

Restauração na Hotelaria Rural e Urbana: Projeções e Perceções

Dissertação de Mestrado

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RESUMO

Turismo e hotelaria, bem como restauração, apresentaram um significativo crescimento até 2020. Deste ano até ao presente, as fases passaram da resiliência ao início, sendo necessário a mudança dos sistemas. Com a mais recente pandemia Covid-19, a indústria sente-se obrigada a rever as suas produções e vendas, com os impactos que este vírus proporciona.

Deste modo, o objetivo deste projeto é verificar como e de que forma estas alterações afetaram o turismo e, conseqüentemente, a restauração na hoteleira nos Açores, mais propriamente em São Miguel. Deste modo procurou-se perceber se existe uma diferenciação na imagem de marca, na essência bem como na oferta do serviço a ser prestado por restaurantes situados nos hotéis, tanto a nível rural e urbano.

Atendendo a que se pretendia aferir o diferencial entre o rural e urbano, foram escolhidos como caso de estudo dois grupos de hotelaria predominantes nos Açores: Bensaude e Discovery Hotel Management - DHM, mais concretamente as suas unidades rurais - Terra Nostra Garden Hotel e Furnas Boutique Hotel - e as suas unidades citadinas - Hotel Marina Atlântico e Azor Hotel, respetivamente. Para compreender esta realidade de forma mais completa, o trabalho contou com entrevistas aos respetivos responsáveis do departamento da restauração hoteleira e com inquéritos a clientes procuram este tipo de serviços. Como se trata de um estudo feito entre o ano de 2020/2021, foi importante dar ênfase à perceção do impacto da pandemia, COVID-19, nesta área de mercado.

Em suma, verificou-se que os grupos supracitados se diferenciam significativamente a nível de oferta, essência e imagem de marca. É também de referir que em ambos são predominantes os turistas, embora que com a pandemia os residentes tenham sentido mais necessidade de procurar este tipo de serviços. Estes últimos são clientes residentes, com hábitos de frequentar restaurantes e com poder económico mais elevado. As conclusões deste trabalho permitem aferir que ainda existe espaço para uma maior diferenciação da oferta.

Palavras-Chave: Turismo, Restauração, Hotelaria, Ambientes

ABSTRACT

Tourism and hospitality presented an unprecedented growth until 2020. From then-on, it passes from resilience to a reignition phase, changing supply and demand systems. The well-known reality pre-Covid needs to be revisited to understand the present situation and the long-lasting impacts of the pandemic.

Therefore, this work aims to understand and check how these changes affected tourism, hospitality, and the foodservice industry. Moreover, getting to know and to see which projections they have at this specific sector, because the main goal is to understand if there's any difference between Rural and Civic environment as far as brand image, essence and service provided. For this purpose, the Azores, more specifically São Miguel, was chosen as a study field.

Two major Azorean hospitality groups - Bensaude and Discovery Hotel Management - DHM - were picked and within two hotels from each one, both rural and city, namely, Terra Nostra Garden Hotel; Hotel Marina Atlântico and Furnas Boutique Hotel; Azor Hotel. Data was gathered using interviews with the general managers, and the online survey addressed hotel-restaurant clients, who use these types of services. Yet, was important to understand the Covid-19 impacts because this work was made during the years 2020 to 2021.

The work's outcome establishes that regardless of their close physical location, these two groups couldn't be more apart since they are significantly different in terms of the service offered, essence, and brand image. Another aspect highlighted by the results is that residents felt the necessity of this type of service, increasing the domestic/local tourism demand. Yet, not everyone can afford it; it's more likely middle/high population class. The outcome of this study allows inferring that there is still space for hotel restaurants to invest in differentiation and tailor-made services based on the uniqueness of their location.

Keywords: Tourism; Gastronomy; Hospitality; Environments

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CHAPTER I - INTRODUCTION

This present thesis is done based on a Master in Business Administration (MBA). The subject was chosen precisely to understand the importance, dynamic, and efficiency of hospitality on the market, more likely on tourism.

Therefore, for better understanding, the study aims to compare or find differences in the two main areas of hospitality, rural and city. Besides that, it likewise concentrates on the Azores, and with that, two major hotel groups were chosen, Bensaude and Discovery Hotel Management - DHM.

In the coming years, traveling has been evolving worldwide, fostered by the wishful desire to seek new places, new adventures, and experience new cultures (Yachin, 2018). Therefore, Azores became the most attractive tourist place to go to, being part of the global movement when the subject is tourism. Because of this, tourism has increased, in the Azores, more particularly in São Miguel, in the past few years, providing a significant impact in areas such as Hospitality and Gastronomy.

When the concept is hospitality, restaurants can be the second way to make a profit, after the accommodation, but this can't be a restriction, in other words, restaurant's hospitality can't only focus on the "stay-in" customers, they have to reach the market (Walker & Walker, 2020).

In the past years, gastronomy and hospitality have been the investigation target because the progress has been very relevant (Hwang et al., 2013; Dutta et al., 2007). Therefore, pandemic covid-19 caused an impact on these areas as well as in tourism, decreasing consumption. In favor of resolving this situation, Buhalis (2020) says it is necessary to evaluate the offers and reformulate what is in need to start the activities again to be ready and capable of accepting tourists once they start traveling. But, of course, consumers' behaviors can't be different at this point, and hotel units' dynamics can change, so that must be considered (Brown et al., 2020).

Moreover, the communication flows have mutated over the years. For example, the digital empowerment occurred during the pandemic, as led to consider that organizations influence tourists' behavior paid campaigns and creative content shared by peers related to personal experience (Can et., 2020). The preferences and choices made can also reflect the expectations and purpose of the trip. Thus, when evaluating hospitality and restaurants, it's also fundamental to consider their localization since localization can play a determinant role in framing the concept and environment, as they are located in rural or city areas (Baker, 2010).

Thus, the main goal is to understand and distinguish marketing strategies made at hospitality and gastronomy business when it comes to rural or city level, in ways to be more attractive and seek for the customers. For this purpose, and as has been said, two São Miguel significant companies were chosen, Bensaude Hotels Collection and DHM, both with Rural and City Hospitality and Gastronomy offers.

Therefore, this study will try to analyze their service offers to look into the client's preferences and attention, according to localization, client type, products, and services, always based on customers' behavior.

In short, this dissertation focuses on how both companies design their products to the market, not losing their own essence or brand, but what they do to make the difference in the rural or city environment.

The study applied a hybrid methodology that combines qualitative and quantitatively data collected from different sources to fulfill the objectives delineated. The data diversity and richness led to the first phase of qualitative analysis, seconded by quantitatively data analysis. This combination of these two techniques allowed to pursue the aims of this work.

The present dissertation is divided into five chapters. The present one - Chapter I - Introduction, which presents the background, the specific objectives to achieve the main goal, and the methodology adopted for this study briefly. Chapter II - Background where the concepts underlying this dissertation are summarized. Chapter III - Azores Tourism which develops the most important purpose and the adopted strategy. Chapter IV - Empirical Results with sample description to demonstrate the analysis made to get the precise information for this objective.

Chapter V - Final Considerations with a brief introduction, principal conclusions, more or fewer expectations before starting the study, and considerable limitations for possible future investigations.

CHAPTER II - BACKGROUND

According to Prat et al. (2008), tourism destinations must be more than a comparison between existing models to be analyzed. New concepts are needed for better understanding and a complete and satisfactory explanation of the organization of tourism in destinations. Tourism Local Innovation System is well defined on three essential issues: its basic characteristic features, determinants of tourism innovation at the local level, and indicators explaining the behavior of the system (Prat et al., 2008).

Strategies for innovation are the main factor to keep the securing growth and sustainable development for every sector. This applies to the tourism sector because it suffers significant changes due to differing product types and strong market growth (Isik et al., 2019).

As tourism grows and evolves, the tourism landscape becomes more competitive and challenging, been crucial to remain the consumer's choice, especially after pandemic covid-19, which hardly affect tourism and hospitality. During the lockdown, people reflected their behavior through required them to continue their lifestyle for success and happiness (Sigala, 2020).

Moreover, to better understand, investigate, measure, and predict COVID-19, new bases formulas must be created to eliminate "casualties", draft, monitor, and improve response strategies (Sigala, 2020). As Sigala (2020) said, "you cannot manage what you cannot measure" (p.313).

In short, it is interesting to analyze destinations based on the same single tourism product but also destinations located in different macro-environments (Prat et al., 2008).

2.1 Innovation in tourism

This concept is essential to understand how owners will have to develop and innovate towards tourism. As we all know, the population, in general, is more and more traveling around the world, and for this matter, entrepreneurs must innovate. Thus, additional research is needed to foster and support entrepreneurial initiatives and market evolution.

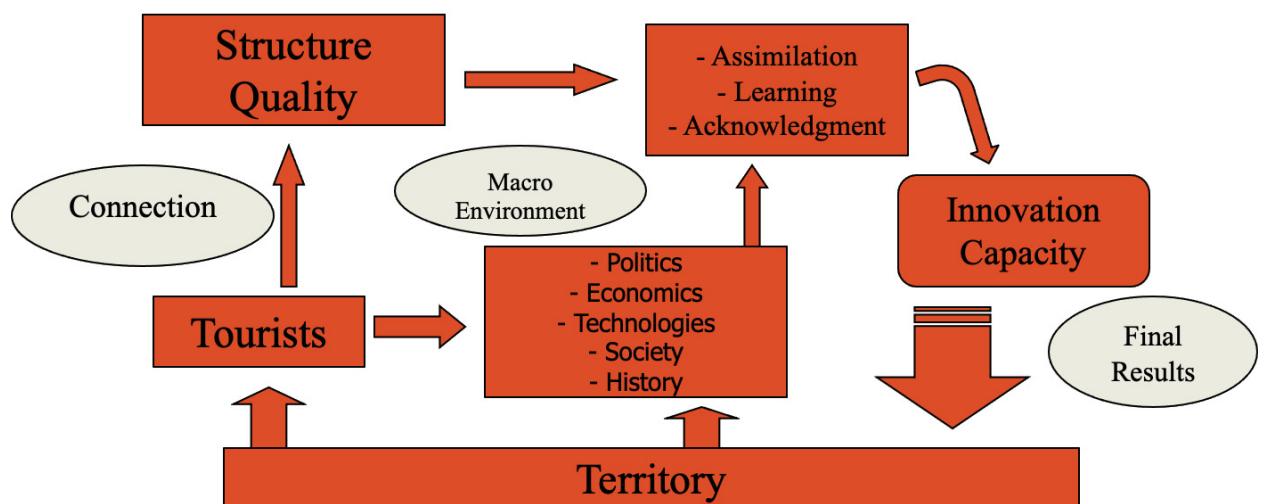
Innovation is a step close to making a business different from one another. Innovation also provides favoritism from the tourists, and that's a win among the rivals. Improvement and renovation are the main concepts to characterize the meaning of innovation. It supports merchandising companies, and new developments in the services sector demand that (Isik et al., 2019).

Tourism has a relationship with several sectors such as new technologies, new customers and their changing consumption patterns, new rivals, and new expectations. Innovation can change the

future vision in several sectors, and it can encounter many difficulties as much as opportunities (Isik et al., 2019).

Consequently, to innovate, not only in tourism but also into another sector, system bases are the source of success. Hereupon, Tourism Local Innovation System or TLIS (see Figure 1), as stated by Prat et al. (2008), is a conceptual model for better understanding the true meaning of innovation in tourism, incorporating it system on a territory where a group of agents interacts with themselves within different macro-environments. As a result of this interaction, established links are made, resulting in collective learning and common knowledge to evidence the system capacity. Also, relational assets stimulate innovation and explain the competitive advantage of one particular tourism destination (Prat et al., 2008).

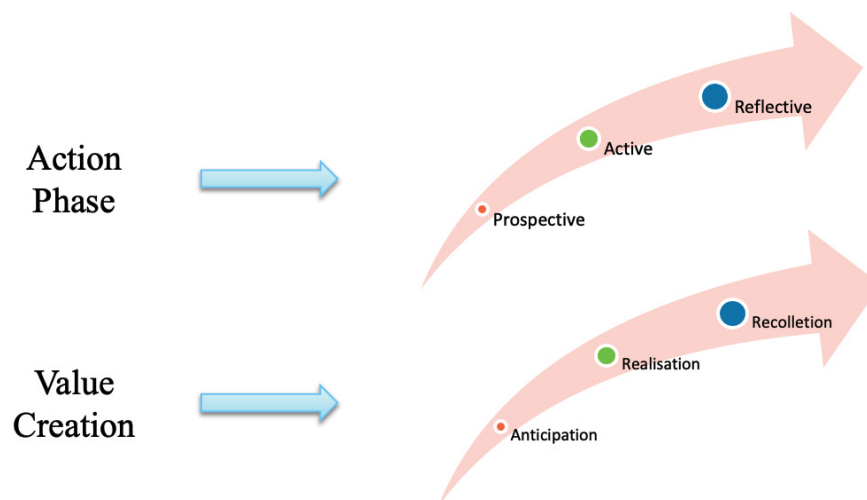
Figure 1. TLIS: Tourism local innovation system



Source: Adapted from Prats, Guia and Molina (2008)

To help foster innovation, the focus must be on the perspective behavior that entrepreneurs will develop on the main circumstances when it comes to the increase in tourism. Therefore, an analysis has to be made in terms of perception and perspective regarding tourism demand (see Figure 2), never forgetting the differences between the rural and city territory (Yachin, 2018).

Figure 2. The costumer journey model



Source: Adapted from Yachin (2018)

However, external links are also important when innovation systems are seen as higher, assuming that the agents involved in a particular economy are not co-located but scattered along with different geographic areas. Nevertheless, these territorial systems should embed distinct space scales, such as regional, national and global, depending on the diversification of relational assets from each economic area. Therefore, that is not well defined for correctly function systems produced by local networks compared to regional systems created by imposed administrative boundaries. These are mutually exclusive and contradictory or complementary and reinforcing (Carson, 2014).

In peripheral areas, to delineate strategies to develop innovation dynamics, the studies outcomes need to cover the issues contributing to the behaviors and characteristics of local systems (Carson, 2014). Moreover, innovation can differentiate between regions and works as a competitiveness factor (Romão et al.,2013).

Hoarau-Heemstra et al. (2019) posit that tourism innovation is a well-known concept in the tourism and hospitality field that comprehends adopting a problem-solving approach based on creativity and new processes development. However, the authors additionally stressed that not all firms adopt the same level of innovation within a region, pointing as differentiating factors the level of innovativeness, the innovation outcomes, the people involved in innovation processes, and the targets of the innovations.

Local tourism systems have been characterized, such as spatial and sectorial systems, incorporating several organizations and business companies related to tourism to progress in this sector, respecting their specific boundaries.

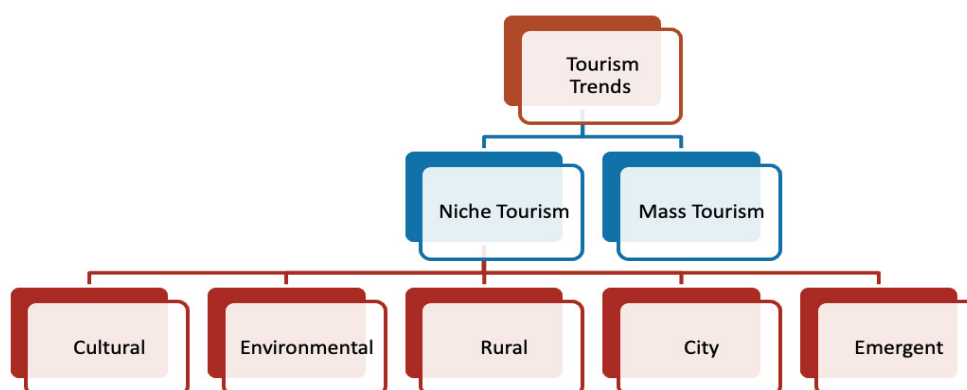
Consequently, boundaries are needed to demarcate and differentiate territories from each other and create distinct destinations brands. In addition, expanding larger destinations in peripheral areas can provide an advantage in acquiring marketing scale economies and bridging the lack of critical mass at the local level (Carson, 2014).

According to that, tourism can be classified as rural or city, depending on its macro-environment. But first of all, it is vital to understand what contributes to distinguishing these two concepts and what comes with them. Not only is hospitality the main objective of destinations, but gastronomy is also a factor. For this reason, niche tourism allows studying the market in this area.

In tourism, a niche refers to interests and services shared by a small group of people to whom tourism experiences are designed (Lew, 2008). Niche tourism can assume different configurations in terms of the dimension of the target market and offer. This last one reflects the power or the consumer's supposed power. It refers to a relationship between producer and consumer, reality and imagination, wishing and fulfilling to keep increasing. It is an economy where individual preferences and practices are coordinated, intending to offer a good product because, for tourism, niche tourism justifies the most human proclivities (Novelli, 2005).

The concept of niche tourism opposes the mass tourism definition, where no individual preferences are taken into account to design customize experiences. Jászberényi and Miskolczi (2020) focused on the peculiarities of niche tourism, concerning the unique needs underlying small tourists group preferences, and created the following figure (see, Figure 3): subdivides niche tourism into micro and macro niche tourism.

Figure 3. Most relevant niche tourism typologies



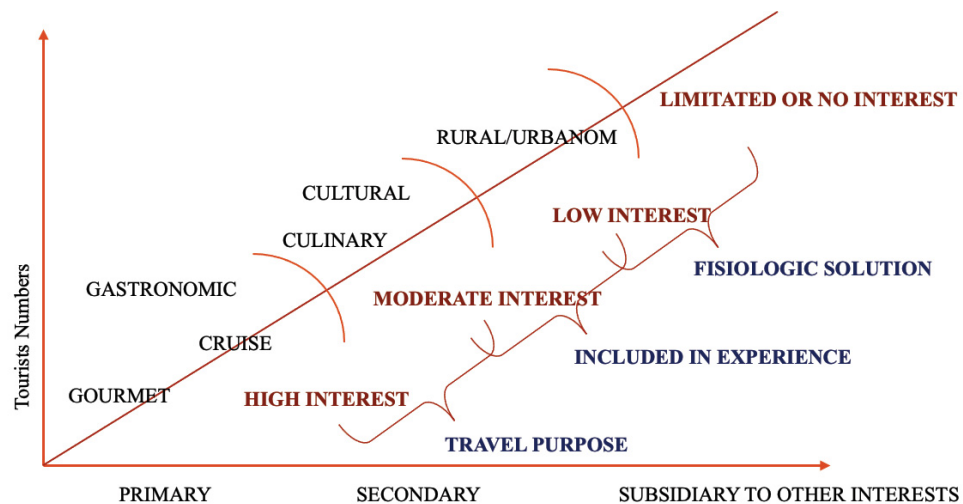
Source: Adapted from Jászberényi and Miskolczi (2020)

So, niche tourism is a counterpoint to the mass tourism product that comprehends several different offers rooted in the unique richness of the destination, such as the gastronomy or natural elements (Hall & Mitchell, 2007).

For many years food was considered only linked to physiological reasons (Tiago et al., 2021). Still, food does not mean the same to all tourists as it's possible to preview in Figure 4, ranging from being the motto for traveling to being only a necessity solving-problem solution.

The crosstabulation of the niche concept with the valorization of food, the following figure can be drawn, showing that the role of food varies with the type of niche tourism.

Figure 4. Customer preferences progress



Food as an important booster for travelling motivation

Source: Adapted from Hall et al. (2003) cited Borges-Tiago et al. (2021)

We can observe three significant categories linked to the food interest: gourmet tourism, gastronomic tourism, and culinary tourism. In this sense, gourmet tourism is considered a food motto tourism, where tourists have a sense of pleasure linked to the eating experience (Lemasson, 2006). On the other hand, gastronomy tourism is a consumer mindset and rationale for niche tourism production and consumption (Novelli, 2005). Finally, culinary tourism is defined as all experiences created via food as a culture to allow tourism and locals to share a common experience (Ellis et al., 2018). Regardless of the niche definition adopted, food can be seen as an element that explores and broadens the cultural heritage system (Borges-Tiago et al., 2021), varying according to geographic location.

2.2. Rural and city tourism

Incorporating the factor differentiation are the rural and city tourism. These two factors can change the dynamic of the hospitality and restaurants business.

Either one of all has several interpretations, and the Table 1 above can explain generally and briefly the concepts.

Table 1. Rural and city tourism concepts

Rural Tourism	
Author	Concept
Beeton, 2006	“Farm tourism, agritourism, soft tourism, ecotourism”
Organization of Economic Co-Operation and Development (OECD)	“Tourism taking place in the countryside”
Oppermann, 1997	“Tourism that occurs in nonurban settings where human activity is present”
Negrusa et al., 2007	“Tourism offered by people from rural areas, with accommodation on small-scale and with the implication of important components of their rural activities and customs of life (...)”

City Tourism	
Author	Concept
Goh, 2009	“Cities are not the problems; they are the solutions.”
Mercer, 2006	“Cities are now assuming and displaying the contingency of nations and nation-states by becoming the prime entities of economic development and much more.”

Rural tourism is classified as an activity taking place in the countryside. Considered multifaceted, it can entail farm/agricultural, cultural, nature, adventure, and eco-tourism. Contradicting conventional tourism, it has specific points: experience-oriented, sparsely populated locations, seasonality and local events and culture, heritage and traditions preservation. Developing this type of tourism is a priority for the economy of all countries, helping the increase of jobs and their growth (Aref et al., 2009).

Despite being a strategy investing in rural tourism, it has its barriers. Understanding those origins, the capability to get well prepared for involvement in tourism activates. Also, it helps the effective impact while the tourism policy-making process itself on individuals, communities, and organizations. For that reason, innovation becomes the primary source through developing

resources that allow people to seek rural destinations and regions. Those resources are hospitality, through hotels, hostels, gastronomy, and restaurants, which resort to culture and traditional gastronomy (Aref et al., 2009).

Also, defining spaces propitiates tourists can potentiate rural tourism in-migration, relating tourism consumption and production motives (Vuin et al., 2016). In short, rural tourism can be considered as a differentiating factor of innovation.

City tourism is, as well, a tourism type and a factor of differentiation. The urban region has its specific meaning, potential and demonstrates it by its place, history, spirit, ethos, and natural form (Giriwati et al., 2013).

This tourism type is defined as a developed, populated, and opportunity area. Nowadays, the population has been increasing in this area. Consequently, tourism, which is responsible for environmental degradation due to high expectations for services and facilities, must be taken into count. At the same time, planning and designing grow industry opportunities. Moreover, the tourism industry gives rise to jobs opportunities and significant destinations profits (Giriwati et al., 2013).

According to Mercer (2006), “urban cultural development and planning have a crucial role to play in cities and regions because they provide the basis and conditions for innovation, creativity, diversity and, in brief, the production of value in much more than the purely economic sense.” Therefore, creative cities come from this reason, providing their own identity, uniqueness, and strength, welcoming new people and adjusting easily to unique ideals, generating diversity, enterprise, and responsibility risk-taking (Khoo et al., 2014).

The factors that might contribute to a city branded (which is marked by its remarkable offer, that posteriorly is named Creative City) are:

- Hospitality, in terms of accommodation, overnight;
- Experience different activities;
- Gastronomy, in terms of local or international restaurants gastronomy, offers a variety of gastronomy for all kinds of tastes.

However other areas, gastronomy can be a major factor for tourists to choose destinations. Especially in the context of developing countries, city’s gastronomy can expand the economy through its creativity, participants abilities, raw materials, traditions, methods and recipes, and new technologies, but the veracity and validity of such assertions need to be empirically proved, (Khoo at al., 2014; Krejic et al., 2021).

2.3. Tourism and hospitality in the Azores

The Azores is a cluster of islands, in total of 9 islands, in the middle on the Atlantic Ocean that wasn't sufficiently developed regarding tourism. However, since 2014, this situation has been changing, and it happens when the demand for the archipelago started to increase. Besides the lack of hospitality development, the 9 islands could host 8400 beds, mostly in São Miguel Island, and profit 140 422 million euros by 2015 (Zsembera, 2017).

The main reason for this effect was the airspace liberalization to the Azores. Aviation is the focal point for countries' dislocations, and when the services supply increases differently, the purchase gets easier. Therefore, the major aviation companies in the Azores until 2015 were TAP Portugal, SATA International or SATA Air Azores, and *Air Berlin*. These companies were the ones that made all the routes from and to the Azores. But, in early 2015, two low-cost companies were able to operate at São Miguel Island. *Ryanair* and *Eastjet* had the permission to route to this island, offering reasonable prices, as the name says, "low-cost" services. So, it created a huge impact on tourism in the archipelago, providing people to travel more often (Zsembera, 2017). But, meanwhile, *Easyjet* is no longer operating at the Azores.

Of course, in the following years, this situation continued, and the owners-managers had to innovate and offer different and more services to the market, until nowadays, more likely on hospitality services, to make the difference, even knowing that this can be within a rural or city environment.

With that, the choice was not made in vain. Bensaude and Discovery Hotel Management - DHM - companies are the ones that can provide the investigation between rural and city. Terra Nostra Garden Hotel is a rural hotel and Furnas Boutique Hotel, belonging to Bensaude and DHM companies, respectively. The same occurs with the city area, Hotel Marina Atlântico, and Azor Hotel city hotels, belonging to Bensaude and DHM companies, respectively.

CHAPTER III – CASE STUDY

The literature review revealed that food could play a decisive role in developing unique tourism and hospitality targeting specific tourism niches. However, to the best of the author's knowledge, there is not much evidence that sustains the role of food in hotels, wildly contrasting those located in cities with those situated in rural areas. Due to the newness of this approach and sample dimension, this case study is considered exploratory by nature, and it aims to answer the following research question: to what extent rural and city hotels offer is perceived as different, especially the food experiences offered by hotels?

Adopting this methodological approach involves two challenges: overcoming the circumstantial characteristic linked to the hotels' target and the contextual dimensions influence. A hybrid methodology was adopted in this research to assure the outcome validity, integrating qualitative and quantitative techniques (Davies, 2003).

The adoption of this method of double approach allowed:

- to gain hoteliers perspective (qualitatively); and,
- to infer customers' mindset (qualitatively and quantitatively) regarding food in restaurants from hotels.

A similar approach has been adopted in other research areas with successful results (Ali et al., 2020). Thus, in the first phase, top managers of four hotels were interviewed to assess their overall perspective of the value of food in the composition of their offers. Additionally, they were questioned about the modifications that occurred driven the Covid-19 pandemic scenario. The logic underlying the choice of the units considers that both hotel chains have city and rural units located in the same geographical areas and with the same star rating.

Afterward, a survey was conducted to tourists and locals to establish the relevance of food and hotel location when deciding to have a short break.

To better understand the context where the study was conducted, a brief description of rural and city tourism at São Miguel Island is present, along with a brief description of both hotel chains.

3.1. Rural and city at São Miguel Island

As was previously said, there is a possibility of having different environments for hospitality, and there can be rural or city. For example, this happens in the Azores, mainly at São Miguel Island, and, besides, there can be the same company in those territories, they can change their

marketing strategies and approach. These results come from a market study carried out by the owners-managers to develop the system and upgrade the services.

Moreover, at São Miguel Island, hotels can be found in those two environments, proposing different tourist experiences. In this study, four hotels' units were chosen, Terra Nostra Garden Hotel, Furnas Boutique Hotel, Hotel Marina Atlântico, and Azor Hotel, belonging to Bensaude Hotels Collection, the first and third hotel, and to Discovery Hotel Management - DHM - the second and fourth.

3.2. Bensaude

Bensaude Hotels is one of the major enterprises in the Azores, with several hotels branded. It has been the most looking company for vacations and hospitality because of the remarkable services and gastronomy (Bensaude, 2021).

Their restaurants represent the authentic gastronomy culture and the typical regional dishes, only differentiating specific menus and concepts following the macro-environment.

3.3. DHM

Discovery Hotel Management - DHM - is a company created to support hospitality units, more likely, hotels. In the Azores, but also on the mainland, their purpose is to manage their services in a qualified way (DHM - Discovery Management, 2021).

Although the integration of hotels on São Miguel Island and incorporating a little of its gastronomic culture, their true identity, authenticity, and essence have not changed because their central concept is to offer really unique experiences to customers.

CHAPTER IV – RESULTS

This chapter translates the analysis and discussion from obtained results. The purpose is to get answers for investigation questions to conclude the primary goal of this study. Initially, the sample must be characterized and then starts the following topics with the investigation questions.

Meanwhile, procedures needed to be done to obtain the sample for this study, such as data collection and exhaustive research. The reason for that is that it helps a better understanding and explanation in advance and creates guidelines to the main desired result of this study. During the all process, assumptions were made as plausible answers that need confirmation posteriorly.

With that, two methods were chosen which are qualitative research and quantitative research. The first allows acquiring more direct and theoretical information about the subject, which is gastronomy and hospitality companies on rural or city environments. The second is more specific for public opinion, what consumers expect and seek for the services. For that reason, responsible hoteliers from the two companies were interviewed, and a questionnaire was created to be answered by the population in general (see Attachment 1).

In short, this research allows to conclusions through affirmative and assertive information and answers.

4.1. Qualitative Results: the hoteliers perspective

Hoteliers' perspective is essential to understand how they deal with the market and what customers seek. Consequently, Bensaude and Discovery Hotel Management - DHM - hoteliers' responsible were interviewed following the script made (see Attachment 2), to obtain a broader understanding of the strategy adopted.

Bensaude hotelier considered that the first step to innovation and creation is to listen to the market, customers' experience, and their needs, being the client type more often tourists in all year. Still, with all the pandemic situations, locals didn't have any choice to seek its services. After the interview, the elations taken were rural and city are differentiated on this company based on the client type. Clients who seek a more traditional trip tend to look for rural hospitality and gastronomy and appreciate having more contact with nature. Unlike clients who look for more city environments, which seek more fancy hospitality and gastronomy, having the opportunity to hang out at night and have more city experiences. Therefore, this company creates her menu based on these differences and studies. Their rural restaurant has a traditional menu for rural hospitality, with typical region gastronomy emphasizing the culture itself. Their city restaurant has a classier

menu for city hospitality, incorporating just a bit of traditional but more likely fancy gastronomy emphasizing the city environment. In short, their essence is maintained, but the concept is different from rural to city areas.

DHM hotelier affirmed that their essence is their brand for all the hotels and restaurants. Knowing the client type is 50% tourists and 50% locals, their menus are based on that. They look to provide to costumers a rustic, familiar, and comfortable environment besides the restaurant location. However, rural and city are not different at this company, being the concept the same for both. They can “marry” those two environments, including the typical gastronomy, using traditional recipes and making them more modern with new techniques. The main difference existing is having different menus; one in winter and one in the summertime; and one for lunch and one for dinner. These menus were created because clients at lunch prefer something more quickly to leave for work (more locals) or for having experiences on the island (more tourists). In short, their slogan is “we love all, we serve all,” and the purpose is to be loyal to that, keeping the essence and developing a good offer.

4.2. Quantitative Results: the consumers perspective

The questionnaire had the objective to acquire the maximum information from customers' perspective regarding what they want when they search for hospitality and gastronomy.

To analyze the sample, the data were treated on the SPSS program, which helped understand this study's central question.

As shown in Table 2, 135 persons answered the questionnaire, not providing a significant sample, as was planned previously, and the feminine gender was the most to answer.

Table 2. Sample number and gender

		Sexo			
		Frequenc y	Percent	Valid Percent	Cumulati ve Percent
Valid	0	2	1,5	1,5	1,5
	Feminino	99	73,3	73,3	74,8
	Masculino	34	25,2	25,2	100,0
	Total	135	100,0	100,0	

Most people answering it have college courses, as shown in Table 3, helping them understand that they can, most likely, frequent this type of establishment and have more knowledge about the subject.

Table 3. Literary abilities

Habilitações Literárias					
		Frequenc y	Percent	Valid Percent	Cumulati ve Percent
Valid	Ensino Básico	7	5,2	5,2	5,2
	Ensino Secundário	35	25,9	25,9	31,1
	Ensino Profissional	17	12,6	12,6	43,7
	Curso Superior	51	37,8	37,8	81,5
	Pós-Graduação	12	8,9	8,9	90,4
	Mestrado	13	9,6	9,6	100,0
	Total	135	100,0	100,0	

To unveil the existence of different clients' profiles within our sample, a cluster analysis was conducted. After conducting a connectivity-based clustering, which applies a hierarchical clustering method, and seeing the existence of three clusters in the dendrogram, a kmean cluster analysis was performed (k=3). Therefore, the analysis outcome resulted in three clusters (see Table 4).

Table 4. Clusters resulted from data

Number of Cases in each Cluster		
Cluster	1	31,000
	2	49,000
	3	55,000
Valid		135,000
Missing		,000

Those three clusters were originated by two variables, hospitality and restaurants, based on the different answer frequencies, such as less, normal and significant frequency on using those services.

For that reason, it allows to understand customer's behavior in respond to which frequency they seek for hospitality or restaurants services, as stated by different regions, hotels, gastronomy and most value purpose while experiencing both.

According to the clusters resulted, it originates a multivariate analysis, which study more than one variable in order to obtain the main goal of the study and in this case reflect how people classify hospitality and they restaurants (see Table 5).

Table 5. Multiple comparison

Multiple Comparisons								
Dependent Variable		(I) Cluster Number of Case	(J) Cluster Number of Case	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Classifique de acordo com a sua percepção a valorização da gastronomia local que é feita pelos seguintes hotéis. [Furnas Boutique Hotel]	Scheffe	Muito experientes H&R	Pouco frequentes H&R	,620	,320	,158	-,17	1,41
			Experientes H&R	,304	,313	,626	-,47	1,08
		Pouco frequentes H&R	Muito experientes H&R	-,620	,320	,158	-1,41	,17
			Experientes H&R	-,317	,278	,523	-1,00	,37
		Experientes H&R	Muito experientes H&R	-,304	,313	,626	-1,08	,47
			Pouco frequentes H&R	,317	,278	,523	-,37	1,00
Classifique de acordo com a sua percepção a valorização da gastronomia local que é feita pelos seguintes hotéis. [Azor Hotel]	Scheffe	Muito experientes H&R	Pouco frequentes H&R	,876*	,309	,020	,11	1,64
			Experientes H&R	,794*	,302	,034	,05	1,54
		Pouco frequentes H&R	Muito experientes H&R	-,876*	,309	,020	-1,64	-,11
			Experientes H&R	-,081	,267	,955	-,74	,58
		Experientes H&R	Muito experientes H&R	-,794*	,302	,034	-1,54	-,05
			Pouco frequentes H&R	,081	,267	,955	-,58	,74
Classifique de acordo com a sua percepção a valorização da gastronomia local que é feita pelos seguintes hotéis. [Grand Atlantico Hotel]	Scheffe	Muito experientes H&R	Pouco frequentes H&R	,585	,330	,213	-,23	1,40
			Experientes H&R	,402	,323	,463	-,40	1,20
		Pouco frequentes H&R	Muito experientes H&R	-,585	,330	,213	-1,40	,23
			Experientes H&R	-,183	,286	,815	-,89	,53
		Experientes H&R	Muito experientes H&R	-,402	,323	,463	-1,20	,40
			Pouco frequentes H&R	,183	,286	,815	-,53	,89
Classifique de acordo com a sua percepção a valorização da gastronomia local que é feita pelos seguintes hotéis.	Scheffe	Muito experientes H&R	Pouco frequentes H&R	,676	,363	,181	-,22	1,58
			Experientes H&R	,171	,355	,890	-,71	1,05
		Pouco frequentes H&R	Muito experientes H&R	-,676	,363	,181	-1,58	,22

seguintes hotéis. [Terra Nostra]		Experientes H&R	Experientes H&R	- ,505	,314	,279	-1,28	,27		
				Experientes H&R	Muito experientes H&R	- ,171	,355	,890	-1,05	,71
				Pouco frequentes H&R	Pouco frequentes H&R	,505	,314	,279	-,27	1,28
Neste momento, tem algum receio de visitar algum hotel ou restaurante?	Scheffe	Muito experientes H&R	Pouco frequentes H&R	- ,146	,113	,437	-,42	,13		
			Experientes H&R	- ,017	,110	,988	-,29	,26		
		Pouco frequentes H&R	Muito experientes H&R	,146	,113	,437	-,13	,42		
			Experientes H&R	,128	,098	,423	-,11	,37		
		Experientes H&R	Muito experientes H&R	,017	,110	,988	-,26	,29		
			Pouco frequentes H&R	- ,128	,098	,423	-,37	,11		
Tendo em conta o contexto pandémico atual, diria que o seu padrão de visita aos restaurantes dos hotéis	Scheffe	Muito experientes H&R	Pouco frequentes H&R	- ,284	,134	,110	-,62	,05		
			Experientes H&R	- ,012	,131	,996	-,34	,31		
		Pouco frequentes H&R	Muito experientes H&R	,284	,134	,110	-,05	,62		
			Experientes H&R	,273	,116	,068	-,02	,56		
		Experientes H&R	Muito experientes H&R	,012	,131	,996	-,31	,34		
			Pouco frequentes H&R	- ,273	,116	,068	-,56	,02		
Como ficou a conhecer estes hotéis?	Scheffe	Muito experientes H&R	Pouco frequentes H&R	- ,056	,286	,981	-,77	,65		
			Experientes H&R	,012	,280	,999	-,68	,70		
		Pouco frequentes H&R	Muito experientes H&R	,056	,286	,981	-,65	,77		
			Experientes H&R	,068	,248	,963	-,55	,68		
		Experientes H&R	Muito experientes H&R	- ,012	,280	,999	-,70	,68		
			Pouco frequentes H&R	- ,068	,248	,963	-,68	,55		
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [A sua localização]	Scheffe	Muito experientes H&R	Pouco frequentes H&R	- ,128	,184	,785	-,58	,33		
			Experientes H&R	- ,303	,180	,244	-,75	,14		
		Pouco frequentes H&R	Muito experientes H&R	,128	,184	,785	-,33	,58		
			Experientes H&R	- ,176	,157	,537	-,56	,21		
		Experientes H&R	Muito experientes H&R	,303	,180	,244	-,14	,75		
			Pouco frequentes H&R	,176	,157	,537	-,21	,56		
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [O preço que pratica]	Scheffe	Muito experientes H&R	Pouco frequentes H&R	- ,034	,185	,983	-,49	,42		
			Experientes H&R	- ,289	,181	,282	-,74	,16		
		Pouco frequentes H&R	Muito experientes H&R	,034	,185	,983	-,42	,49		
			Experientes H&R	- ,255	,158	,276	-,65	,14		
		Experientes H&R	Muito experientes H&R	,289	,181	,282	-,16	,74		
			Pouco frequentes H&R	,255	,158	,276	-,14	,65		
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [O ambiente e as experiências que proporciona]	Scheffe	Muito experientes H&R	Pouco frequentes H&R	,188	,184	,592	-,27	,64		
			Experientes H&R	- ,146	,180	,719	-,59	,30		
		Pouco frequentes H&R	Muito experientes H&R	- ,188	,184	,592	-,64	,27		
			Experientes H&R	- ,334	,157	,108	-,72	,05		
		Experientes H&R	Muito experientes H&R	,146	,180	,719	-,30	,59		
			Pouco frequentes H&R	,334	,157	,108	-,05	,72		
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [A publicidade que faz dos seus serviços]	Scheffe	Muito experientes H&R	Pouco frequentes H&R	,090	,209	,911	-,43	,61		
			Experientes H&R	- ,050	,204	,970	-,56	,46		
		Pouco frequentes H&R	Muito experientes H&R	- ,090	,209	,911	-,61	,43		
			Experientes H&R	- ,141	,179	,734	-,58	,30		
		Experientes H&R	Muito experientes H&R	,050	,204	,970	-,46	,56		
			Pouco frequentes H&R	,141	,179	,734	-,30	,58		

Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [O atendimento e a formação dos seus colaboradores]	Scheffe	Muito experientes H&R	Pouco frequentes H&R	,239	,208	,519	-,28	,75
			Experientes H&R	-,007	,204	,999	-,51	,50
		Pouco frequentes H&R	Muito experientes H&R	-,239	,208	,519	-,75	,28
			Experientes H&R	-,246	,178	,388	-,69	,20
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [Proximidade do mar ou do campo]	Scheffe	Muito experientes H&R	Pouco frequentes H&R	,070	,229	,955	-,50	,64
			Experientes H&R	,004	,224	1,000	-,55	,56
		Pouco frequentes H&R	Muito experientes H&R	-,070	,229	,955	-,64	,50
			Experientes H&R	-,066	,196	,945	-,55	,42
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [Proximidade de meios urbanos mais desenvolvidos]	Scheffe	Muito experientes H&R	Pouco frequentes H&R	-,140	,239	,842	-,73	,45
			Experientes H&R	-,257	,234	,546	-,84	,32
		Pouco frequentes H&R	Muito experientes H&R	,140	,239	,842	-,45	,73
			Experientes H&R	-,117	,204	,848	-,62	,39
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [Limpeza e garantias covid-free]	Scheffe	Muito experientes H&R	Pouco frequentes H&R	-,021	,227	,996	-,58	,54
			Experientes H&R	,060	,222	,964	-,49	,61
		Pouco frequentes H&R	Muito experientes H&R	,021	,227	,996	-,54	,58
			Experientes H&R	,081	,194	,917	-,40	,56
Experientes H&R	Muito experientes H&R	-,060	,222	,964	-,61	,49		
	Pouco frequentes H&R	-,081	,194	,917	-,56	,40		

Besides that, Oneway Anova analysis was made and was not found significant differences between the clusters (see Table 6).

Table 6. Oneway anova analysis

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Classifique de acordo com a sua percepção a valorização da gastronomia local que é feita pelos seguintes hotéis. [Furnas Boutique Hotel]	Between Groups	7,346	2	3,673	1,914	,152
	Within Groups	245,585	128	1,919		
	Total	252,931	130			
Classifique de acordo com a sua percepção a valorização da gastronomia local que é feita pelos seguintes hotéis. [Azor Hotel]	Between Groups	16,569	2	8,285	4,659	,011
	Within Groups	227,599	128	1,778		
	Total	244,168	130			
Classifique de acordo com a sua percepção a valorização da gastronomia local que é feita pelos seguintes hotéis. [Grand Atlantico Hotel]	Between Groups	6,464	2	3,232	1,585	,209
	Within Groups	261,093	128	2,040		
	Total	267,557	130			
Classifique de acordo com a sua percepção a valorização da gastronomia local que é feita pelos seguintes hotéis. [Terra Nostra]	Between Groups	10,300	2	5,150	2,090	,128
	Within Groups	315,364	128	2,464		
	Total	325,664	130			
Neste momento, tem algum receio de visitar algum hotel ou restaurante?	Between Groups	,553	2	,276	1,165	,315
	Within Groups	30,363	128	,237		
	Total	30,916	130			
Tendo em conta o contexto pandémico atual, diria que o seu padrão de visita	Between Groups	2,313	2	1,156	3,438	,035
	Within Groups	43,046	128	,336		

padrão de visita aos restaurantes dos hotéis	Total	45,359	130			
Como ficou a conhecer estes hotéis?	Between Groups	,124	2	,062	,041	,960
	Within Groups	195,982	128	1,531		
	Total	196,107	130			
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [A sua localização]	Between Groups	1,960	2	,980	1,532	,220
	Within Groups	84,440	132	,640		
	Total	86,400	134			
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [O preço que pratica]	Between Groups	2,366	2	1,183	1,825	,165
	Within Groups	85,560	132	,648		
	Total	87,926	134			
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [O ambiente e as experiências que proporciona]	Between Groups	2,900	2	1,450	2,267	,108
	Within Groups	84,404	132	,639		
	Total	87,304	134			
Indique o seu nível de concordância quanto à importância dos seguintes	Between Groups	,518	2	,259	,313	,732
	Within Groups					

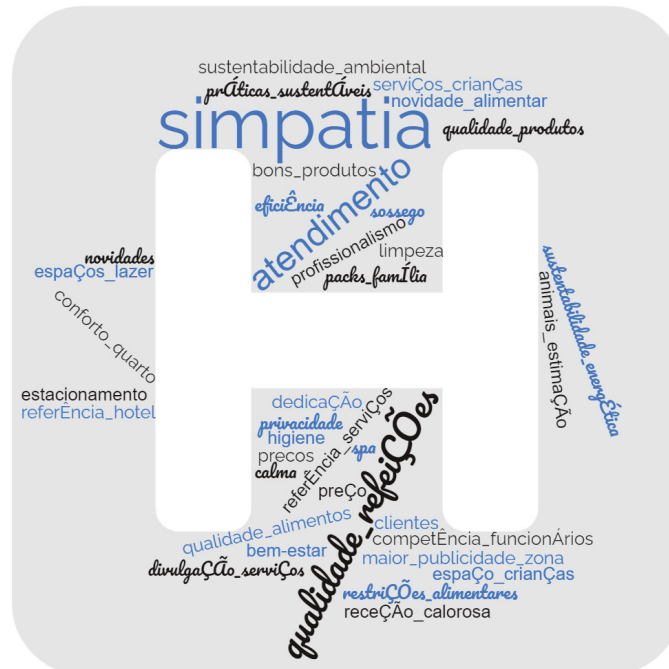
seguintes elementos no sucesso de uma unidade hoteleira. [A publicidade que faz dos seus serviços]	Within Groups	109,215	132	,827		
	Total	109,733	134			
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [O atendimento e a formação dos seus colaboradores]	Between Groups	1,851	2	,926	1,126	,328
	Within Groups	108,549	132	,822		
	Total	110,400	134			
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [Proximidade do mar ou do campo]	Between Groups	,141	2	,071	,071	,932
	Within Groups	131,385	132	,995		
	Total	131,526	134			
Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [Proximidade de meios urbanos mais desenvolvidos]	Between Groups	1,333	2	,666	,616	,542
	Within Groups	142,860	132	1,082		
	Total	144,193	134			

Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. [Limpeza e garantias covid-free]	Between Groups	,181	2	,090	,092	,912
	Within Groups	129,301	132	,980		
	Total	129,481	134			

4.3. Qualitative Results: the consumers perspective

Within the questionnaire, there were open questions that aimed to assess the behavioral changes that may not be revealed in close questions. Knowing that only 82 people frequented hotels for accommodation in the sample, and 112 frequented hotels for their restaurants, the open question was analyzed in terms of word frequency. Therefore, it can be concluded that primary reason to seek mainly for different purposes instead of gastronomy, such as child services, good spaces to hang out, treatment service, family packs, and good sanitation (see Figure 5).

Figure 5. Customer's reasons while seeking hospitality



In short, although the ingredients and food quality matter to customers, the hospitality and welcoming feelings are the most prominent.

CHAPTER V - FINAL CONSIDERATIONS

Travelling, hospitality and gastronomy has been the subject most studied worldwide, due to the necessity for costumers to seek new places, new adventures, and experience new cultures (Yachin, 2018).

Referring to profit, hospitality can have a second method of making profit, adding to accommodation, through restaurants. However, it can't be restrict to the clients who stay-in, but also reach the market in general (Walker & Walker, 2020).

Moreover, it is interesting to analyze tourism destinations understanding what tourists look for primarily, but also comprehend behaviors in different macro-environments (Prat et al., 2008).

For that manning, this thesis aims to understand differences between rural and city hospitality and gastronomy if they exist, and customers' tendencies when they look for that.

Therefore, two major Azorean hospitality companies were chosen to accomplish that purpose, Bensaude Collection Hotels, and Discovery Management Hotels.

For that purpose, the information had to be obtained, and analysis had to be made. Consequently, and for helping the developing of this study, two interviews were done to those companies' hoteliers' responsible and a questionnaire to the population in general.

The results were differentiated between the questions on investigation and what was expected before. Bensaude hotelier responsible affirmed that rural and city are differentiated on this company and the main purpose is to listen to the client and the market, being the tourist their most client type. Meanwhile, DHM hotelier responsible told that their brand is their essence and they can "marry" both environments in one, because they keep their slogan "we love all, we serve all", being tourists and locals (50 each) their client types.

Relatively to the questionnaire, people transmitted a different perspective from what was expected. Besides the gastronomic experience, other factors was taken by clients considerately which are hospitality, experiences involved, and welcome feelings are the most important.

Although having critical information to develop this study, some limitations have to be considered. For example, rural hospitality and gastronomy had more literature than city hospitality and gastronomy. Probably because the city environment is considered a normal area in terms of evolution and innovation and rural is the "new" in developing strategies to satisfy customers and keep innovating. And the other limitation was to obtain a good sample from the questionnaire to understand what population seek when they resort to this type of service because people were receptive to answering it, not accomplishing the number of people previously established.

In conclusion, for furtherer studies, would be fascinating to investigate this theme, inclusive for entrepreneurs in the branch. Also, it would be a good purpose to understand if rural hospitality/gastronomy is more sought than city hospitality/gastronomy, if the population still continues to look most for hospitality type and welcome feelings or gastronomy type, if the reason to seek these services still remains the same and if evolute or not over time, not only in one island, but at the cluster of islands.

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ATTACHMENTS

LIST OF ATTACHMENTS

Attachment 1. Questionnaire

Restauração na Hotelaria Rural e Urbana

Projeções e Percepções - Dissertação



simone.desaamaral@gmail.com (não partilhado)



[Mudar de conta](#)

***Obrigatório**

Sexo *

Feminino

Masculino

Idade *

A sua resposta

Local de Residência *

A sua resposta

Habilitações Literárias *

- Ensino Básico
- Ensino Secundário
- Ensino Profissional
- Curso Superior
- Pós-Graduação
- Mestrado
- Doutoramento

Nível de Rendimentos *

- É muito difícil viver com o rendimento disponível
- É difícil viver com o rendimento disponível
- Dá para viver com o rendimento disponível
- Dá para viver confortavelmente com o rendimento disponível

Com que frequência costuma a usufruir dos seguintes serviços de hotéis? *

	Nunca	Uma vez po ano	Uma vez de 6 em 6 meses	Uma vez por mês	Mais de uma vez por mês
Alojamento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restauração	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SPA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Com que frequência costuma a frequentar restaurantes? *

- Nunca
- Uma vez por ano
- Uma vez de 6 em 6 meses
- Uma vez por mês
- Uma vez por semana
- Mais de uma vez por semana

Indique o seu nível de concordância quanto à importância dos seguintes elementos no sucesso de uma unidade hoteleira. *

	Discordo Totalmente	Discordo	Concordo	Concordo Totalmente	Não tenho opinião
A sua localização	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O preço que pratica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O ambiente e as experiências que proporciona	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A publicidade que faz dos seus serviços	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O atendimento e a formação dos seus colaboradores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proximidade do mar ou do campo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proximidade de meios urbanos mais desenvolvidos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limpeza e garantias covid-free	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Existem outros aspetos que considera ser determinantes do sucesso de uma unidade hoteleira? *

- Sim
- Não

Se SIM, quais?

A sua resposta

Indique os seis traços de personalidade que mais associa a cada um dos conceitos. *

	Urbano	Rural
Responsável	<input type="radio"/>	<input type="radio"/>
Extrovertido	<input type="radio"/>	<input type="radio"/>
Ousado	<input type="radio"/>	<input type="radio"/>
Delicado	<input type="radio"/>	<input type="radio"/>
Chique	<input type="radio"/>	<input type="radio"/>
Confiável	<input type="radio"/>	<input type="radio"/>
Bem-Humorado	<input type="radio"/>	<input type="radio"/>
Moderno	<input type="radio"/>	<input type="radio"/>
Elegante	<input type="radio"/>	<input type="radio"/>
Sensível	<input type="radio"/>	<input type="radio"/>
Sério	<input type="radio"/>	<input type="radio"/>

Simpático	<input type="radio"/>	<input type="radio"/>
Corajoso	<input type="radio"/>	<input type="radio"/>
Sofisticado	<input type="radio"/>	<input type="radio"/>
Romântico	<input type="radio"/>	<input type="radio"/>
Divertido	<input type="radio"/>	<input type="radio"/>
Jovem	<input type="radio"/>	<input type="radio"/>
Glamoroso	<input type="radio"/>	<input type="radio"/>
Emotivo	<input type="radio"/>	<input type="radio"/>

Já ouviu falar em algum destes Hotéis? *

	SIM	NÃO
Furnas Boutique Hotel	<input type="radio"/>	<input type="radio"/>
Azor Hotel	<input type="radio"/>	<input type="radio"/>

Grand Atlantico Hotel

Terra Nostra

Já esteve hospedado em algum destes Hotéis? *

Sim

Não

Se sim, quais?

A sua resposta

Em que contexto?

Escapadinha de fim-de-semana ou férias enquanto residente

Enquanto turista

Outra ocasião

Se outra ocasião, qual?

A sua resposta

Como ficou a conhecer estes hotéis?

Publicidade

Comentários nas redes sociais

Através de alguém que falou

Devido à proximidade com outros espaços que pretendia visitar

Por mero acaso

Já usufruiu do serviço de restauração de algum dos hotéis enumerados? *

Sim

Não

Se SIM, qual?

- Furnas Boutique Hotel
- Azor Hotel
- Grand Atlantico Hotel
- Terra Nostra

O que valorizou mais nesta experiência?

- A comida
- O atendimento
- O preço
- A qualidade do serviço
- O ambiente e decoração do espaço
- A localização
- Todas as anteriores

Caso tenha respondido NÃO à pergunta anterior, o que o impede de visitar e de usufruir de um destes restaurantes inseridos em unidade hoteleiras?

- A comida
- O atendimento
- O preço
- A qualidade do serviço
- O ambiente e decoração do espaço
- A localização
- Todas as anteriores

Tendo em conta o contexto pandémico atual, diria que o seu padrão de visita aos restaurantes dos hotéis *

- Diminuiu
- Manteve-se inalterado
- Aumentou

Neste momento, tem algum receio de visitar algum hotel ou restaurante? *

Sim

Não

Classifique de acordo com a sua perceção a valorização da gastronomia local que é feita pelos seguintes hotéis.

	Não valoriza a gastronomia local	Valoriza pouco a gastronomia local	Valoriza a gastronomia local	Valoriza muito a gastronomia local
Furnas Boutique Hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Azor Hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grand Atlantico Hotel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Terra Nostra	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Attachment 2. Interview script

- 1) Que elementos usam na criação da vossa imagem de marca?
- 2) Como surgiu a ideia de ter conceitos diferentes na restauração de cada hotel?
- 3) A cozinha Rural e Urbana são dois conceitos diferentes. Aplicam esta diferenciação na vossa restauração? Se sim, como? E a marca/essência/conceito mantém-se?
- 4) Indique os seis traços de personalidade que mais associa a cada um dos conceitos.

	Urbano	Rural		Urbano	Rural		Urbano	Rural
Responsável			Moderno			Romântico		
Extrovertido			Elegante			Confiante		
Ousado			Sensível			Divertido		
Chique			Sério			Jovem		
Delicado			Simpático			Glamoroso		
Confiável			Corajoso			Emotivo		
Bem-humorado			Sofisticado					

- 5) A que tipos de segmentos se dirigem as vossas propostas de cozinha Rural e/ou Urbana?
- 6) Utilizam a localização em contexto urbano ou rural como elemento diferenciador da proposta de valor (menu, ambiente e a nomenclatura do restaurante)?
- 7) Costumam aplicar alguma metodologia específica de avaliação da satisfação dos clientes? Se sim, que dimensões analisam?
- 8) Como é que desenham a carta e com que frequência a revisitam?
- 9) Quem é que procura mais os vossos serviços, turistas ou locais?
- 10) O aumento do turismo verificado até 2019, levou a alterar o vosso posicionamento e oferta?
- 11) E, a contração em 2020, que impactos teve nas vossas operações?
- 12) Se tivesse de resumir a uma frase, como sente a restauração hoje e projeta para os próximos cinco anos, diria o quê?

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