was about the decrease of tourists' numbers, and the interviewee believed its because of the "few" attractions at Sabugueiro. On the negative side of tourism, it was observed that the roadside trades grew too much and began to repress the essence of the village. This has implicated for a mass tourism with souvenirs uncharacterized, and a large amount of commerce and restaurant waiting for a large amount of people in the small dimensions of the village. However, during the interview some people spoke that tourism didn't bring negative issues to Sabugueiro.

Table 6: Opinions about tourism impacts (negative side)

And... the negative

Despite the relatively small territory of the village, **A3** adds the disorderly growth of commerce along the road and the precarious infrastructure as a negative point, *"[...] From the aesthetic point of view it is not a good business card. The red letters... the products outside, the structure of the road itself, the rides, the shortage of parking, then all this has a negative impact. "* And he also refers to the difference between the tourism on the road and on center *"there are two types of tourism here if we want: tourism along the road, and tourism off the road that is when we go out and enter the alleys, in the streets of the village and we have the house, the houses tourism in the village, traditions, then there are two different types of tourism. "*

Issue about communication between the village people was quoted by **M4**, declaring that the social sphere of the region was affected by tourism, *"when I was a girl there was much more tourism people were much more united, they helped each other more. It is because in this way in the human resources level it has gotten much worse"*. And further on with this thought, saying *"[...] at the level of human resources, of people as human beings, I think it has gotten worse. They forgot about the part of inter-help and that we are part of the same community, so I think that the entities, the association of which you told me (referring to ADIRAM), together, governament, these things should try to show people that this does not it would be good for a person or for two or for a company or for two, it would be the entire population that would be winning, that is, not only financially but also other things... visibility, everything... one thing leads to another. "*

As mentioned in the literature review, the branding is significant for the representation and connection between the region and internal and external agents. In addition, it was studied that when the agents that are present in the reality of the region daily approves and appreciate the brand, they become ambassadors of it, this contributes to tourism and marketing simultaneously. Therefore, the brand created by ADIRAM to represent the villages and disseminate them was presented to all the interviewees, as well as the slogans used to promote the villages. The representation of the brand and the slogans used to promote the village were generally well accepted by the local agents interviewed, despite the strong criticism about ADIRAM. It is possible to notice that sometimes the opinion about the association influences on the opinion about the created brand, and in this way, it is possible to verify that even if the brand was different the opinion would be the same.

Table 7: Some opinions about the brand

Brand management

In M3's view, the brand represents the region well and is understandable "yes, it's all about, because here in the mountain villages there is no fast food, [...] Yes, I think it represents ... the view looks like a valley and another valley, yes it represents, it's well done. "

Contrary to the positive opinions on the mentioned brand, A4 disagrees with the brand used and questions why the slogan refers to gastronomy, "no, at all. So, why do they talk about food, if they do not help gastronomic events?! I do not feel that my village is minimally represented. "

Of all the 41 respondents, 53.66% were male and 46.34% female, which means 22 men and 19 women. Regarding the age range of the respondents, the prevalence was between 45 and 54 years, followed by people aged 25 to 34 years. According to the sum of the data, the predominant profile of the sample is: persons employed, married and graduated. Most of the respondents, 51,22%, obtained information about the village through their friends, leaving the internet on second place. The predominance of word-of-mouth as a response is an important indicator to consider, emphasizing that the experience of acquaintances is indeed significant for the decision-making of these respondents.

Perception of sustainability in tourism in Sabugueiro

Despite the problems observed and cited by the interviewees in Sabugueiro Village, 63.41% of tourists said yes, tourism in the village can be considered sustainable.

Travel satisfaction

A scale from 1 to 5 was considered for the questions on overall satisfaction regarding the visit and hospitality of the local community of the village of Sabugueiro. In this variable, it was first analyzed the estimate of its reliability, that is, "the capacity of this to be consistent" (Maroco & Garcia-Marques, 2013, p. 66). Therefore, it was considered the value of Cronbach's alpha of the variable, which for investigations in the social sciences must be greater than 0.6 (DeVellis, 1991 *apud* Maroco & Garcia-Marques, 2013). Cronbach's alpha obtained above-average value (0,823), thus revealing the reliability of the variable.

Table 8: Descriptive synthesis of the satisfaction variable

	N	Minimum	Maximum	Average	Standard deviation
Overall, what is your satisfaction level when visiting Sabugueiro?	41	2,00	5,00	4,0488	,89306
Overall, how satisfied are you with the hospitality of the local community of Sabugueiro?	41	2,00	5,00	4,2927	,81375

The first observation to be made from the descriptive analysis of the variable, is that the minimum score assigned to these questions was 2, so the option 1 ("very bad") was not considered by the respondents in this satisfaction question. Thus, the average satisfaction of these respondents was positive in relation to the visit to Sabugueiro.

Sense of responsibility as a tourist

Considering that the tourist is a key factor for the development of tourism and consequently for the good development of the activity, the respondents were asked their opinion regarding the responsibility as a tourist. It has been seen in the literature review that sometimes the tourist is inconvenient during their trip, which causes the residents' indignation and negative implications in the region. The issue of garbage left by tourists for example, quoted by some interviewees in the qualitative part of this research, is a real problem in Sabugueiro.

Thus, the results indicate that 43.90% of the respondents believe that the responsibility for the good development of tourism it depends on the tourist and the government. Despite this, 19.51% of the respondents believe that the good development of tourism belongs only to government, and it must impose rules and supervision. This type of response indicates the exemption of the responsibility of the tourist for its behavior, it is as if the most precarious places (without inspection, sinalization, rubbish bin) were passive of inadequate conducts like throwing garbage in the ground for example, and it conditions justify such behavior. On the other hand, 36.59% of the respondents answered that they feel responsible for the good development of tourism. Therefore, a considerable percentage of the sample suggests an awareness of the individual's commitment to the environment they visit.

Conclusions

The interviews conducted for this research was a way to collect the genuine opinion of the local people from Sabugueiro village, considering their perspectives to conclude the reality of the case study. Thus, it was noted that tourism is a fundamental activity for the village, although it needs to be better structured. Perhaps issues as creative tourism or slow tourism should be considered in Sabugueiro or more explored (because there are some activities been developed at the place wich were referred on this paper), to increase the quality of tourism and to conduct it in a "sustainable way".

The theoretical part related to ADIRAM was also a contribution for this investigation, being the material a source of analysis for the research linked to the governmental management, that was part of the methodological triangulation of this paper. However, it is worth mentioning that the brand created by the association mentioned, causes a confusion to represent numerous villages. All are represented as "authentic landscapes and genuine people," but the brand does not include unique aspects of each village. Possibly the divulgation of the Sabugueiro village would be more appealing if the brand indicated something of the village itself, moreover, local people would probably identify themselves more with the brand.

The answers about satisfaction through quantitative data were positive and affirmed the village as a good destination to travel, despite some difficulties. The results about the sense of responsibility as a tourist in the development of tourism, were essential questions to understand the vision of the tourist as a fundamental agent for the good development of the tourism, or not. As a result, it was observed that most respondents believe that there should be a balance between the responsibility of the tourist and that the government, which is completely understandable. But, it is worth noting that in the face of adversity in each region, this can not become a factor that justifies misconduct on the part of tourists, such as dumping trash on the ground in Sabugueiro if there is not rubbish bin along the road, for example.

The conclusions led to the creation of suggestions for the village, they are: Creation of a calendar of events with more activities, created from monthly meetings with the local community, to encourage social inclusion and try to decrease the seasonality of tourism; Creation of a new and exclusive brand to promote Sabugueiro; Put together local residents who are interested in becoming professionals as tourist guides to sell this type of service, after appropriate training; Include locals in the creation of tourist itineraries, so they can give ideas about local activities and customs for sale of more interactive experiences for tourists; Create an activity tour of activities between villages, with distinct options to achieve more than one target; Promote the villages in schools and universities, to promote and including these places in educational tours.

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