

Proposal and Validation of Scale for Touristic Capacity Measurement

Proposição e Validação de Escala para Mensuração de Capacidade Turística

Proposición y Validación de Escala para el Medición de la Capacidad de Turismo

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Abstract

This study aims to develop and validate a scale to measure the touristic capacity of companies operating in the hotel segment. The touristic capacities covered in this study are understood as the capacity of organizations who work in the tourism sector in managing the company's internal potential with a view to adding value to the services provided. By these, it is possible to differentiate and develop competitive advantages, as well as to strengthen these organizations. Therefore, an exploratory and descriptive research was conducted with 65 hotels focused on tourism, located in different regions of the city of São Paulo. The results revealed five decisive touristic capacities for the competitive differentiation of these companies, which compose the construct proposed in this research, which are: generation of customized service to tourists; knowledge about the (local) tourist attractions of the city and region; attention to new (local) tourist events in the city and region; knowledge of the local and regional history; and location close to strategic points. We conclude that the comprehension of the touristic capacities developed by hotel companies can contribute to the understanding of factors that favor the adaptive capacity of these companies, considering the characteristics of the dynamic environment of the sector. Likewise, it can provide evidence to the understanding of how these companies achieve and sustain competitive advantages, which results in a new field of research for this topic.

Keywords: Dynamic capabilities; Touristic capacities; Hotel companies.

Resumo

Este estudo objetiva desenvolver e validar uma escala para a mensuração da capacidade turística das empresas que atuam neste segmento. As capacidades turísticas abordadas neste trabalho são compreendidas como a capacidade das organizações que atuam no setor turís-

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tico em gerenciar potencialidades internas da empresa com vistas a agregação de valor aos serviços prestados. Por meio destas, torna-se possível a diferenciação e o desenvolvimento de vantagens competitivas, bem como o fortalecimento destas organizações. Para tanto, pesquisa exploratória e descritiva foi realizada com 65 hotéis com foco no turismo, localizados em diferentes regiões da cidade de São Paulo. Os resultados encontrados revelaram cinco capacidades turísticas determinantes para a diferenciação competitiva destas empresas, as quais compõe o construto proposto nesta pesquisa, sendo estas: geração de atendimento personalizado ao turista; conhecimento sobre os atrativos turísticos (locais) do município e região; atenção aos novos acontecimentos turísticos (locais) no município e região; conhecimento sobre a história local e regional; e, localização próxima a pontos estratégicos. Conclui-se que a compreensão das capacidades turísticas desenvolvidas por empresas hoteleiras pode contribuir para o entendimento de fatores que favorecem a capacidade adaptativa destas empresas considerando as características do ambiente dinâmico do setor. Da mesma forma, pode fornecer evidências que permitam o entendimento de como estas empresas alcançam e sustentam vantagens competitivas, o que resulta em um novo campo de pesquisa para essa temática.

Palavras-chave: Capacidades dinâmicas; Capacidades turísticas; Empresas hoteleiras.

Resumen

Este estudio tiene como objetivo desarrollar y validar una escala para medir la capacidad turística de las empresas que operan en este segmento. Capacidades turísticas analizados en este trabajo se entiende como la capacidad de las organizaciones que trabajan en el sector turístico de la gestión del potencial interno de la empresa con el objetivo de agregar valor a los servicios prestados. A través de ellas, se hace posible diferenciar y desarrollar ventajas competitivas, así como el fortalecimiento de esas organizaciones. Por lo tanto, la investigación exploratoria y descriptiva se realizó con 65 hoteles enfocados en el turismo, que se encuentra en diferentes regiones de São Paulo. Los resultados mostraron los cinco determinantes capacidades turísticas para la diferenciación competitiva de estas empresas, que conforman el construto propuesto en este estudio, que son: generación de un servicio personalizado a los turistas; conocimiento sobre los lugares de interés turístico (locales) en la ciudad y la región; atención a los nuevos eventos de turismo (local) en la ciudad y la región; conocimiento de la historia local y regional; y la ubicación cerca de los puntos estratégicos. Se concluye que la comprensión de las capacidades turísticas desarrolladas por empresas hoteleras puede contribuir a la comprensión de los factores que favorecen la capacidad de adaptación de estas empresas que están considerando las características del entorno de la industria dinámica. Del mismo modo, puede proporcionar evidencia a la comprensión de cómo estas empresas a alcanzar y mantener ventajas competitivas, lo que resulta en un nuevo campo de investigación para este tema.

Palabras-clave: Capacidades dinâmicas; Capacidades turísticas; Las compañías hoteleras.

1. Introduction

The touristic activity has excelled in the global economy (KASIM, 2006; JIANG; SU; DU; 2013; MONDO; FIATES, 2015) as a major source of employment and income generation,

which stimulates international trade (RAMGULAM; RAGHUNANDAN; RAGHUNANDAN, 2012), the development of the economy, and the growth of gross domestic product (GDP) of the countries (BOOYEN, 2012). Tourism adds economic value, and, if well managed, supports local development.

Several companies operate in this context, exploring touristic issues as a business opportunity, such as travel agencies, food and transportation companies, and hotel organizations. The hotel industry is one of the main actors involved in this process, since it deals directly with the individuals who seek in tourism an opportunity for business, rest, or leisure.

The experiences lived by tourists determine their level of satisfaction with the services provided. Accommodation and food needs directly affect the satisfaction of users of hotel services. Thus, capacity-building can become an attractive for these companies, in order to meet the customers' needs, retaining and making them loyal, so that they can return and publicize the services provided by the company, which adds value to the organization. As Pezzi and Vianna (2015) explain, the experience is related to the differentiation in relation to competition, enabling a greater appreciation of the consumer in relation to supply, and thus easing the importance of the price to be paid.

In this sense, the dynamic capabilities assume an important role in the process of strategic management of these organizations (TEECE; PISANO, 1994). The dynamic capabilities refer to the company's capacity to innovate and react better than its competitors (COLLIS, 1994; TEECE; PISANO; SHUEN, 1997; DOSI; NELSON; WINTER, 2000; TEECE, 2009). They are related to the actions developed by the company to stand out from competitors, by the quality of services provided and its competitive differentials. As Mondo and Fiates (2015, p. 114) say, the quality of tourist services is understood "as assumption of the perception of satisfaction, and assists along with other variables in the image creation of the attraction or tourist destination".

Tourism can provide the development of specific capabilities to hotel companies, referred to in this study as touristic capacities. Touristic capacities refer to the capacity of organizations who work in the tourism industry in managing the company's internal potential with a view to adding value to the services provided. By these, it is possible to differentiate and develop competitive advantages, as well as to strengthen these organizations.

The development of touristic capacities can add value to organizations, assisting the development of strategic resources and sustainable competitive advantages. Despite its importance, few

studies are investigating the development of dynamic capabilities in organizations. Specifically in the tourism industry, considering the specificities of hotel companies, the development of touristic capacities remains little investigated, which can be considered as a theoretical research gap for further studies.

Understand the development of touristic capacities in hotel companies can contribute to the understanding of factors that favor the development of these organizations, as well as their impact on the performance of these companies. Similarly, it allows the evaluation of how these organizations use tourist information from the context in which they are inserted as a mechanism to develop their dynamic capabilities.

In this context, it is appropriate to investigate “what touristic capacities can be developed by hotel companies working with emphasis on tourism”, to identify a suitable construct that allows evaluating the measurement for such capabilities in other companies operating in this industry. The identification of a scale for measuring touristic capacities will allow further studies evaluating the relationships between such capacities and other variables, such as the performance of these companies.

Drawing on these assumptions, this study aims to develop and validate a scale to measure the touristic capacity of companies operating in this segment. This research seeks to innovatively expand the horizons on the topics related to strategy, organizational changes, and competitive advantages, enabling new prisms of analysis, as well as contributing to the improvement of the management processes of the companies that operate in this sector, comprehending the development of touristic capacities in hotel companies.

In this perspective, the study is justified by the relevance of the topic and shortage of studies with this approach. The comprehension of the touristic capacities developed by hotel companies can contribute to the understanding of factors that favor the adaptive capacity of these companies, considering the characteristics of the dynamic environment of this sector. Likewise, it can provide evidence to the understanding of how these companies achieve and sustain competitive advantages, which results in a new field of research for this topic.

Another aspect that justifies the development of this research is the competitive scenario experienced by the hotel industry, in which decision-makers require effective tools for their actions,

under penalty of managerial failure. As Mann and Angels (2014) show, administrating the management processes of hotels began to have a crucial role in the maintenance of the market organization, because of the entry of international hotel groups in the national market, increasing competition.

Furthermore, we did not find other studies with this scope (scale validation of touristic capacity) and context (hotel industry), reinforcing the uniqueness of the research and, therefore, its contribution to the approach of a new theoretical/empirical perspective with tourism science, area of justification by the development of the latter.

Regarding the theoretical perspective, Silveira-Martins and Tavares (2014) found studies in the literature of dynamic capabilities and of managerial, marketing, and technological capabilities, which exclude the (touristic) capabilities investigated in this research, specific to the object of study (tourism). Martins et al. (2014) recognize the existence of the ambidextrous capacity, and Escobar (2012), the absorption and innovation capacity. Thus, touristic capacities constitute a theoretical gap that explores a specific need for the tourism segment, as recommended by Teece, Pisano, and Shuen (1997), when highlighting the specificity of the dynamic capabilities theory.

This article is organized in five sections, besides this introduction. The first part explores the constitution, development, and consolidation of dynamic capability, tourism, and touristic capacity. The second section presents the theoretical framework of reference, which seeks to situate the scientific context of the study. The third part covers the methodology that oriented the conduction of the study under analysis. In the fourth section, we discuss and ponder on the analysis of the data of the surveyed companies and, in the last section, we present the conclusion, in which we reflect and point to new directions, in addition to create possibilities for studies on touristic capacity.

2. Theoretical Framework

In this section we present the theoretical basis of our study. Initially, we introduce some concepts surrounding the tourism and dynamic capability constructs. Then, we develop the concept for the touristic capacity construct, which is the main topic of this research.

2.1 Tourism

The impact of tourism in the global economy is significant (JIANG; SU; DU; 2013; MONDO; FIATES, 2015). Since it is a worldwide phenomenon, tourism has become one of the fastest growing sectors in the global economy (KASIM, 2006). For Jiang, Su, and Du (2013), tourism is a complex phenomenon that includes different variables: society, economy, and environment. The tourism industry is one of the fastest growing industries on an international level. Tourism contributes to the gross domestic product (GDP), diversifies the local economy, and creates business opportunities, contributing to the local tax base (BOOYEN, 2012; RAMGULAM; RAGHUNANDAN; RAGHUNANDAN, 2012).

According to the World Tourism Organization (UNWTO), tourism continued to gather strength in 2013, with the increase in the support and recognition of the importance of this sector to the socioeconomic realm and to global development. However, tourist destinations and companies need to continually evolve, in order to adapt themselves to a market each time more disputed and with constant uncertainties (UNWTO, 2014).

As Cosmina-Simona *et al.* (2013) show, tourism is pondered as a real mechanism of economy, because it represents an important source for the well-being of the population who lives in less developed areas, from the economic point of view. Tourism is the force that involves the natural of human and cultural potential. However, according to the authors, tourism is possible only through the participation of the main actors who have a role in the production, promotion, and development of it.

To Roxana, Anamaria, and Corina (2013), the hotel industry is not far from this scenario. According to the researchers, to compete in this segment increasingly turbulent, unstable, and globalized, hotel managers have to consider the differentiation as a need. This differentiation is understood in terms of innovative and/or customized services, qualified human resources, brand value, social responsibility, implementation of information and information technology, and proactive management orientation to the customer (ZONATTO; SCHUH; ZONATTO, 2014).

Kirovska (2011) argues that the development of tourism is determined by the guidance and practices of its strategic management. Strategic management, according to the author, is a

proactive process that seeks long-term compatibility of the corresponding field in a tourism environment which had been planned. With the increased competition and environmental dynamics, the development of tourism, without a coherent strategic positioning, generate uncertainties (MEIRA; ANJOS, 2014). Kirovska (2011) says that tourism development is directly related to the (several) business activities, and the narrowing of relations between the two economic activities will generate ballast for the maintenance of business (tourism and trades).

A strategy used by hotel companies to strengthen their capacities is through the formation of strategic alliances (ZONATTO; SCHUH; ZONATTO, 2014). Strategic alliances established in the tourism industry comprises all relevant partnerships and relationships established by the companies operating in this sector, with customers, suppliers, complementors, competitors, governmental entities, and organizations representing the sector/industry (BRUNELLI; MACEDO-SOARES, 2012). However, according to Pansiri (2009), before managers form strategic alliances, they must perform an organizational analysis, to understand how internal and external factors affect companies working in tourism.

In addition to monitoring the internal and external organizational environments, other factors can suddenly impact the activities developed by companies operating in the tourism industry, such as climate change (environment) (MOLNAR; STANCIULESCU, 2011). According to the authors, these variations directly influence the business of the tourism industry, especially those targeted at enterprises located in hot areas (beaches) or cold ones (ski resorts).

In this way, we observe that the process of management of tourist enterprises becomes dynamic, complex and systemic (MEIRA; ANJOS, 2014). For this reason, it is important to approach tourism as an activity that is part of the current way of life, because of a number of factors, such as: the profile change of this society and the environment; changes in forms of employment; and changes related to culture, since people live in society and this is the basis for culture to exist (MENEZES, 2004).

Although tourism can be configured as an effective tool for economic development, this practice has limitations in least developed countries, which do not receive a significant amount of tourist flows (GARCÍA, 2012). This occurs because developed countries have some factors that promote tourism, which are not present in the least developed countries. In

contrast, González (2013) notes that among *stakeholders*, the residents in the regions have been converted into essential agents to boost the development and management of tourism, which can contribute to the change of this scenario. In this context, an aspect that can stimulate tourist activities in any environment refers to the development of dynamic capabilities.

2.2 Dynamic Capability

The theory that supports the concept of dynamic capabilities is structured in the premise that companies are wrapped in a Schumpeterian and evolutive context. Thus, the fact that a company produce a range of products and services does not mean that it will have its enterprise sustained for a long time. So, to be successful, organizations must invest in innovation, for any time. Therefore, the concentration of efforts on innovation capability (dynamic capability) will predict the organizational performance (NELSON, 1991).

According to Teece and Pisano (1994), dynamic capabilities are sources of competitive advantage, by emphasizing two fundamental aspects that were not incorporated into the core of previous strategic perspectives: capabilities and dynamic. According to the authors, “capability” highlights the fundamental role of the strategic management of the organization in adapting, integrating, and re-configuring features and functional competences to the volatilities of the environment. And the term “dynamic” relates to the strategic responses required to market with temporal limiters, as well as the acceleration of the pace with a view to innovation and the nature of future competition and markets that are difficult to predict.

The theory of dynamic capabilities emerges as an evolution of the resource-based view that, according to Teece, Pisano, and Shuen (1997), has the explanatory power of the mechanisms that, individually, allow organizations to gain sustainable competitive advantage. Thus, the dynamic capabilities highlight the exploitation of company-specific skills (internal and external) in order to face environmental changes. As Maranhão and Teixeira (2015, p. 121) show, dynamic capabilities “are directly related to organizational success, since they represent strategic capabilities at a high level, responsible for the articulation, restructuring, and creation of processes and organizational routines”.

In this perspective, Eisenhardt and Martin (2000) sought to identify the different theoretical approaches about dynamic capabilities, grouping them into six categories, which are:

definition, heterogeneity, pattern, result, competitive advantage, and evolution. The authors still contrasted the traditional view of these theories with the contemporary view of dynamic capabilities. The detailing of the researchers' notes can be seen in Box 1.

CATEGORY	TRADITIONAL VIEW	CONTEMPORARY VIEW
Definition	Routines of learning of routines.	Specific organizational and strategic processes (for example, product innovation, strategic decision-making, and alliances) whereby managers change their resource base.
Heterogeneity	Idiosyncratic (with specifications for the company).	Commonalities (best practices) with some idiosyncratic details.
Pattern	Detailed, analytical routines.	Depending on the market's dynamism, since detailed to simple analytical routines, experiential.
Result	Predictable.	Depending on the market's dynamism, predictable or not.
Competitive Advantage	Sustainable competitive advantage of the VRIO dynamic capability.	Competitive advantage of value, rarity, inimitability, originality, and dynamic capabilities merged.
Evolution	Only way.	Only way shaped by learning mechanisms, such as practice, encodings, errors, and stimuli.

Box 1 – Contrast of the concepts of dynamic capability

Source: Eisenhardt and Martin (2000, p. 1111)

The detention and use of dynamic capabilities provides organizations the possibility of results superior to competitors in the long term. This note is complemented by Augier and Teece (2009), highlighting that when companies are dynamically competitive, the management will be active, taking advantage of environmental opportunities, in the best possible way. In this context, according to the authors, it is up to managers the ability to orchestrate their non-negotiable assets so that they are better used and captured in co-specialized economies. Teece and Abdulrahman (2013), in the attempt to distinguish dynamic capabilities from common capabilities, characterize the latter as the action of the decision-maker in carrying out the activities correctly. Thus, common capabilities involve efforts to optimize the process within certain fixed limits, and dynamic capabilities are related to the correct activities. This position requires technological and business assessment of opportunities, prediction of the business environment for adjustment of the organizational design, when needed, and action at the right moment.

As the authors explain, the capacity to deploy, or redeploy, resources in alignment with the complementary needs of assets is a fundamental practice for the competitive differentiation of companies. Thus, the good judgement and profound knowledge of the management team is a key piece to the dynamic capabilities. Therefore, know how to extract from environment resources that can contribute to the development of the dynamic capabilities of a company can ensure its strengthening and its competitive differentiation.

2.3 Touristic capacity

In this context, based on the assumption that dynamic capability is understood as the organization's internal strength to protect itself, maintain, and anticipate the (external) environmental volatilities (COLLIS, 1994; TEECE; PISANO; SHUEN, 1997; DOSI; NELSON; WINTER, 2000; TEECE, 2009), it follows that the *touristic capacity is the management of the company's internal potential for development of tourism, preceding the environmental threats and better managing the opportunities that are presented, thus creating better organizational results.*

It is the capacity of organizations working in the tourism industry in managing the company's internal potential, providing opportunities for learning, for adding value to the services provided, and for the development of competitive advantage. The competitive differentiation through the development of touristic capacities tends to positively affect the activities carried out by companies operating in this sector, the range of services developed by these organizations, and their performance.

As Andrade, Gomes, and Xavier (2010) say, tourism is a consumption activity in which the provision of services is a preponderant factor for anyone who consumes, and *hospitality is something expected in any service.* In this sense, Mota and Maciel Filho (2011) ensure that companies related to tourist activities need to offer adequate services with the real needs of their customers and offer an ideal product *customized to each customer's profile.*

In this perspective, a touristic capacity that can be developed by companies refers to the “*generation of customized service to tourists*”. The recognition of the specificities of the different customer profiles helps the organization in the development of custom actions that are able to provide a service more suited to the expectations and needs of customers, which will differentiate the services provided by the organization from other non-customized services provided by competitors.

Kirsten and Rogerson (2002) say that, to a tourism company (or nation) succeed in this sector, it is essential to the tourist product to be *diversified and differentiated* from its competitors.

Another touristic capacity to be developed by companies operating in this sector refers to the “*knowledge of the (local) tourist attractions of the city and region*”. As Lundie, Dwyer, and Forsyth (2007) explain, different types of tourists can generate different impacts on the destinations (economic, social, and environmental). These impacts, or marks, *vary according to market and segments, depending also on the mixture of services used by the tourist*. Considering the different demands identified among tourists, to know adequately the touristic attractions of a particular location, city, or region contributes to a better guidance of the tourist to desired destinations, which contributes to the fulfillment of their expectations and improvement of their levels of satisfaction.

In the opinion of Crouch and Ritchie (1999), the success of a touristic destination is built in the assurance of *attractiveness and integrity of the experiences that are offered to tourists*, which should be equal to or exceed many experiences of alternative destinations opened to potential visitors. Booyen (2012) says that the *tourism industry* is characterized by belonging to a segment *based on the consumption of intensive information*.

Therefore, the “*attention to new (local) tourist events in the city and region*” is fundamental to delight tourists, offering him the needed information to reach his expectations. Informational quality constitutes a competitive advantage, since the precise and qualified information meets the informational needs, satisfying the user of the tourist information.

In general, tourist activity is supported in the capacity of a company *to recognize and provide to tourists attractions and natural and cultural potentials of a given place*, as well as providing alternative travels and dislocations to other places, whose attractions can be manifested both in natural and cultural resources (FERREIRA, 2011). Therefore, a factor that can stimulate the tourist market in a particular region refers to the *history and culture of the tourist destination*.

In this way, the “*knowledge of the local and regional history*” constitutes another touristic capacity that can competitively differentiate the services provided by the companies operating in this sector. As Perinotto and Santos (2011) explain, the curiosity of tourists by a fact that occurred in a specific place is one of the factors that motivate the practice of tourism.

Similarly, the social status perceived in relation to a given environment stimulates the tourists' personal desires in the mere fact of *reporting their passage through the place of prestige* (PERINOTTO; SANTOS, 2011), which also encourages tourism. So, to maintain the competitive organization means to keep it adjusted to its environment, *especially to the needs and desires of its target audience* (OLIVEIRA; CAMPOMAR; LUIS, 2008).

Additionally, the “*location next to strategic points*” can also contribute to the competitive differentiation of companies operating in tourism, favoring the development of their touristic capacities. Geographic positioning (BEZERRA, 2006; GODINHO; OLIVEIRA, 2010) and tourism infrastructure (GOH, 2012; IVARS I BAIDAL; SÁNCHEZ; REBOLLO, 2013; PIMENTEL; CARVALHO, 2014) stimulate the development of local tourism, favoring it. As a result, it is possible to companies working in this environment to obtain competitive advantage from such conditions.

Given the above, it follows that five variables compete to form the touristic capacities and, therefore, are basic determinants to the competitive differentiation of companies operating in this sector. These variables can be segmented into: i) generation of customized service to tourists; ii) knowledge about the (local) tourist attractions of the city and region; iii) attention to new (local) tourist events in the city and region; iv) knowledge about the local and regional history; and, v) location next to strategic points. Box 2 shows a summary of these capacities.

	Variable	Description
TOURISTIC CAPACITY	Generation of customized service for tourists	This variable is associated with an empathic, helpful, and attentive relationship with the tourist, by providing individualized and segmented treatment according to their needs. This variable includes, among other things, the meeting of specific needs of senior citizens, access conditions for people with physical disabilities and/or reduced mobility, integration between guests and pets, service with fluency in various spoken and written languages.
	Knowledge about the (local) tourist attractions in the city and region	The identification of attractive itineraries to different touristic demands associates with this variable. To this end, managers must be alert and provide a variety of options present in the locality of the organization and in its geographical surroundings. For example, historic sites, restaurants, shops, natural beauty (natural parks, beaches, mountains), cultural attractions (history/art/museums), fun/entertainment (e.g. festivals, sporting events), leisure in general, and commercial/business centers.

	Variable	Description
TOURISTIC CAPACITY	Attention to new (local) tourist events in the city and region	The aspects that characterize this variable are intrinsically related to the recent history of the city and its vicinities. Among the indicators are knowledge about new options of leisure/entertainment, such as concerts, exhibitions, thematic and sporting events, trade fairs.
	Knowledge about the local and regional history	Local and regional history perpetuated over the years supports this variable. Thus, tourist information must contemplate occurred facts, respecting the symmetry between quality and quantity of them, in addition to recognizing the cultural legacy of the city/region. For example, we include in this variable information about colonization, personalities, culture, art, traditions, customs, economy.
	Location next to strategic points	This variable covers aspects related to the geographical positioning of the organization and the tourism infrastructure. In this sense, we must consider information related to the safety of tourists, public transportation/local and regional dislocations, proximity to medical facilities, bars/restaurants, airport. Besides these aspects, other related to infrastructure are also associated, such as: cleaning and preservation.

Box 2 – Touristic capacities proposed in this research

Source: developed by the authors.

Starting from the capacities highlighted in Box 2, we propose a scale for the measurement and validation of a specific construct for identifying touristic capacities developed by companies operating in this sector. The methodological procedures used to test and validate the proposed construct in this research are presented below.

3. Methods and Research Procedures

Seeking to develop and validate a scale to measure the touristic capacities of companies working in the tourism industry, we promoted a descriptive and exploratory research, which was developed in three stages. Initially, we conducted a bibliographic research to contextualize the development of dynamic capabilities in organizations, to sustain the definition proposed for the touristic capacities construct presented in this research. In this stage of research, we also sought to revisit evidences from previous studies that suggest actions that can stimulate the development of marketing touristic capacities, which can contribute to the development of organizations operating in the tourism sector.

Based on the theoretical conceptions about tourism (KIRSTEN; ROGERSON, 2002; LUNDIE; DWYER; FORSYTH, 2007; ANDRADE; GOMES; XAVIER, 2010; MOTA;

MACIEL FILHO, 2011; BOOYEN, 2012; GOH, 2012) and dynamic capabilities (COLLIS, 1994; TEECE; PISANO; SHUEN, 1997; DOSI; NELSON; WINTER, 2000; TEECE, 2009), we developed the scale to measure the touristic capacity construct proposed in this investigation. The elaborated construct was categorized in 5 variables (CT1 to CT5), and each one of them has a theoretical description, as shown in Box 2. The forming variables of this construct are presented in Box 3.

	Variable	Indicator	Theoretical Evidences
TOURISTIC CAPACITY	CT1	Generation of customized service for tourists	Kirsten and Rogerson (2002), Andrade, Gomes, and Xavier (2010), and Mota and Maciel Filho (2011)
	CT2	Knowledge about the (local) tourist attractions in the city and region	Crouch and Ritchie (1999), Lundie, Dwyer, and Forsyth (2007), and Booyen (2012)
	CT3	Attention to new (local) tourist events in the city and region	Crouch and Ritchie (1999), Lundie, Dwyer, and Forsyth (2007), and Booyen (2012)
	CT4	Knowledge about the local and regional history	Oliveira, Campomar, and Luis (2008), Ferreira (2011), and Perinotto and Santos (2011)
	CT5	Location next to strategic points	Bezerra (2006), Godinho and Oliveira (2010), Goh (2012), Ivars I Baidal, Sánchez and Rebollo (2013), and Pimentel and Carvalho (2014)

Box 3 – Indicators of touristic capacity

Source: developed by the authors

Once set the touristic capacity indicators defined for this construct, we developed the second stage of research, in which we promoted an exploratory investigation. The exploratory research was developed from a case study with a large hotel organization, selected intentionally to the completion of this stage of research. From semi-structured interview with the administrative manager of this company, we tried to find evidence indicating confirmation of the touristic capacities that, together, compose the theoretical construct proposed in this research.

With this information, we proceeded to carry out a descriptive research, conducted through a survey with 65 hotels that act focused on tourism, located in different geographical regions of the city of São Paulo, which compose the sample investigated in the research. Hair *et al.* (2009) teaches that this type of sample is classified as being for convenience. Data collection was carried out through a questionnaire with the five questions (indicators) that compose the touristic capacity construct elaborated to the research. To the data collection, we used a

Likert-type scale of 1 to 7 points, in which the score 1 was given to the minimum intensity in the actions and 7 to the maximum intensity on touristic capacity.

Data were collected by researchers by telephone, together with the administrative managers of the hotels selected for the survey. Initially we identified the hotel companies established in the State of São Paulo, associated with the Brazilian Association of the Hotel Industry in the state of São Paulo (ABIH-SP). To this end, we accessed the relation of hotels offered by the entity in its website.

With this information, we contacted some of these hotels by telephone. Once established contact with the organizations, we tried to talk directly with the hotel's administrative manager or manager in charge, and we explained the research objectives and the purposes of the study. Then, we ensured respondents that the data would be treated in a consolidated way, without identifying the respondent or the organization involved in the research. With the acceptance of the respondent manager, we began the interview.

In view of the activities of hotels, the calls took place in various periods and lasted on average between 7 $\frac{1}{2}$ 23 minutes. In some cases, the manager requested that the call was returned at another time, and we ignored the first call on the time information. We proceeded likewise regarding the period designed to the presentation of the research: i) information about the researchers; ii) goals/purpose/confidentiality; iii) type of questions; and questions about the research by respondents. Data were collected in the period between July and August, 2014.

The collected data were tabulated in a spreadsheet prepared using the Excel 2010 software and were imported into statistical analysis with the PASW SPSS® software, version 18.0. The statistical technique used for data analysis is the factor analysis. For the validation of the scale proposed in this study, we used the following statistical indicators: i) commonalities; ii) measure of sampling adequacy; iii) reliability of samples (Cronbach's alpha); iv) Bartlett's sphericity test; v) inter-items correlation; vi) item-total correlation; and vii) factor loadings. These procedures were observed as recommended by Hair Jr. *et al.* (2009). Box 4 presents the indicators used to validate the touristic capacities construct and the minimum values expected during data processing.

MEASURES	MINIMUM VALUES EXPECTED
Commonalities	0.50
Measure of sampling adequacy (MSA)	0.50
Reliability of sample (Cronbach's alpha)	0.70
Bartlett's sphericity test	$p \leq 0.05$
Inter-items correlation	0.30
Item-total correlation	0.50
Factor loading (for n 60)	0.70

Box 4 – Measures and minimum values expected

Source: developed from Hair Jr. *et al.* (2009)

Considering the total number of variables (5) depending on the sample (65) achieved in this research, we obtained a coefficient of 13 observations per observed variable. In this sense, the sample fully meets what Hair Jr. *et al.* (2009) consider appropriate. According to the authors, to validate a particular construct, it is necessary to achieve the acceptable minimum of 5 comments per observed indicator, and the ideal would be 10 comments to the execution of the factor analysis. Top value was achieved in this study. The results of the research are presented below.

4. Results presentation

This section presents the data analysis, divided into two stages. Initially, we present the results of the case study. Next, the results of the conducted survey and of the validation of the measurement scale of touristic capacities elaborated to this research.

4.1 Case study analysis

In this step of the research we sought to identify, with the administrative manager of a large hotel organization, his perception regarding indicators of touristic capacities proposed for this study (Box 3). This stage was carried out with the purpose of finding evidence to support the development of the touristic capacities in these organizations.

Initially, we questioned the respondent manager about the need of “generating a customized service to the tourist” to the competitive differentiation of hotel companies. According to the report of the respondent manager: “*tourists have different needs, [...] that is why customizing*

the service is a way to delight him, meet specific needs, [...] which contributes to his return to the hotel". Similarly, as the manager explains, "customers' needs are dynamic, [...] reason why is constantly necessary to adapt our organization to be able to satisfy and retain our customers. [...] This is how we've managed to consolidate ourselves in this segment".

As recommended by Andrade, Gomes, and Xavier (2010), in tourism, hospitality is something expected in any service provided. The supply of customized services, directed to meet the specific needs of customers, contributes to the qualification of the services provided, to a better service (KIRSTEN; ROGERSON, 2002; MOTA; MACIEL FILHO, 2011), and to the competitive differentiation of companies operating in this sector. Therefore, organizations that provide customized services tend to develop touristic capacities.

Next, we questioned about the need for "knowledge about the (local) tourist attractions of the city and region", as well as for "attention to the new (local) tourist events in the city and region". The reports obtained with the respondent reveal the importance of adequately knowing the local tourist attractions. *"Our customers, when arriving at the hotel, already have expectations and demands. [...] They came to our hotel for some motivation. [...] Therefore, they expect to receive objective and accurate information, able to direct them to the desired locations. [...] Often we hear reports of frustrated experiences, in which customers could not get the desired information in other hotels. This slows down their schedule, their tours, besides generating additional costs for tourists. [...] For these reasons, some of our clients have reported that they had already exchanged hotels because of the lack of adequate information about local tourist attractions and events".*

Similarly, the reports of the respondent manager reveal the importance of paying attention to the new tourist events. According to the manager, *"[...] In addition to being aware of the things happening in our city and region, it is necessary to have a broad knowledge about the tourist attractions present in our coverage area, [...] in all our operating area. It is also important to know the attractions that exist in our state. [...] In our company, we strive for excellence in informational quality, in customer relationships, and in the provision of services. [...] To be prepared and give a correct and suitable information is certainly a differential of any hotel organization today".*

Such results are convergent with the reflections promoted by Kirsten and Rogerson (2002) and Lundie, Dwyer, and Forsyth (2007). Customers have different potentials and different expectations. For this reason, the development of diversified services facilitates the provision of a larger set of tourist services options, which can stimulate his consumption (KIRSTEN; ROGERSON, 2002) and contribute to his satisfaction and return. In this sense, the attractiveness of tourist destinations is crucial to customer satisfaction and his return (CROUCH; RITCHIE, 1999). Since information is fundamental to the creation of value to the services provided in the tourism sector (BOOYEN, 2012), the capacity of a company engaged in this sector to recognize and offer attractions to tourists is indispensable for its differentiation. Therefore, organizations that develop knowledge about the local attractions (of the city and region) and are attentive to new events tend to develop touristic capacities.

Another item asked to the respondent manager in this stage of research focuses on the need to “know about local and regional history”. The reports obtained indicate that historical and social aspects are relevant for customer retention. According to the manager, *“Local historical aspects stimulate tourism and tourist curiosity. [...] To know how to tell these stories and indicate the appropriate locations where the tourist can visit and revive these events is a differential that encourages tourists to consume the products developed in this region, which encourages local and regional tourism”*. He also notes that *“the social status of being in the city or region is attractive for tourists. [...] Therefore, it is important to know well the attractions of the city and region, so that we can serve our customers well”*.

Convergent to the findings of Perinotto and Santos (2011), we can verify that the tourist curiosity stimulates the consumption of touristic services, as well as the social status of having been in a specific place. In this way, the demand for historical information is constant in this sector (PERINOTTO; SANTOS, 2011; BOOYEN, 2012). Therefore, to remain competitive, it is also necessary to know historical aspects that can contribute to the service, expectations, and needs of customers, stimulating the consumption of services (OLIVEIRA; CAMPOMAR; LUIS, 2008). Therefore, organizations that develop expertise on local and regional history tend to develop touristic capacities.

Finally, the last item asked to the manager refers to the contribution of “location next to strategic points” in the competitive differentiation of organizations operating in tourism. The

respondent's reports show that "*Customers look for comfort, ease of access, quickness, flexible services [...]. The customer today doesn't want to get stressed out. [...] Our customers are willing to pay for this, [...] are willing to pay to have a little more comfort and convenience. [...] Hence, of course, the location near to strategic points stimulates tourism*".

These reports converge with the notes found in the literature of geography and tourism. To be geographically well positioned (BEZERRA, 2006; GODINHO; OLIVEIRA, 2010) and near to an environment with good touristic infrastructure (GOH, 2012; IVARS I BAIDAL; SÁNCHEZ; REBOLLO, 2013; PIMENTEL; CARVALHO, 2014) stimulate the development of tourism. Therefore, the location next to strategic points contributes with companies acting in this sector for the development of touristic capacities.

As it can be observed, the evidence found in the case study suggests the validity of the touristic capacity indicators proposed in this research. Since companies working in this sector can generate customized service to tourists, develop knowledge about (local) tourist attractions in the city and region, about local and regional history, about the new local tourist events, as well as be located next to strategic points, they tend to develop their dynamic capabilities, which, by the specific nature of the activity, can be considered a touristic capacity.

Thus, it is possible to admit that the development of touristic capacities contributes to the strengthening of organizations operating in this sector, to the creation of value, and to their competitive differentiation. In this context, given the evidence, we present a scale for measuring touristic capacity, which begins to be tested for its validation as demonstrated below.

4.2 Validation tests of the touristic capacity construct

In this stage, we conducted the statistical validation tests of the touristic capacity construct proposed for this research. Therefore, we initially conducted a survey with the administrative managers of 65 hotel organizations with emphasis on tourism, in which were carried out five questionings related to indicators of touristic capacities proposed for this study (Box 3).

With the data collected, then, we promoted the statistical tests for the validation of the scale proposed, using the technique of factor analysis. As recommended by Hair Jr. *et al.* (2009), we analyzed the following statistical indicators: i) commonalities; ii) measure of sampling adequacy; iii) reliability of sample (Cronbach's alpha); iv) Bartlett's sphericity test; v)

inter-items correlation; vi) item-total correlation; and, vii) factor loadings, procedures that were already specified at the methodological section of this research (Box 4).

Table 1 shows the results of the tests conducted for the analysis of commonalities and the respective factor loadings identified in each indicator of the touristic capacity construct.

	CT1	CT2	CT3	CT4	CT5
Commonalities	0.708	0.529	0.739	0.535	0.587
Factor loading	0.841	0.727	0.860	0.731	0.766

Table 1 – Commonalities and Factor Loadings

Source: Research data

In relation to the analysis of commonalities, Hair Jr. *et al.* (2009) explain that the minimum acceptable value must be 0.500. In the analysis of the results referring to the variables that compose the touristic capacity construct, we observe that the lowest value identified was 0.529 (variable CT2), meaning that, although it has less in common than other variables, it still participates in more than half of its variance of this construct. In this sense, we register that all the variables passed the test of commonality.

The factor loading identified for each of the variables presented values above 0.727. The minimum value was registered in the variable CT2. These results reflect the correlation between variables that, according to Hair Jr. *et al.* (2009), must be at least 0.700 or 0.650 to samples from 60 to 70 respondents, respectively. In this case, because of the higher criticality of the procedures adopted, we used as standard the indicator of 0.700. All factor loadings were above the minimum value expected, which indicates that the results in all indicators of the construct are acceptable. Therefore, we found that all the variables, in the commonalities and factor loading aspects, are in accordance with the literature, thus validating, in these tests, the measuring variables of the touristic capacity construct.

Table 2 presents the results found in the anti-image matrix of covariance and correlation of the construct indicators.



		CT1	CT2	CT3	CT4	CT5
Anti-image Covariance	CT1	0.389	-0.063	-0.188	0.018	-0.196
	CT2	-0.063	0.589	-0.088	-0.246	0.026
	CT3	-0.188	-0.088	0.408	-0.104	-0.071
	CT4	0.018	-0.246	-0.104	0.588	-0.075
	CT5	-0.196	0.026	-0.071	-0.075	0.529
Anti-image Correlation	CT1	0.757^a	-0.132	-0.471	0.038	-0.433
	CT2	-0.132	0.806^a	-0.179	-0.417	0.047
	CT3	-0.471	-0.179	0.811^a	-0.212	-0.152
	CT4	0.038	-0.417	-0.212	0.799^a	-0.135
	CT5	-0.433	0.047	-0.152	-0.135	0.821^a

a. Measures of Sampling Adequacy (MSA)

Table 2 – Anti-image Matrix - (MSA)

Source: Research data

According to Fávero *et al.* (2009, p. 255) the anti-image matrix of covariance and correlation “presents the negative values of covariances and of partial correlations between the variables. These values estimate the correlations between the variables that do not result from common factors”. Concerning the measure of sampling adequacy (MSA), identified on the anti-image correlation matrix diagonal, among all the variables analyzed, the value 0.757 was the lowest found (CT1). The other indicators are above or very close to 0.800, which according to Hair Jr. *et al.* (2009) represents that these can be considered admirable. Thus, all variables passed by this measure.

Following, we performed the analysis of results of the Bartlett’s sphericity test, which are presented in Table 3.

Measure of sampling adequacy Kaiser-Meyer-Olkin		0,797
Bartlett’s sphericity test	Approximate Chi-square	133.181
GL = 10	Sig.	0,000

Table 3 – KMO and Bartlett’s Test

Source: Research data

This procedure resulted in the significance of 0.000 ($0.000 < 0.050$), which indicates, according to Hair Jr. *et al.* (2009), that this result points to the existence of sufficient correlations between variables to continue the tests of construct validity. In this sense, when analyzing the measure of sampling adequacy of Kaiser-Meyer-Oklin (KMO), the measure identified was 0.797, above the minimum acceptable value (0.700). According to Fávero *et al.* (2009), the KMO compares simple correlations with the partials observed between the variables, and

the results found in this research represents that the factorial analysis is average (0.7 |– 0.8), or, due to the closeness of the result, even good (0.8 |– 0.9).

So, with these results, as noted in Table 3, the variables of the touristic capacity construct presented statistical viability, which allows the continuation of the process of validation of the measurement scale. Thus, in the next step, we evaluate the results achieved for the reliability test of the construct (Table 4).

Cronbach's alpha	Cronbach's alpha based on standardized items	Number of items
0.831	0.845	5

Table 4 – Reliability statistics

Source: Research data

After the completion of the statistical reliability test (Table 4), we found that the Cronbach's alpha of the construct presented the result of 0.831, wherein the standardized value is 0.845 for the five variables that compose the construct being assessed. Hair Jr. *et al.* (2009) says that, to attest the reliability of the test, the value shall be equal or superior to 0.700. Thus, it is possible to consider that the touristic capacity construct also obtained success on this test, reflecting that there is consistency in the whole scale proposed in this research. Table 5 presents the results of the analysis of the inter-item correlation.

	CT1	CT2	CT3	CT4	CT5
CT1	1.000	0.459	0.715	0.422	0.663
CT2	0.459	1.000	0.520	0.578	0.352
CT3	0.715	0.520	1.000	0.521	0.578
CT4	0.422	0.578	0.521	1.000	0.406
CT5	0.663	0.352	0.578	0.406	1.000

Table 5 – Inter-item correlation

Source: Research data

We observe, by the results presented in Table 5, that the lowest value found, 0.352, refers to the correlation between the variables CT2 and CT5, standing above the recommended minimum values to construct validity by the literature. As Hair Jr. *et al.* (2009) explain, on the analysis of inter-item correlations, the values achieved for construct validity must not be less than 0.300, under penalty of derailing the analysis. In this context, before the results found (Table 5), it is possible to assess that all the variables are above the minimum value expected, suggesting the construct validity.

Regarding the analysis of the results of item-total correlation, the authors recommend that these, to be considered appropriate, must be greater than 0.500 (HAIR JR. *et al.*, 2009). Thus, Table 6 shows that the lowest value found on the proposed scale was 0.599 (CT4). Therefore, these values are above the minimum values expected.

Item-total correlation	CT1	CT2	CT3	CT4	CT5
	0.698	0.610	0.736	0.599	0.613

Table 6 – Item-total correlation

Source: Research data

In the last step of the analysis of validation of the scale proposed for the measurement of touristic capacity, we proceeded to the evaluation of results of the total variance explained by the construct. Results of this analysis are presented in Table 7.

Component	Initial eigenvalues		
	Total	% of Variance	Total
1	3.097	61.947	61.947

Extraction Method: Principal Component Analysis

Table 7 – Total variance explained

Source: Research data

As it can be seen in Table 7, regarding the total variance explained test of the variables that compose the touristic capacity construct, we verified that the first main component of the construct is responsible for 61.947% of the variance explained, which, according to Hair Jr. *et al.* (2009), is already an indication that the factor represents properly all variables of the construct (from 60%).

On the exposed, from the set of indicators analyzed, we could verify that the scale for measurement proposed to the touristic capacity construct presented proper adjustment during the process of statistical evaluation to which it was subjected. Therefore, considering that the results reflect indicators of indexes above the recommended by the specialized literature (HAIR JR. *et al.*, 2009), we can conclude that the construct investigated in this research is suitable for evaluating touristic capacities, considering the set of indicators proposed for their measurement, evaluated in this study.

5. Final Considerations

To contribute with the research in the area of administration and tourism, in particular with studies directed to dynamic capabilities of organizations, as well as with the process of

formulating strategies of managers of companies focusing on tourism, this study aimed to develop and validate a scale for measuring the touristic capacity of companies operating in this segment. To this end, exploratory and descriptive research was conducted with 65 hotels focused in tourism, all located in different regions of the city of São Paulo.

The touristic capacities covered in this study are the capacity of organizations working in the tourism sector in managing the company's internal potential with a view to adding value to the services provided. Evidences found in the literature suggest that the development of dynamic capabilities contributes to the generation of competitive advantage (TEECE; PISANO, 1994). In this perspective, we understand that, through the development of touristic capacities, it is possible to differentiate and develop competitive advantages, as well as to strengthen organizations.

In this context, five touristic capacities were investigated in this research, as follows: generation of customized service to tourists; knowledge about the (local) tourist attractions of the city and region; attention to new (local) tourist events in the city and region; knowledge about the local and regional history; and location next to strategic points. The findings from the case study showed that such capacities can act as determinants for the competitive differentiation of hotel companies, which is convergent with the findings of the literature.

The generation of customized service to the tourist favors the meeting of the specific needs of each client, which is a differential for companies working in this sector. Likewise, it promotes the development of various services, which can stimulate consumption and contribute to the achievement of customers' expectations (KIRSTEN; ROGERSON, 2002). In this perspective, hospitality (ANDRADE; GOMES; XAVIER, 2010) and development of customized services (KIRSTEN; ROGERSON, 2002; MOTA; MACIEL FILHO, 2011) also contribute to such differentiation.

Given the different expectations and consuming potential of customers who use tourist services, it is necessary to develop a specific knowledge about local events and attractions, as well as the historical aspects of the region. In the tourism sector, information is a key element for the creation of value (BOOYEN, 2012). Likewise, the appeal provided by different tourist destinations offered to customers is crucial to their satisfaction and return (CROUCH; RITCHIE, 1999). Additionally, location (BEZERRA, 2006; GODINHO; OLIVEIRA, 2010) and tourist infrastructure (GOH, 2012; IVARS I BAI DAL; SÁNCHEZ; REBOLLO, 2013; PIMENTEL; CARVALHO, 2014) also constitute key elements for the creation of value in this sector.

In general, we understand that these factors act simultaneously, determining the touristic capacity of the companies. Thus, the joint analysis of such indicators make up the touristic capacity construct proposed in this research. The results of the statistical tests confirm the validity of the construct, which opens prospects for further studies. The comprehension of the touristic capacities developed by hotel companies can contribute to the understanding of factors that favor the adaptive capacity of these companies, considering the characteristics of the dynamic environment of this sector. Likewise, it can provide evidence to the understanding of how these companies achieve and sustain competitive advantages, which results in a new field of research for this topic.

Considering the timeliness and relevance of the topic, as well as the scarcity of studies with this approach, we can conclude that the theme proposed in this research is current and important and presents opportunities that stimulate further studies with emphasis on the development of touristic capacities of companies operating in this sector. Similarly, it allows the investigation of how such capacities contribute to develop strategic resources, create sustainable competitive advantages, improve processes, create innovation, as well as influence the performance of the companies.

Thus, this research contributes theoretically with the tourism industry, in that it develops, validates and presents a unique instrument to evaluate the internal capacity of organizations to answer environmental demands. By empirical optics, a simple instrument, with efficacy evaluated by this research, is offered to managers and decision-makers of the hotel segment so that strategic actions can focus on strengthening the company's internal skills. Thus, the touristic capacity construct presented here provides to organizations the development of actions with a view to obtaining competitive advantage over competitors, besides motivating a horizon of researches related to organizational strategies of tourism.

In this context, we understand that, from the creation of research groups focused on this subject, it becomes possible to expand the existing knowledge on this theme, as well as to consolidate the available scientific literature related to dynamic capabilities applied to tourist organizations, as well as develop a specific literature addressing the topic of touristic capacities.

Nevertheless, we register that the data identified here must be treated with proper caution, since they stick to a specific scenario and a prism of the tourism industry. By a different angle, this note does not diminish the survey conducted, since the statistical indicators were submitted to the rigor

recommended by the literature and approved, revealing a new theoretical construct to investigate a type of specific capacity (touristic capacity), as recommended by Teece, Pisano, and Shuen (1997), when they highlighted the specificity of the theory of dynamic capabilities.

Finally, we recommend that the research agendas of scientists interested in the topic consider including in the analysis of touristic capacity other variables like performance and innovative capacity of companies, covering not only the hotel segment, but also the other players in the tourism industry. Other studies can also be developed including other theoretical constructs of analysis, as mediators of the relationship between touristic capacity and performance, such as: entrepreneurial orientation, environmental uncertainty, and munificence. Such variables are suggested and supported by the literature of dynamic capabilities as important research variables.

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