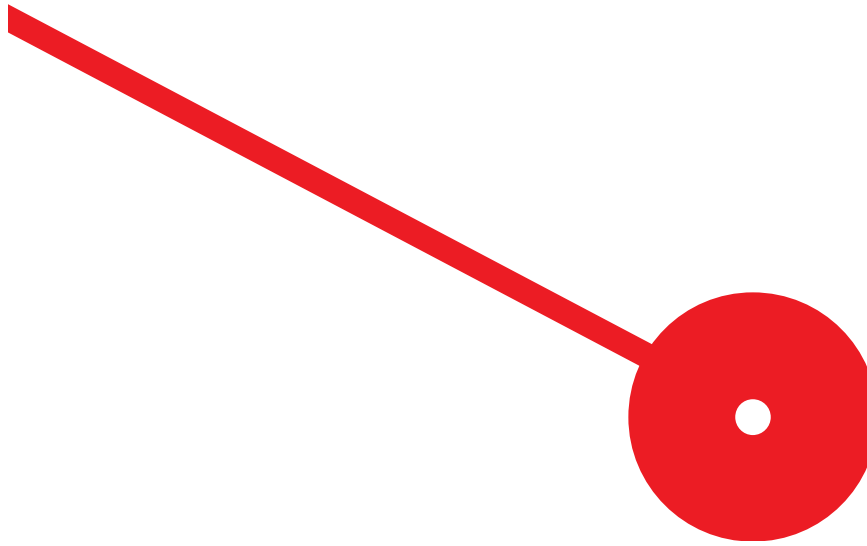


Development of Touristic Micro-Regions: The case of Figueira da Foz

Ana Beatriz Cardoso Caleia de Carvalho

10/2022





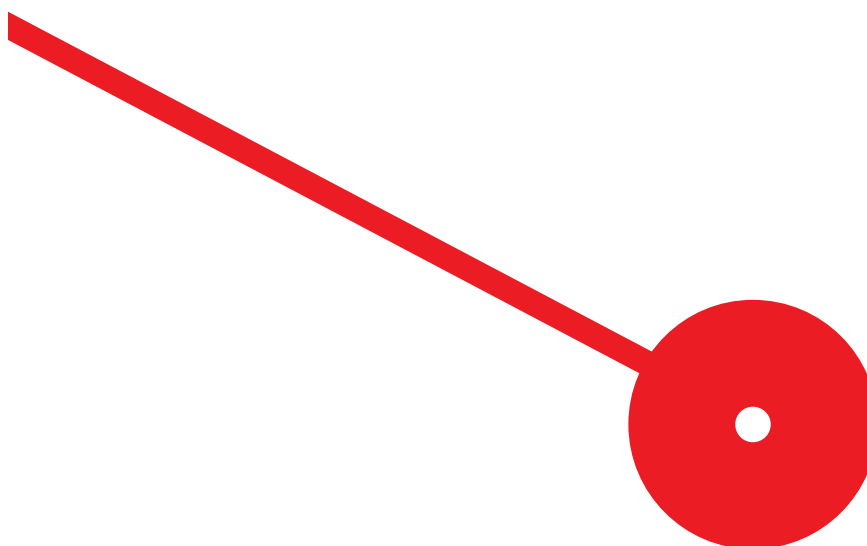
Development of Touristic Micro-Regions: The case of Figueira da Foz

Ana Beatriz Cardoso Caleia de Carvalho

Master Degree Dissertation

presented to Instituto Superior de Contabilidade e Administração do Porto to obtain the Master Degree in Intercultural Studies for Business, under the guidance of Doctor Carina Raquel Oliveira Cerqueira.

Ana Beatriz Cardoso Caleia de Carvalho. Development of Touristic Micro-Regions: The case of Figueira da Foz
10/2022



Dedication

To my grandfather, Carlos, forever in my heart.

Acknowledgements

Firstly, I would like to express my gratitude and appreciation to my family. My mother and my father for always supporting, trusting and believing in me and in my success. Thank you for being there for me, encouraging me to do more and better and never letting me give up of my dreams. Thank you for letting me find my way and coming along the journey. A very special thank you to my big sister, for supporting this idea from the very first moment and helping me whenever she could. Also, thank you for smiling and crying with me during this process. Life would have been very tedious without you. I am and will be forever grateful for you three.

Secondly, my greatfulness goes to my boyfriend who was there for me every step of the way and did not let me give up. Thank you for the understanding, patience, knowledge and strenght you gave during this process. Thirdly, a big thank you to my best friend, for the endless Zoom calls from Dublin, supporting me and advising me whenever I needed. Thank you for the help, even from a distance.

I would like to thank Mr Jorge Lé, director of Casino Figueira, for all the knowledge, experience, memories, researches and life he shared with me. Thank you for all the endless conversations, I learnt so much.

The best saved for last, I have to thank my supervisor Professor Carina Cerqueira, for supporting the idea from the beginning, sharing her knowledge with me and being as excited as I was/am. For letting me discover my way by giving freedom, always guiding me with the best and intelligent advice. Words could never thank you enough the gratitude I feel. Also, a huge thank you to Professor Clara Sarmiento for planting the seed and giving me this amazing idea to study my own city.

Resumo:

Num mundo cada vez mais globalizado, as pequenas cidades tendem a ser esquecidas e negligenciadas. Além disso, não existem muitos estudos que reflitam sobre a realidade destas pequenas cidades e, em contraste, existem bastantes sobre grandes cidades. Posto isto, esta dissertação tem como um dos seus objetivos estudar e desenvolver estudos académicos sobre a evolução de uma pequena cidade de Portugal, a cidade da Figueira da Foz. Outro objetivo que pretende atingir é perceber o progresso alcançado ao longo dos anos nesta “cidade sol e mar” e o que foi feito para ultrapassar este rótulo. Por fim, esta dissertação também tem como objetivo apresentar quais as estratégias as pequenas cidades devem adotar para alcançar desenvolvimento, inovação e posicionamento.

Posto isto, para alcançar estes objetivos, primeiramente, foi feita uma análise histórica para que contexto fosse providenciado. Em seguida, no segundo capítulo, foi feita uma revisão bibliográfica que reflete sobre os temas desenvolvimento local, negócios e turismo. Por fim, no terceiro e último capítulo, foram realizadas entrevistas a pessoas Figueirenses com participação ativa na cidade. Consequentemente, com todos os dados recolhidos foi possível concluir as mudanças e quais as estratégias que de facto funcionam nestes contextos de pequena escala. Assim, numa realidade em constante mudança, as pequenas cidades enfrentam muitas dificuldades, porém com o planeamento correto e placemaking é possível superar os obstáculos e prosperar a cidade, a comunidade, os negócios e a economia.

Palavras chave: desenvolvimento urbano; estratégias; criatividade; turismo

Abstract:

Nowadays, in a increasingly globalised world, small cities tend to be forgotten and neglected. In fact, there are not many academic studies available, yet, studies on large-scale cities are endless. Thus, this dissertation aims to study and develop academic research on the evolution of a small city in Portugal, Figueira da Foz. It aims to understand the progress achieved over the years in this “sun and sea city” and what was done to surpass that label. This dissertation also has the purpose to study what strategies should small-scale cities adopt to achieve development, innovation and positioning.

Hence, to conquer these goals, a historical background was conducted in the first chapter so that context would be provided. Then, a literature review was made through the second chapter on the topics of local development, business and tourism. Finally, in the third chapter, interviews were conducted to locals with active participation in the city. Consequently, with all data gathered was possible to conclude the changes and what strategies work successfully in these contexts. Thus, in a constant changing reality and unexpected shifts, small cities do face many difficulties but with the right planning and placemaking it is achievable to overcome the hindrances and prosper the city, the community, the business and the economy.

Key words: small city development; strategies; creativity; tourism

Table of Contents

Introduction	1
Chapter I – Historical Background	6
1 Historical Background of Figueira da Foz.....	7
1.1 Geographical Potential	9
1.2 Community <i>Figueirense</i>	11
1.3 Chronological Evolution	13
1.3.1 “Bairro Novo”	15
1.3.2 The Casinos Phenomenon	16
1.3.2.1 The Problems.....	18
1.4 Peninsular Connections	20
Chapter II – Business and Internationalization	23
2 Business and Internationalization.....	24
2.1 Business Attractiveness of the Region	27
2.1.1 The Analysis of Figueira da Foz in the (National) Business Context	30
2.2 Strategies and Investment.....	35
2.2.1 Small City’s Downtown Development.....	36
2.2.2 Small City Planning: Strategies and Investments.....	37
2.3 Economy of Culture	42
2.4 Tourism.....	44
2.4.1 Tourism Shifts and Trends	48
2.4.2 Creative Tourism	50
2.4.3 Touristic Trends in Portugal	52
2.4.4 Tourism Analysis in Figueira da Foz	54
Chapter III – The Local Perspective on the Past, Present and Future of Figueira da Foz.....	59
3 Local Perspective on the Past, Present and Future of Figueira da Foz.....	60

3.1	The Process of Interviewing.....	60
3.1.1	Motives	61
3.1.2	Context and Methodology	62
3.2	Presentation and Discussion of Results	65
3.2.1	Problems and Solutions	70
	Conclusion	72
	References.....	77

Figure Index

<i>Figure 1. Figueira da Foz on map</i>	9
<i>Figure 2. Bairro Novo Figueira da Foz. Font: Municipal Archive</i>	16
<i>Figure 3. Old Casino Oceano. Font: Municipal Archive</i>	17
<i>Figure 4. Espelho de Água: Caino's Investment. Font: TimeOff</i>	20
<i>Figure 5. Population growth in Centro of Portugal</i>	28
<i>Figure 6. Portugal's Business Framework: Dimension by Employees</i>	31
<i>Figure 7. Portugal's Business Framework: Dimension by Region</i>	32
<i>Figure 8. Dimension of Companies by Employees of Figueira da Foz</i>	33
<i>Figure 9. Representativity of Sectors of Activity of Figueira da Foz</i>	33
<i>Figure 10. Larger Companies by Business Volume of Figueira da Foz</i>	34
<i>Figure 12. Touristic Businesses Ornogram</i>	48
<i>Figure 13. Territorial Distribution of Tourist Demand in Centro</i>	53
<i>Figure 14. Arrivals to Figueira da Foz</i>	56
<i>Figure 15. Tourism Indicators: Figueira da Foz Evolution</i>	57

Table Index

<i>Table 1. Advantages and Disadvantages of Small Cities</i>	40
<i>Table 2. SWOT Analysis of Tourism in Figueira da Foz</i>	55
<i>Table 3. Overview of the interviewees</i>	64

Figueira da Foz is a small city located in the coast of Portugal, bathed by the Atlantic Ocean, in the central region of the country belonging to the Coimbra district. It is a city mostly known by its beaches, holding one of the largest and longest beaches in the whole country. Also, the Mondego River and the *Boa Viagem* Mountains are the other natural assets for which the coastal city is known for. Since the beginning and until today, the natural features are the perks of the city which characterize the region as naturally rich of personality and culture. These characteristics naturally gave the city the status of a beach town, which made the city become quite touristic, attracting people not only from Portugal, but also from other countries, therefore tourism has been present in the city since forever.

Figueira da Foz is considered a micro-region, since it is a smaller territorial unit with limitations under the regional level but exceeding the village level and linked network of diverse social actors from the government, the local authorities, the private sector, and the civil society. Micro-regions demand a different type of planning from metropolitan areas, since they hold compact database and administration, therefore implementation and monitoring of planning is workable for plan formulation with that type of administration. It is crucial to plan the appropriate strategy for these emerging micro-regions by examining the dimension and typology of development or lagging. According to Micro-Regional Planning there are a few fundamental characteristics, such as: to be initiated by locals, to be participatory by involving all parts interested, to be action oriented, to be focused on the inherent potential, to be directed to sustainable development and to seek optimal land use. Therefore, it is crucial to establish clear communication between the planning team, the decision makers, and the target group in order to create a successful planning. This planning usually follows four different important stages that starts by the analysing phase, then moves on to the scenario writing and then the development of strategies creation, and, finally, the embellishment of project profiles.

To conclude, the planning procedure is heavily demanding of feedback and revision of the work always accomplished at diverse phases and participation of the local stakeholders.

Across Europe, recently, it is possible to observe a development in strategies at a regional level, noting resurgence of regionalism. Micro-regions have been rediscovered as an imperative unit there is concerning the local and the national stages that can deliver a fundamental link from stakeholders and national and international networks. Nevertheless, it is becoming increasingly crucial to evaluate the economic role of culture and rendering it in connection with regional development. Also, it is of general knowledge that the metropolitan areas are losing their essence and heritage culture due to extreme demand, therefore these micro-regions that can hold their history and still develop through globalization era are fundamental to their countries, since enhancing the natural features and balancing it with progress is key.

Globalisation has definitely influenced how micro-regions are seen. Since globalisation started, the world has changed. The fast evolution and development of the world made everything easier, not only can people communicate, purchase goods, services, and travel for cheap and in much easier and diverse methods but the flow of information is massive as well, due to technology advances. The process of globalisation made the world come closer by creating a common market around the world. People now can reach and connect with every inch of the globe in a globalized world where everything is interconnected. Nevertheless, globalization have made these micro-regions important because now they can establish connection at an international level. Consequently, the term “*Glocal*” has been emerging due to this interconnected world.

A “*Glocal*” is considered something that comprehend cultural values from a global and local level. Has mentioned before this is the result of a world increasingly connected and digital. In order to these micro-regions to become *glocal* it is of significant matter for them to not lose their local values and individual and community references and be able to interconnect these features with the global economy, politics and market. Therefore, considering the values of each locality and expanding them to the exterior is fundamental for *glocal* success, always maintaining the culture and essence heritage. Progressively, in this fast-paced world, people are looking for authenticity while not feeling disconnected from the world.

The city of Figueira da Foz has suffered several variations of attractiveness and development over the years. In the 1980s, the city was very famous and attracted a lot of people, it was breathing a prosperous era. Many people, national and international, would visit the city which was an occurrence that motivated and encouraged immensely not only

the local business, but the international business would start to look at the city as worth of investment as well, since it was so busy. But, unfortunately, during the winter the city transformed itself into a different scenario, since the beach was not an option and the only attraction was the casino during the winter, the city would become a ghost city. The local governments had to invest in the city on order to maintain the appeal all year around and continue to generate positive receipts to the businesses. It is in these occasions that the micro-region planning comes convenient and formulating a plan to hold services and businesses during the lower season is fundamental. These are important points to focus on throughout the dissertation to showcase and present not only responses but solution as well, since Figueira da Foz will be presented as a case study of a micro-region and the conclusions gathered can be applied in other micro-regions with similar characteristics. Thus, a pertinent element of the dissertation is the interviews conducted with relevant people that will present information from a different point of view with more in-depth knowledge of the city affairs and future.

The choice of this topic for the dissertation was influenced by personal aspects as well. As I was born and raised in the city of Figueira da Foz, I know and feel the potential that the city holds and the recognition it deserves. Thus, throughout the years, I have become particularly aware of the businesses, the touristic waves, the desertification, the rise and all ups and downs that I am aiming to understand deeply throughout the development of this research.

Therefore, this dissertation will focus mainly on the city of Figueira da Foz: its history, its business and touristic features, its strategies for development over the recent years and its future, because as it was mentioned before, these smaller regions are holding the true culture and heritage of the countries, while still developing and pursuing world's fast evolving process: globalization. The dissertation is divided into three chapters. The first one will focus on the historical context and geographic evolution of the city of Figueira da Foz, in order to understand and have a better perception of the positioning and backgrounds of the territory of study. Then, in the second chapter the focus will be on the business tissue and strategies for internationalization of the city, as well as understanding which and how investments are being made to pursuit the development of the micro region of Figueira da Foz. Lastly, the third chapter will focus on the conclusions from the second chapter, understanding where the city is standing these days and what

future it holds. Nevertheless, an analysis to responses obtained from interviews directed to some important representatives of city business and companies will be presented.

The aim for this dissertation is to understand where Figueira da Foz stands, how the potential of the city is being explored and what has changed/been adapted over the years. In addition, the dissertation has the goal of conclude what else could be done to improve the city attractiveness at businesses, touristic and financial matters.

CHAPTER I – HISTORICAL BACKGROUND

1 Historical Background of Figueira da Foz

Since 1096, there is a notice of population near the Mondego River. Near 1200, there were known two regions, owned by Lords of Coimbra and Montemor, which were “Foz do Mondego” and “Foz de Buarcos”. At that time religion had a lot of power and the primitive populations started to gain some relevance through their churches, creating a separation between the “São Pedro de Buarcos” church and “São Julião da Figueira” mother church. (Arroteia, 1985)

Due to its geographical location, port and navigability of the Mondego, the city has become an important trading post. The port of Figueira was considered the first commercial port in the Beira region, and the third at a national level. (Borges, 1991)

Later on, around the 1640s, the maritime activities had suffered a great development, as well as the shipbuilding industry, which influenced the progress of the population too. Finally, on the 12th of March of 1771, the settlement of Figueira da Foz was elevated to the status of village and others were annexed to Figueira, such as *Maiorca, Alhadas, Quiaios, Tavarede e Lavos*. (Arroteia, 1985) At this point, the growth of Figueira da Foz has started, the city counted with more than 2000 inhabitants, and it observed a growth of population of 50% in the next twenty years. (Borges, 1991) Since then, more and more ships started to be present in the port of Figueira, not only national but international as well (Arroteia, 1985), which animated a lot the spirit of the city:

“Figueira, which less than 40 years ago was a land of no consideration, only commerce was encouraged there, it took on a new existence. It can be considered as a mercantile square and I face the fact that it is the Mondego and opened its mouth at its mouth, it will be the envy of Setúbal and Viana.” (Thomás, 1898)

Unfortunately, in the 1800s, due to the French Invasions and the deaths motivated by the plague, the village went through a slower development for some years. However, the population was not devastated by it and kept on working towards the expansion of the community. Near the 1850s, the exploration of the summertime due to the beach factor, posterior construction of “Bairro Novo” and development of the railways was when the village started to elevate its position. (Arroteia, 1985)

Consequently, in 1882, D. Luís while visiting the village to launch the Beira Alta railway, decided to elevate Figueira da Foz into a city. Therefore, considering the village of Figueira da Foz one of the most important regions to the crown, as well as for the

population and natural richness, it was mandatory to raise its status. (Arroteia, 1985) Accomplishing, this year, 2022, Figueira da Foz celebrated 140 years since it was elevated to the city position.

In 1891, the leisure space of excellence, the Municipal Garden, was built and in 1892, right on the north side, the Municipal Market was built. (Borges, 1991) These two important infrastructures that complemented each other, remain in the city with the same importance and constitute central points of the city.

In the 20th century, Figueira began to grow along the beach, which was considered the new source of wealth, since the port began to lose its notoriety due to the problems in the Mondego bar that worsened and took a long time to resolve. Figueira is joined by Palheiros and Buarcos, in the first instance, with the construction of Avenida Marginal, operating as a link between the two communities. Later, Tavadere joined, expanding the urban area with high-rise construction to the detriment of medium and individual construction. (Borges, 1991)

The author, Jorge Arroteia (1985), then reflects on the urban growth factors of the city, which are:

1. The commercial activity of the port: national and international affluence.
2. The piscatory activity: shipbuilding, salt culture, drought, and fish canning.
3. The industry.
4. The bathing seasons.
5. The natural features and conditions: beach, river, mountains, climate and location.
6. The closeness to Coimbra: historic-cultural and artistic center.
7. The tourism development of the hotel industry.

These are the elements and initiatives that contributed and were contributing to the expansion of the city of Figueira da Foz, so that the infrastructures, the natural features of the region and the businesses could improve and benefit the city. A place needs to know its qualities and defects to work around them: to enhance the assets and do an effort to improve the negative edge. The fact that the city of Figueira da Foz has great and natural potential to be an attractive pole of Portugal is remarkable, but work has to be done, and strategic planning and investments have to be designed so that not only the city can develop, but the population too.

1.1 Geographical Potential

Figueira da Foz is very well located, almost in the middle of Portugal, from the furthest north or south points of the country one would take the same time to reach the city. Even though it is a small city, it happens to own the biggest beach in the country, for which it got so famous for. Hence, it is considered a “triple-threat” city since it owns the sea, river and mountains. Therefore, Figueira da Foz is located Portugal (NUTS I), respectively in the Central Region (NUTS II), more specifically at Baixo Mondego Region (NUTS III), belonging to the district of Coimbra, constituting a municipality since 1882.

Since Ramalho Ortigão wrote: “No other beach in Portugal has the conditions to make the bathing season the most pleasant.” (Ortigão, 1943) and “Anyone who wants to see the most beautiful bathing beach in Portugal has no choice but to come to Figueira.” (Ortigão, 1986). These sentences have shaped immensely how the city of Figueira da Foz got to be known at that time, hence attracting all kinds of people to the city during the bathing season.

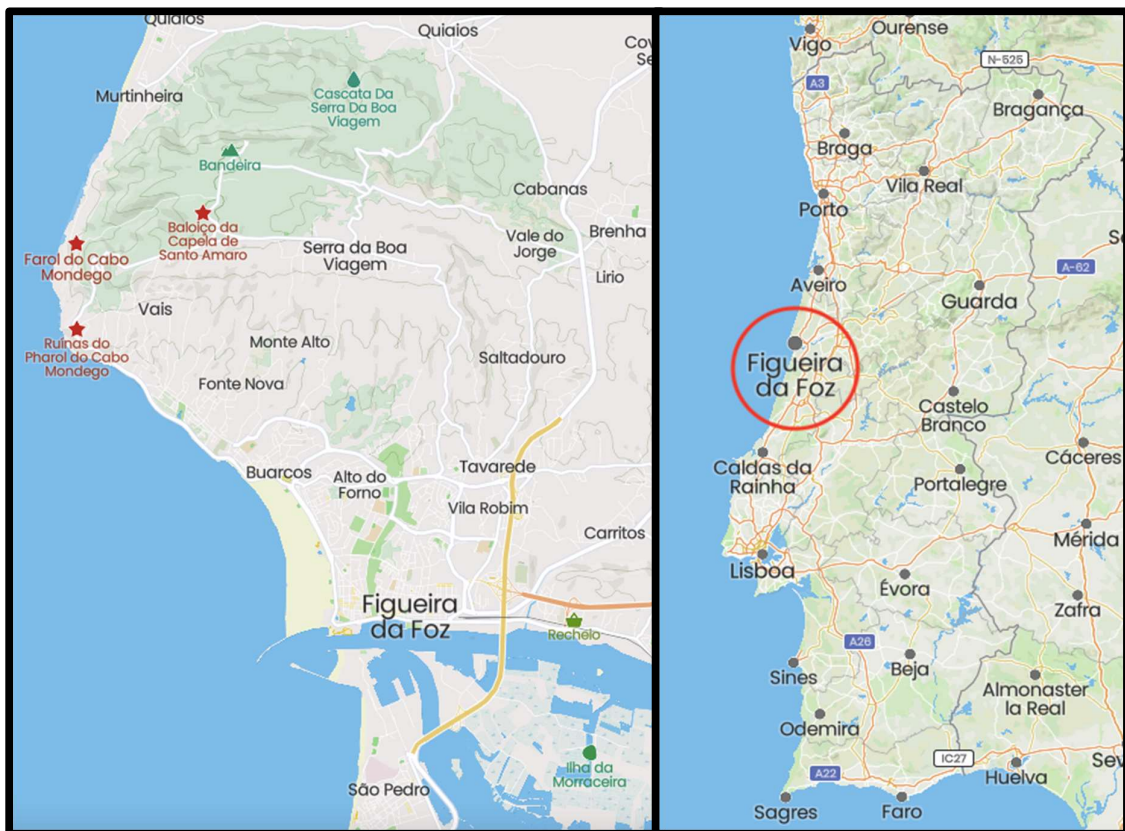


Figure 1. Figueira da Foz on map

The beach is usually associated with leisure, relaxation and peace and this construction has been built for a very long time. According to (Machado, 1996) the beach has become a place where many types of senses and perceptions can be found. This phenomenon happens due to two agents: the social actors and the beach as a social actor. On one hand, the social actors build, classify, and harmonize the senses and valuations related to the beach. On the other hand, the beach itself owns a set of natural and lifetime characteristics that instinctively appeals to the human beings. Therefore, the occurrence of attribution of senses and meanings to the beach is assembled and dynamized by the processes of contact between the human social actors and the beach, here understood as a non-human social actor.

To understand the idea of attribution of senses and meanings to the beach space is important to mention the theory of Social Spatialization by Rob Shields (1991, 1997) which originates from representations of the world constructed by common sense. This means that civilization looks forward to a break from everyday life, thus constituting the beach as a place of departure from reality. This occurrence can be achieved by the emotions provoked by the admiration of the sea (nature) and by the social practices associated with the beach, through which the human social actors wish to carry out very different behaviors from those carried out in the space of the habitual residence (everyday life). (Machado, 1996)

Nevertheless, the evolution of society, its behaviors and construction overtime directly influence the urban space and its dynamics and traditions: “Spaces are not only overcoded, but physical space itself is 'produced' via classification schemes with various divisions as good and bad areas; ours and theirs; this place and that place; spaces and places for this or that”. (Shields, 1997)

However, attached to this beach attractivity there is the seasonal factor, which means there was/is a dichotomy associated with the beach: a dichotomy of winter/summer. Due to Figueira da Foz’s geographical position the beach is the main attraction but during the winter it no longer constitutes an attraction due to the meteorologic conditions therefore seasonally, ruptures take place, increasing and reproducing the symbolic hybridity of this space. (Machado, 1996)

To sustain this evidence, two reports separated by four decades show the same: in the summer the sea is pleasant, appealing and welcoming to society and during the winter

the sea presents itself as harsh, brutish, and unconquerable for the people, thus distancing civilization from nature. (Gazeta da Figueira, 1887; Jardim, 1948)

In addition to the first tourism element of the city of Figueira da Foz, the beach attraction, the city also has a vast mountain range with fair tourist attention. However, some negligence was shown towards the mountains, dooming the unfortunate state of its roads. It is considered another great attraction of the city and, consequently, urging it to be given more distinction and attention for its potential. (Malafaia, 1936) In this publication, the author also suggests the construction of a guesthouse in the mountains, which he believes would be an asset in the bathing season, forwarding tourists also to that type of nature, this way exploring even more the features of the city and, consequently, increasing the economical scores.

1.2 Community *Figueirense*

“São Julião”, “São Julião da Figueira” or “Figueira da Foz do Mondego” are all names that would describe one reality only: the expression of a slowly and almost unperceivable evolution that gradually gained the courage to affirm itself through its own historical, geographical and natural characteristics related to the climate, the location and position. Alongside these features, due to the fish abundance in the region, soon the fishing activity and salt extraction emerged as well as the movement of fluvial and maritime goods, factors which strongly illustrated the lifestyle not only of the population of the region, but also some neighbor populations. Coimbra, the economic, social, political, and cultural centre of Portugal, powerfully influenced the arise and development of Figueira. (Menéndez, 1981)

Therefore, the population of the city of Figueira da Foz is very well marked by the culture of the river and the sea, therefore its characteristics and habits are intrinsically connected to the following: the beach practices and participants, the piscatory activity and the salt activity:

“Beating the great sea, with the beautiful bay of Buarcos on the right and the rocks on which the castle of Santa Catarina stands, which defends the mouth of the Mondego, to the right, the village of Figueira offers bathers incomparable conditions. (...) The village is rich in the salt trade and in the export of Bairrada wines.” (Ortigão, 1943)

After this community breakdown, it is mandatory to explore what concerns the beach habits and how the different social groups can be perceived and defined. There

were clearly two groups that used to enjoy the beach of the city: the ones from the countryside, arriving by bus, that would wear simple and modest clothing and practice the “dawn bath”; and the ones from the elite that wore more sophisticated swimwear and practice the “midday bath”. If it were not for the clothes, the differences between these two groups could also be observed by where they placed themselves in the beach area. The country-dwellers would lay on the rocks near the Santa Catarina castle and the urban participants would stay more comfortably in little beach tents on the sand. Nonetheless, meanwhile for the urban participants of the beach it meant also to be involved in the ambiance of the beach, such as the near restaurants and cafes, for the peasants it would mean bringing food and staying at the beach until leaving time. Lacking the cultural and economic means necessary for a reproduction of the rituals that the urban classes associate with staying on the beach, the peasants undertake a reinterpretation of the beach practice. (Machado, 1996)

Yet, the author also states that this separation was obvious, besides of “meant to be”. Even though the restaurants were not supposed to be frequented by the country-side residents, they would avoid any interactions with the higher-class participants, since they would feel ashamed of not having the same education or behaviors. To conclude, at that time it would be considered that the peasants had an incomplete participation in the beach since the engagements and behaviors of the two groups were unlike and with distinct goals. (Machado, 1996)

According to the author (Machado, 1996), these beach practices came from the aristocracy, which was the first ones to reach the beach and turned it into a social practice of distinction. Therefore, the aristocracy that could not go to the beach, near Lisbon, elected by the royal court, would go to Figueira da Foz. Later comes the bourgeois man who wants to enjoy all the pleasures of life, similar to the aristocratic habits.

It is possible to conclude that the aristocracy started the activities on the beach and elevated it as a social practice. Taken by example, this practice was spread and adapted by all social groups.

Yet, there were two types of population in the city: the permanent population and the floating population. Between them there were no hostilities, but there is a strong provincial emulation. The permanent population did show respect for the floating one since it provided the city financially. (Ortigão, 1943)

1.3 Chronological Evolution

Right before becoming a city, Figueira da Foz, was starting to build its empire, mainly focused on the geographical potential it holds and, consequently, its natural features. Actually, for many years the press gave the name of “Queen of the Beaches of Portugal” to Figueira. (Nunes, 2009)

Once the beach practices during the bathing season became more and more famous in the city, as the years went by, the city started to evolve and modernize itself. It can be said that the evolution of the city could be determined by three main elements: the *Bairro Novo* and Casinos – which will be discussed further on – and accommodation.

The once known commercial, port and fishing city slowly metamorphoses those traits related to the industrial development, with the new features related to the touristic city that it was becoming, such as the beach, where tents placed on the sand settle the view, the *Bairro Novo*, the Casinos, competing with the bests of Europe, that would place the city of Figueira in the world. (Nunes, 2009)

Hence, new infrastructures that would welcome the positive influx of tourists, had to be projected and built. In the beginning it was important to create an area, close to the beach, that would concentrate all the needs of the outsiders: a touristic centre. Therefore, it was developed the *Bairro Novo*.

Bairro Novo success was immensely influenced by the casinos and its activities. The casinos, alongside the beach, were the main attractions of the city. The higher social classes were looking forward to amusing themselves in the casinos’ games and parties after sunbathing on the grand and charm beach near the castle of Santa Catarina.

Consequently, it became urgent to create more accommodation, since places were becoming insufficient. A few hotel units marked the beginning of the touristic influx in the city, such as *Hotel Reis*, *Hotel Aliança* and *Grande Hotel Universal*. Later, Casino Mondego was turned into a hotel as well, the *Grande Hotel Portugal*. Nevertheless, as years went by, the city still lacked great accommodation that would not only welcome more clients but also, clients that looked for a place of higher quality. (Malafaia, 1936)

In 1948, the new Figueira Praia Association in order to obtain the game authorization for the Casino, had to build a hotel, mandatorily. Therefore, in 1953 was inaugurated the *Grande Hotel da Figueira* with five floors and one hundred and ten

bedrooms. (Lé, 1997) To conclude, these are the few hotels that is still working until today, after remodeling and modernization works.

Finally, it is crucial to mention that all the promotion made through the media, by posters and guides was very important to the touristic dissemination of the destination. (Nunes, 2009)

Nevertheless, the evolution of health and education had a great impact on society. Until 1832, there was no health unit in the city to receive and take care of the sick, therefore, people would have health issues and try to cure them at home or simply die from them. Then, finally, after 1832, the first hospital opened in the city: *Hospital Misericórdia*, which soon got overloaded with work since it was the only place that the population could resort to. But only after 1970, the first maternity was inaugurated called *Casa Mãe*, this health care unit represent a great advance to the city, since until then children were born at home, with all the risks associated with home childbirths. Only after the famous revolution of 25th of April of 1974 that occurred in Portugal, the first real hospital to be built in the city: *Hospital da Figueira da Foz*. Yet, it was built on the south side of the region, where the access was made through a narrow and small bridge that was hard to pass across. Only in 1982, a new and accessible bridge was built which not only facilitated the access to the hospital but opened the traffic of the city from other cities as well. (Casção, 1989)

On the other hand, education was a big step too for the development of the city and specially of the population, since education is crucial to the personal and intellectual growth of human being. The author also mentions the lack of education institutions but, at the same time, the author also highlights the ability of the city to provide the answers that the population needed. This means that even though the city started to only hold on education institution: the *Liceu Municipal*, founded by Byssaya Barreto. Then soon after the Industrial School was established providing a different mad more practical type of education, that resulted very helpful for men at the time. Afterwards, as the city was growing the need for another school, originated a third school, founded by Crisitna Torres. Nevertheless, the catholic education was very big at the time and many young boys studied there – *Seminário* – as well, since they could get the same education as in the other schools.

The city had two universities – Universal University and a pole of the Portuguese Catholic University – that responded to the needs of the population that aimed to get a higher degree of education. (Cascão, 1989) Sadly, both ended up closing doors since the University of Coimbra and Lisbon would call more the attention of the ones who wanted to pursue higher studies.

To conclude, it was recently announced by the actual Mayor, Pedro Santana Lopes, that the city of Figueira da Foz will hold again a university pole, but this time related to the University of Coimbra. Many believe that this will guarantee the city new life and more young adults to help not only the development, but the economy and prosperity as well.

1.3.1 “Bairro Novo”

In order to support the bathing season, near the beach, was necessary to build a social place with many attractions, activities, and places to stay. That place was and is Bairro Novo and it is more like a district where one can find everything.

Back in 1860 started this construction project near the beach but it all started in 1868 when the first casino was built in the city, the Casino Mondego, on the main street. Later in 1890 the area counted twelve streets and much land to sell. The goal for the area was to design and embody the touristic centre of the city, to provide the tourist with “accommodation, gaming and entertainment establishments, retail stores aimed at customers with bourgeois tendencies”, neighboring the beach. (Nunes, 2009)

It is important to mention that behind this ambitious project was *Companhia Edificadora Figueirense* which according to Carlos Nunes (2009) was founded in 1868 to build a new neighborhood that would essentially serve a greater number of tourists.

The development of the area was crucial but at some point, it stagnated, creating hindrances to attend all the bathing season demands. Although the purpose was to make that area the tourist center of the city, it was unable to become an urban center of the city as the bathing season ended, and the area became deserted and uninhabited. (Nunes, 2009)

In consequence of the success of the neighborhood for the tourists, an urban dichotomy was established between the old zone of the city and the new zone (*Bairro Novo*), concerning urban cosmopolitanism in the summer and tiredness during the winter. The local press reveals a certain early animosity towards this urban polarization:

“destined almost exclusively for tourists, containing everything bathers needed for their daily life, [...] it kept bathers away from socializing with the Figueirense resident [...] it collapsed trade in the old part”. (Gazeta da Figueira, 1907)

Unfortunately, this contrast continues to grow and separate the ones from lower social classes and the ones from higher social classes. The modernization of only that space in the city, in line with the trends of the time, meant that prices continued to rise, and that area was then even more designed for the wealthy elites. (Nunes, 2009)

1



Figure 2. Bairro Novo Figueira da Foz

According to Ramalho Ortigão (1943), the tourists in Figueira consisted of two different layers. At the end of September, the families from Coimbra and Lisbon leave, followed by those of the farmers from the Beira, in October, who come to this beach after the harvest to rest from the work in the fields. Consequently, this affluence of “farmer tourists” encouraged the development of new areas with more affordable prices since all tourists were of interest to the city but due to the high prices’ fame it become difficult to appeal to all kinds of tourists. (Nunes, 2009; Diário da Praia, 1935)

1.3.2 The Casinos Phenomenon

The word *casino* comes from an Italian origin, and its portrayed by the leisure establishment, where are held not only balls, concerts, and other types of shows, from Portugal and abroad, but also where “games of fortune or misfortune” are played. Around

¹ Retrieved from Arquivo Municipal, 1895.

the 1880s and until the 1910s there were six *casinos* and *café-casinos* working during the summertime in the city of Figueira da Foz. (Vaquinhas, 2015)

The first one was inaugurated in 1884, by the name of *Theatro-Circo Saraiva de Carvalho* (Vaquinhas, 2012), and later in July of 1895 was converted into *Casino Peninsular*. (Gazeta da Figueira, 1895) Nevertheless, it is important to mention that the *Theatro-Circo* was a rentable and profitable business that, even though struggled for some years, it showed significant profit but even better when converted into Casino. (Vaquinhas, 2012)

In July of 1890, the Bairro Novo district was validated by the opening of another casino: *Casino Mondego*. Initially mostly frequented by the elite families from Spain and later counted with some Portuguese members as well. The introduction of Casino Mondego came to break the separation that was felt in the community, it was a place of an Iberian union was experienced. However, from 1897, a rivalry between these two businesses increased, as well as the appearance of other casinos, (Vaquinhas, 2015) such as *Casino Hespanhol*, *Casino Oceano*, *Casino Europa*, *Casino Atlântico* and, later, *Casino Internacional*. (Vaquinhas, 2015)

Therefore, it can be said that, at that time, there was a strong alliance promoting the city between the beach and the casinos exploitation. Nevertheless, the casinos were much more than gambling at that time, they were actively displaying all kinds of acting, musical and dance shows, at a national and international level, to gather more population and appeal to all perceptions of entertainment. To conclude, it is worthy of mention, out of curiosity, that the, currently, Casino Figueira, is the oldest in the Iberian Peninsula.

2



Figure 3. Old Casino Oceano

² Retrieved from Arquivo Municipal, 1914.

1.3.2.1 The Problems

According to Irene Vaquinhas (2012, 2015), around the beginning of the 20th Century, the games of fortune and misfortune started to face some difficulties:

“The permanent hesitations between the prohibition and the tolerance of gambling had a countless impact on this venue, forcing constant changes and reformulations of its statutes, changes to its name, changes to its gambling hall and, even, in some years, provoking closing doors, between 1901 and 1903. At the time, “games of fortune” were punished by the Penal Code as a crime against public order and tranquility”.

Due to these instabilities the business had several different names such as “Casino Peninsular”, then “Grande Club Peninsular”, and, finally in 1930 “Grande Casino Peninsular”. (Vaquinhas, 2015)

During the constitutional monarchy in Portugal, repression was high, having its peak during the first 7 years of the year 1900 and this repression was also extended to the practice of gambling. Nevertheless, even though the monarchy would not allow the practice of luck and chance games, the local governors would encourage the practice since the receipts were very positive and abundant for the localities. In order to fight this law against gambling and the financial impact that it was causing, the Grande Casino Peninsular of Figueira da Foz tried to create several different activities and initiatives during the bathing season, such as balls, concerts, movies, and American cabarets to the adults and children’s dances and concerts for the younger generation. Hence, it was not enough to battle the struggle of the absence of gambling:

“The Twenties were, in fact, difficult, as the company tried to maximize the profitability of the casino's facilities, providing public services, and, in this way, overcoming the financial difficulties caused by the government's lack of definition regarding games of chance. Thus, at the beginning of the 20th century, the casino functioned as a “deposit” for the “Brazilian café”. There was also a barber shop and, as of 1908, it had the “Bairro Novo Telegraph Station”, which remained until the 1930s. It is precisely in the context of a distressing financial situation that it is opened to the public, as a terrace, in 1928.”

Finally, in December of 1927, the gambling practice was legalized in Portugal but this time, the state owns the gambling business. However, due to the inability to manage all casinos in Portugal, the government grants gambling to casinos through organizations. The game generates wealth in the city and, therefore, the state imposes obligations on these organizations that hold the concession of the game. These companies are obliged to pay taxes and invest in the city where they are assigned. Though, it is important to mention that before 1927, cheat houses or clandestine gambling houses were functioning,

since people still wanted to gamble and would not care to do it illegally. These houses were commonly called the “*Pataqueiras*”, at the time.

Then, in 1936, the impacts of the Spanish Civil War were felt on the casino, on the local commerce and on the city in general during the bathing season, since the majority of foreign tourists who gave life to the city were Spanish and they were drastically reduced. Although gambling was already legal, the casino did not have a gambling concession until 1937, which only worsened the financial situation even more over the years. The casino was bankrupt in the 1940s. That said, the 2nd World War also had an impact on Figueira da Foz and its casino. The city becomes a “fixed residence” for Jews fleeing the Holocaust and there is a time of change, as these Jews were wealthy people, who gambled at the casino without worry and were also joined by Portuguese, who were enthusiastic about the "change":

“The dynamism brought to the city by the 2nd World War creates new expectations in terms of investments, giving rise to commercial companies destined to explore the tourist potential of the locality and the casino, among which the *Sociedade Figueira Praia*, formalized in 1948, which will be granted the game exclusivity.”

To conclude, the presence of Casinos in the cities contribute to the development of the municipalities, there is a direct relation between the profit and investments that the Casinos make. In the city of Figueira da Foz, according to Casino’s reports, the *Associação Figueira Praia*, the one who detains the gambling concession, were obliged to invest and contribute to the development of the city by financing the construction of the *Grande Hotel da Figueira* back in 1948. Also, the company have invested in the Municipal Market of the city by funding the remodeling construction work. More recently, in 2013, the Casino was responsible for the requalification of an area near the Forte Santa Catarina, building a Water Mirror, making that space more pleasant and interesting, while attracting more people to the city center.



Figure 4. *Espelho de Água: Caino's Investment*

1.4 Peninsular Connections

According to many testimonies from the *Figueirenses*, some years ago it would be very usual and common to hear more Spanish speaking language in the street than Portuguese during the summertime. Even though, nowadays there is a huge affluence of Spanish citizens in the city to spend the summer, I believe that is not that substantial anymore.

In the 1920s and 30s, the tourism wave from Spain was very important to the city, not only to improve the economical results of the city but also to get the name of the city spread beyond the border. Since the tourists that would come from other countries would certainly have a better economic position and were willing to spend more money and time during the bathing season. (Malafaia, 1936)

The development of the railways depicted a massive impact on the affluence of people, nationals and foreigners, in Figueira da Foz. According to Irene (Vaquinhas, 2012), the opening of many railways near the city which made a connection to the border of Portugal, such as the Beira Alta railway, the Leiria connection and the extension line between Amieira and Alfarelos showed that “the influx of nationals and foreigners, in particular Spanish nationals, residing in the border provinces of Badajoz, Cáceres, Salamanca and Zamora, as well as Ávila, Toledo and Madrid, increased in notable proportions.”. Also, the *Companhia Real dos Caminhos de Ferro* started to engage special direct and fast trips connected to Figueira da Foz beach with affordable prices round trip tickets during June and October. Then, the Spanish company *Companhia S.F.P.* began the same practice with tickets valid for fourteen days. Even though, this

transportation was meant for lower class people, also the presence of higher social status would visited frequently the beach of Figueira da Foz for the bathing season. (Vaquinhas, 2012)

This concludes that not only people with money would come to the beach of Figueira da Foz, but also people less abundant enjoyed the summer in the city. Therefore, people from all over Spain would come to Figueira, making the city business' very reliant on the Spanish influx during the summertime. According to La Iberia (1903) and Alberto Malafaia (1936), the government was looking forward to admitting Spaniards into the country only by presentation of personal identification – *cédula pessoal* – this way avoiding the obtention of visas or unnecessary paperwork, benefiting connections between both countries, Portugal, and Spain.

Also, Alberto Malafaia, who was Vice-Consul of Spain in Figueira da Foz, reports in 1936 that the closeness of both countries could be much more explored to benefit not only Portugal, but Spain as well. Spain is the most logical and comfortable getaway for the Portuguese due to its attractions and monuments and vice versa for the Spanish due to the calm and picturesque characteristics of Portugal – both countries even though seen as brothers have different individualities that, at that time, could have been better studied to create trades at the tourist and economic sectors. It is important to mention that few strategies were implemented to improve this tourism trade and that the Spaniards visiting Portugal, and more specifically the city of Figueira da Foz, were the ones who “advertised” the country the most in Spain.

However, the author shows that in 1936 the railways needed some construction improvement and modernization. Nevertheless, the author explains the crucial fact that made this affluency of the Spanish people to come on vacation to Portugal and to Figueira da Foz, which was the exchange rate. Peseta, the ancient Spanish currency, during the 1930s was in a situation of disadvantage which contributed to the tourism of Portugal, due to little distance and facility. Consequently, the Spanish tourist started to enjoy it and it became a tradition to go to Figueira da Foz during the bathing season.

According to Irene Vaquinhas (2012), as early as 1875, a consequence of this tourist flow from Spain, was the construction of buildings to rent during the summer for foreign tourists and the creation of leisure spaces, such as gardens, and theaters or markets. Also, the development of a central district with many attractions was very

relevant to the whole development of the city. Nevertheless, it was in this area where the former *Teatro-Circo Saraiva de Carvalho*, and now *Casino Peninsular*, was built which shaped a huge affirmation for that district.

Also, it is important to mention that since around 1910, the month of August was known as the “month of the Spanish” (*O Figueirense*, 1924, 1929) due to the many foreign that would visit the city. To celebrate this influx of Spaniards, on the 15th of August usually a homage was done to the Spanish community in the casinos of the city (La Iberia, 1908), this was a celebration that started back in the times of the Theatro-Circo and lasted until the 1940s. (Vaquinhas, 2012) The author also mentions that during the Spanish Civil War, which started in 1936 and lasted three years, were organized charity parties to raise money to donate to the ones injured and in need. In 1936, the “Spanish Benefit Night” occurred, and Casino was able to express its solidarity with the Spanish community. (*O Figueirense*, 1936) Consequently, during those years of war, it was notable that the affluence of the Spanish people during the bathing season decreased in the city, provoking some backlash. (Vaquinhas, 2012)

It is possible to conclude that the Spanish community had a great significance in the tourism of the city, not only because it was a foreigner public with financially means that contributed to the economy of the region, therefore, increasing the success of local businesses and lifestyle, but also because these tourists made the city known abroad also helping the development of the region. Nevertheless, this Spanish affluence can be seen from other perspective, which is the cultural enrichment perspective. Since to grow as a community is to grow and learn from other communities and cultures and it can be argued that these Spaniards that came to Figueira da Foz, helped the city to expand their horizons and views of the worlds, the citizens of the city had the chance to communicate with people from a different environment and absorb all that they had to show and teach. Not only, this foreign tourism during the Summer was important for the city to grow and develop, but also the locals had that opportunity too. However, this is an occurrence until today, Spanish people are still notable in August and a Catholic Mass is celebrated in their honor, with Spanish readings.

Intercultural relations are crucial for the closeness between countries and to reduce the borders around the world. This type of engagement, even though as innocent was it was in those times, was and still is very important to these days as we see an increasingly disunited and conflicted world.

CHAPTER II – BUSINESS AND INTERNATIONALIZATION

2 Business and Internationalization

The creation, development and establishment of a business is constrained by many factors, working hours and people. Therefore, when placing a business in practice and place it takes much previous and background work, analysing the market offers and prospects is crucial for the success of a business. Hence, some locations with specific market offers or vacancies may be more profitable or adequate for a specific business, this means that analysing the market beforehand is significant for the outcome of a business. For example, some areas can be more specialized and have more specialized workforce in a particular sector than others and developing a business related to that area of industry may avoid many limitations and variants.

Therefore, it is imperative to understand what influences business development and how that development can be supported with a smart and beneficial method. Henderson (2010) defends that in one hand urbanization does not cause development, but, on the other hand, concrete economic development does not occur without urbanization. Thus, it is possible to conclude that an active urbanization is needed for economic development and that businesses are more likely to succeed within the urbanization. Nevertheless, not all areas can have the same level of urbanization and different factors and measures must be applied.

Before discussing market attractiveness factors theories, it is important to understand the concepts involved. According to the Marketing Dictionary of the Monash Business School, market attractiveness can be defined “has the degree to which a market offers opportunities to an organisation, taking into account the market size and growth rate and the level of competition and other constraints” (Monash Business School, n.d.). Thus, by this definition it is possible to conclude what it is necessary to take into consideration when developing and placing a business. Therefore, it is important to understand market attractiveness theories and perspectives.

Two different approaches can be determined in what concerns the appeal of a location regarding business development and placement, which are the company’s perspective, when the potential and eligibility of a location is evaluated and determined for the development of a specific business activity and then, the global perspective, when the factors that determine if a location is attractive or not are stressed, therefore

empathizing the qualities of that location/market orientation in relation to that business growth. (Snieska et al., 2019)

Usually, market attractiveness is measured contemplating urbanizations of big scale but, those factors cannot be easily applied in smaller regions. Hence, two perspectives will now be discussed.

According to Schimdt, Touray and Hansen (2017), the market attractiveness factors were only three: market orientation, consumer behaviour and influencing factors. Market orientation is considered to be of great importance when placing a business idea, since it is important to fill a spot or to fit in. This means that searching in the market for the needs of the customer is significant for the accomplishment. Then, in what concerns the consumer behaviour in market attractiveness is key since it is important to understand what the consumer's buying habits is and their needs as well, because there is absence of logic to be selling a product in a specific area that does not show relevant receipts. Finally, influencing factors also play a huge role in market attractiveness due to the fact that all market research is important and different regions with different natural conditions and features have different influence in the businesses, therefore being aware of the ambiance is key for success as well. These three aspects are key when concerning market attractiveness since all market research and intelligence are significance to every business development and placing.

Nevertheless, other scholar's considerer a different approach to business attractiveness' studies, since they believe it to be a "dynamic process" that requires a "dynamic attitude". According to Snieska et al. (2019) the concept of market attractiveness used to be mainly divided into two active objects, the authority and the companies and investors:

"Public authorities are most often analysed as responsible for the creation and formation of the factors of attractiveness of the location, implementation of strategies, while companies and investors are analysed as users of a location's attractiveness (they either choose that location or not)."

However, the authors considered that these should not be considered independently because all of them are contribute to the market attractiveness of the location itself, which means that the local authorities, the private and local investors/economy and the overall environment are factors of market attractiveness, therefore the companies and investors are not only users but contributors to the development and consequent market appeal of

the location. Therefore, in order to assess intelligently the market attractiveness of a location the interests of the businesspersons and investors are combined with the interest of the local authorities, since they both complement each other. On one hand the private economic entities pursue optimal conditions to the business development and growth and on the other, the local powers seek for the best competitive, developed market of the location, as well as the implementation of suitable strategies.

According to Snieska et al. (2019), most models that measure market attractiveness, approach it on a national level towards specific companies and industries, rather than on a regional level (NUTS 3 level) and it is important to understand that big cities play a huge role on these representative models but not always represent the smaller regions of a country. Therefore, the evaluation of the market attractiveness of a specific location can be deficit. Consequently, a model that would reflect the attractiveness of a region was created, regarding smart development and classifying key factors of a location attractiveness.

These authors, (Snieska et al., 2019), created the LAB Model that divides the market attractiveness into eight factors that contemplate the location's intelligence, infrastructure and networking, coherence, digitalization, education, mobility, innovation, and knowledge based.

Also, there are some tangible factors that influence the attractiveness of a market/location, "such as the country's market size, prospects for market growth, degree of economic development, market openness and taxes." (Zykiene et al., 2020) These are factors that play a huge role on market attractiveness for business development, since market size and growth are crucial for adaptation and success. Nevertheless, taxes reduction or exemption can be crucial for private investors if the local authorities are willing to do that.

International business activities play a huge role on the economies of the country, more specifically the exports. Selling to the outside is extremely profitable to any country, not only economically speaking but also it helps regarding the strengthening of intercultural/international relationships maintained between the countries. To maintain international businesses is to grow in many departments therefore, the art of collaboration is key when finding external partners for businesses and keeping them along the way.

Foreign investments have become increasingly vulnerable to the quality of institutions, as the motive for foreign investment has shifted from seeking markets and resources to seeking greater efficiency. (Zykiene et al., 2021)

The process of globalization produces new forms of economic activity within the city and new forms of distribution of production in the urban landscape. The concept of globalization refers to the «processes that make the world a single place», constituting itself as the result of an increasing number of cultural flows that extend and penetrate the borders. (Henriques, 2003)

In conclusion, it is important to understand that the purpose of a business-friendly site is to attract, establish, and retain new businesses and investments while maintaining current ones, working towards a competitive local business on both national and international level.

2.1 Business Attractiveness of the Region

In this constant evolving world, where the population is mostly focused on the cities and metropolitan areas, which are constantly asking for fast answers and dynamism. Therefore, they constitute places of creativity, development, and economic growth, where investment and innovation are mandatory actions.

The centre region of Portugal, according to the division in NUTS, represents the NUTS II and it does not include the big cities of the country such the capital, Lisbon, nor Oporto, which is the second most important city. Nevertheless, this region still holds a lot of potential and deserves to be studied and present by its assets. The centre region of Portugal occupies a significant percentage of the territory, comprehending 31% of the land and 8 units of NUTS III: Aveiro Region, Coimbra Region, Leiria Region, Viseu, Beiras e Serra da Estrela, Beira Baixa, the West Region and Médio Tejo. Also, according to the recent CENSOS of 2021, it holds a population of 2 227 567 inhabitants. Nevertheless, it has suffered a 4,3% decrease in the population since the last CENSOS of 2011, as well as an increase in the older population, as it can be observed in the following chart:

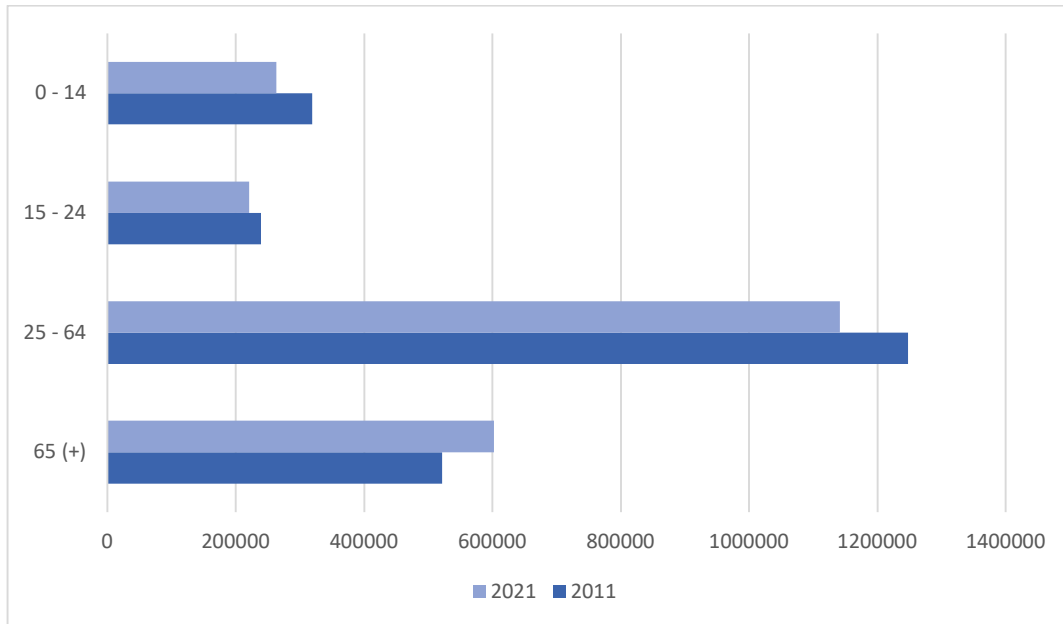


Figure 5. Population growth in Centro of Portugal³

According to a study produced by IPV, (Pinto et al., 2019), even though represents 31% of Portugal, it has a low population density, when compared to other regions. Also, the region, after having grown significantly from 1991 to 2003, has shown a significant decrease in its population.

According to this study conducted by IPV, in 2017, the centre region of Portugal represented €36,755 700 of the total €194,613 000 national GDP. This contribution of the centre region of the country signified the third highest GDP contribution at the national level, even though it constitutes half of contribution of the Lisbon region, which had a GDP of €69,978 000 euros in 2017, which means, as said before, that even though this region of Portugal does not include the biggest and most important cities of Portugal, it still holds potential and contributes as it can to the GDP, with great relevance. Also, the centre region of the country expresses a regular growth in the GDP through the last 23 years, except during the economic crisis years that affected the whole territory. To conclude, this study also shows that the *Centro* Region of Portugal shows a similar evolution of the GDP when compared with the country as one, therefore, the region keeps up with the development of the country, contributing to that growth as well.

³ Adapted from “Censos 2021”: (INE, 2021a).

Now it is important to mention that the most relevant subdivision of the centre region of the country is the Coimbra region, where Figueira da Foz is included, contributing with €7 417 400 of the GDP, representing more than 20% of the *Centro*'s GDP. (Pinto et al., 2019)

In a further matter, it is of extreme importance to acknowledge of what the business of the centre region of Portugal is made of and how is characterized, so that a better understanding of the economy contribution of the *Centro* can be perceived and how it impacts the development.

Again, when concerning the number of companies present, the centre region of Portugal shows up in third place, followed by Oporto and Lisbon regions, and Coimbra is the most relevant region in this department as well, representing 20% of the companies of the centre region. (Pinto et al., 2019)

In what regards the businesses activities representativity, the study shows that *Centro* follows the national distribution tendency stating the following:

“(...) the most representative sector in terms of number of companies in Portugal is wholesale and retail; repair of vehicles and automobiles and motorcycles, with 219,190 companies, representing 17.6% of the total. In the Centre region, this sector also has the largest number of companies, representing 19.6% of the region total. The sector to occupy second place in Portugal is administrative activities and support services, and in the Centre region it is Agriculture, animal production, hunting, forestry, and fishing, with 32,139 companies.” (Pinto et al., 2019)

Therefore, it is possible to conclude that the *Centro* contributes with a different type of company of the national tendency, which respects to the agriculture, representing a great number of companies and economic flow in that activity. Also, it is to mention that the business volume in the centre region of Portugal is mostly focused on the following sectors of activity: Wholesale and retail trade, car, and motorcycle repair (36,7%), manufacturing industries (35,7%) and agriculture, animal production, hunting, forestry, and fishing (3,9%). (Pinto et al., 2019)

Concluding, it is clear, that even though there are numerous companies of the agriculture sector in the *Centro* region, they do not constitute great representation on the business volume. This means that the businesses regarding industry and retail have a higher economic activity and the activities concerning the primary sector, such as

agriculture, animal producing, hunting, forestry, and fishing, even though are expressive, do not represent such high volume in businesses activities.

When talking about internationalization it is mandatory to talk about exports. In 2017, the *Centro* region was accountable for almost 20% of the national exports and, also, since 2009 this exports flow from the centre region has been increasing. (Pinto et al., 2019) It is of a matter to state that the port of Figueira da Foz is responsible for many of these exports, that will be explored in the next subchapter of this dissertation. Even so the study by the IPV states that:

In the Central region, exports of goods largely exceed imports, the opposite situation to that observed in the country (where imports of goods predominate). In 2016, only 1.8% of exports from the Centre region were of high-tech goods, a value below the national average (4.4%).

In conclusion, the status of internationalization of the centre region of Portugal is at a positive note, even though it can improve its position in some aspects, such as diversification.

2.1.1 The Analysis of Figueira da Foz in the (National) Business Context

As have been discussed before, the city of Figueira da Foz has some crucial characteristics that contribute for its development and affirmation as a “Glocal”. **Therefore, it is mandatory to mention, again, three important assets which are the Port, the tourism, and the natural features.** Also, according to Market Orientation studies mentioned previously, knowing, understanding, and embracing the potential of place is crucial for the expansion. Therefore, Figueira as a front sea city has to enhance itself by making the best of the qualities and resources that are already present in the territory.

In order to evaluate the potential of the city is important to reflect on the business framework and corporate structure, which is constituted by the group of companies of a region. This corporate structure is compromised by the characteristics of the different companies present in the territory, which are the age, dimension, sector, location, jurisdiction, share capital and shareholder control. Also, to analyse the growth and potential of a region for business it is important to have in consideration different

elements, such as enterprise growth, entrepreneurship, exports, and sustainability of companies.

⁴To understand this, a national analysis is going to be presented before and then a comparison with the territory of Figueira da Foz will be explored.

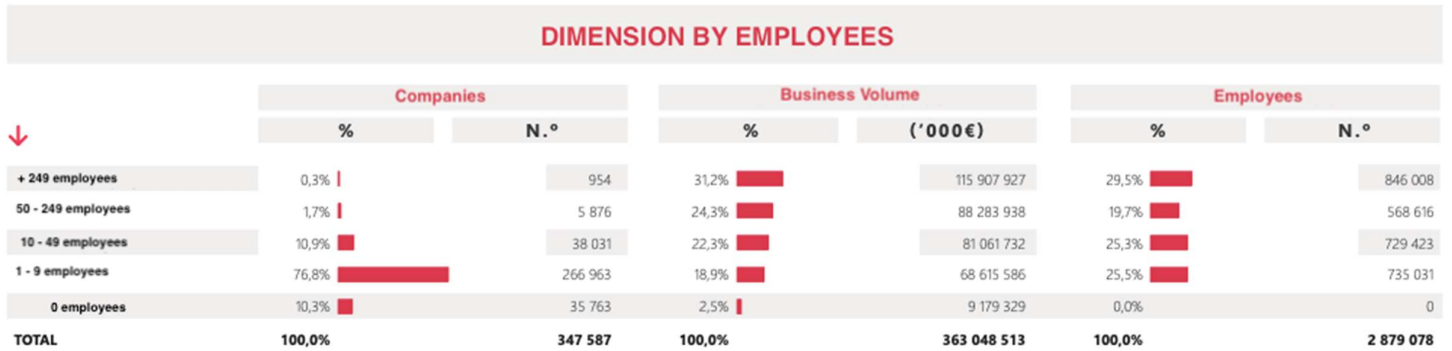


Figure 6. Portugal's Business Framework: Dimension by Employees

Based on the graph above, that reflects the corporate structure of Portugal, some conclusions can be made. The most obvious one is that micro enterprises are predominant in number but with the lowest percentage of business volume, which weakens the economy, since they do not have significant profit and consequently do not pay significant salaries (representing 25% of the employment). Then the small and medium-sized enterprises (SME) representing almost 13% of companies, comprising 45% of the total of employment, with the bulk of the business volume. Nevertheless, is important to understand that small enterprises do characterize a vulnerability in the economy since usually they are companies that do not use equity and that are financially dependent, which represent indebtedness risk.

⁴ Retrieved from *Firmografia* 2019 by INFORMA, 2021.

⁵On the other hand, even though there is a small number of large enterprises, the ones that exist are actually very powerful. Representing not even 1% of the total of the companies present in Portugal, they hold the largest business volume and almost 30% of the total of employment, which means that Portugal has great need to hold bigger companies, improve the national business volume, and decrease the unemployment rate.

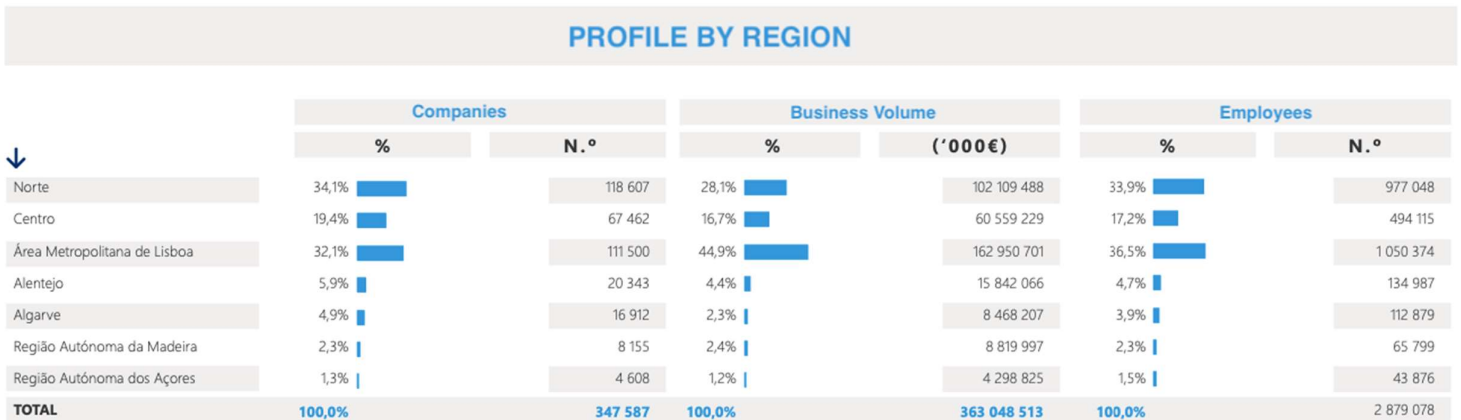


Figure 7. Portugal's Business Framework: Dimension by Region

From the graph above it is now possible to conclude that the Centre Region of Portugal holds the third place when concerning number of companies, business volume and employment percentage of the national context. Also, this graph represents the polarization that is present in Portugal, which means that the population is mostly concentrated in the big cities (Lisbon and Oporto), then in the Centre Region and, consequently, leaving the South and Islands increasingly deserted. This event converges the main services and attractions in these places, making the quality of life not homogeneous across the territory, since the inhabitants end up having different realities and opportunities.

⁵ Retrieved from *Firmografia 2019* by INFORMA, 2021.

	Companies		Business Volume (2017)		Employees (2017)	
	%	N.º	%	€	%	N.º
1 - 9 employees	86,0	1.220	29,4	766.632.416	24,3	3.227
10 - 49 employees	11,4	161	9,6	249.140.673	21,7	2.885
50 - 249 employees	2,2	31	32,8	854.813.940	25,9	3.432
+ 249 employees	0,4	6	28,2	736.419.142	28,1	3.728
TOTAL		1.418		2.607.006.171		13.272

Figure 8. Dimension of Companies by Employees of Figueira da Foz

67

When concerning the situation of Figueira da Foz, is possible to conclude that it follows the national trend: bigger number of smaller companies and fewer large companies. Even though, the employment is very homogenous between the different type of companies, the medium and large enterprises are the responsible for more than half of the employment of the city (54%).

Profile by Sector of Activity						
	Companies		Business Volume		..Employees..	
	(%)	N.º	(%)	('000€)	(%)	N.º
Services	25,5%	79 238	10,0%	31 425 917	24,6%	625 569
Retail	16,7%	51 886	18,3%	57 423 485	14,0%	356 311
Manufacturing Industries	10,7%	33 137	26,1%	81 662 884	23,6%	599 319
Construction	9,6%	29 976	5,0%	15 683 180	8,5%	214 736
Hotelery	9,3%	28 943	3,2%	10 069 609	8,7%	220 553
Wholesale	8,7%	27 072	18,4%	57 446 229	6,9%	175 005
Real Estate	6,7%	20 836	1,8%	5 642 130	1,4%	34 461
Transports	4,7%	14 546	5,9%	18 313 037	5,6%	142 961
Agriculture, Piscatory Activity	3,9%	11 988	1,5%	4 563 833	2,2%	56 439
Telecommunications	2,0%	6 221	2,5%	7 850 043	2,3%	58 861
Financial Activities	1,6%	5 027	0,3%	909 158	0,5%	13 573
Gas, electricity, water	0,4%	1 307	6,7%	20 980 723	1,3%	32 825
Extractive Industries	0,2%	548	0,3%	978 807	0,3%	7 817
TOTAL		310 725		312 949 036		2 538 430

Figure 9. Representativity of Sectors of Activity of Figueira da Foz

Analysing in depth the business framework of Figueira da Foz by sector of activity, the three main conclusions to retain: the first being that services hold the most companies based in the city and represent most of the employment, even though it only represents 10% of business volume which compromises a weak impact in the economy; the second being the fact that the hospitality sector appears only in the 4th position,

⁶ Retrieved from Business Framework Fig. Foz by INFORMA, 2018.

⁷ Retrieved from Business Framework Fig. Foz by INFORMA, 2018.

representing 9% of the companies with a business volume of 10M€, which will be discussed further ahead; then, finally, third is that manufacturing industries represent more than 25% of the business volume and employ almost 24% of the population, which demonstrate a positive impact in the economy and in the population.

This fact leads this analysis to the next subject: the Port of Figueira da Foz.

As mentioned in the previous chapter, the Port of Figueira da Foz always had a great weight throughout the development of the city. Since Portugal is one of the doors of Europe from the West side, its ports hold a significant importance to the country. Nowadays, according to Ports of Portugal official website (APP), the Port of Figueira da Foz constitutes an Atlantic door of the Centre Region of Portugal, supplying not only the Centre of Portugal but also, *Castilla Y Leon* in Spain. Nevertheless, the existence of this port is crucial for the success of the businesses based in the city, as it is possible to conclude in the following figure.⁸

Rank	Name	Business Volume 2017 (€)	% *
1	500636630 NAVIGATOR PAPER FIGUEIRA, S.A.	461.405.397	17,7
2	500060266 CELULOSE BEIRA INDUSTRIAL (CELBI), S.A.	438.741.822	16,8
3	509377092 NAVIGATOR PULP FIGUEIRA, S.A.	303.774.969	11,7
4	501667490 LUSIAVES - INDÚSTRIA E COMÉRCIO AGRO-ALIMENTAR, S.A.	225.479.475	8,6
5	513253998 ALTRI ABASTECIMENTO DE MADEIRA, S.A.	223.635.476	8,6
6	501793160 VERALLIA PORTUGAL, S.A.	101.572.893	3,9
7	501193545 COFISA - CONSERVAS DE PEIXE DA FIGUEIRA, S.A.	50.547.789	1,9
8	500219567 PLASFIL - PLÁSTICOS DA FIGUEIRA, S.A.	36.502.314	1,4
9	501885277 MICROPLÁSTICOS, S.A.	36.452.328	1,4
10	500249741 ALTRI FLORESTAL, S.A.	31.105.492	1,2
Total Top 10		1.909.217.956	73,2

Figure 10. Larger Companies by Business Volume of Figueira da Foz

The most successful companies in the city, the ones which represent the largest business volume are the ones that work alongside the Port of Figueira da Foz, meaning that these businesses were placed in the region due to the proximity to the Port which facilitates a lot their international exports, reducing expenses in that matter. The three

⁸ Retrieved from Business Framework Fig. Foz by INFORMA, 2018.

most relevant enterprises present in the table are great Portuguese producers and exporters of paper pulp and wood.

Nevertheless, as it is perceived in the table, all these companies represent a business volume of more than 1MM€, which for a small city as Figueira da Foz does has crucial impact and significance in the economic and social plan. The Port of Figueira is a port that grants a competitive solution for the main exporters of paper pulp and wood in Portugal, being currently a competitive node in the supply chain of one of the most important Portuguese industrial clusters – pulp and paper. It handles around 2.2 million tons per year, with a predominance of general fractional cargo, forest products, solid bulk and containerized cargo. (Associação dos Portos de Portugal, n.d.) Therefore, the Port plays the most important role in the most relevant businesses carried in the city and helps the city to keep and develop its importance, therefore investments to improve the Port conditions are mandatory, in order to promote even more the city and make it grow.

On the other hand, it is fundamental to mention that the tourism, even though very important for the local businesses' economic recipes, it no longer constitutes a significant volume of business that astonishing. Even though, during the bathing season, the city does have great profit, during the low season the same does not occur. Therefore, it is of extreme meaning that the city governs have been investing in the Port, and supporting businesses that work alongside the Port, over the years so that the city could find other potentials and explore them, instead of projecting itself only to be a place for bathing during the summer.

In conclusion, it can be said that the city has been exploring its natural features and improving them as the numbers in the previous tables and charts cloud demonstrate. It is left to be known if more cloud be done in order to enhance and develop other business sectors with the right strategies and investments, which is targeted to be discussed in the following subtopic.

2.2 Strategies and Investment

Whilst concerning strategies and investment to develop a small city, the diverse local corporate structure must be taken in consideration. Even though, as it was observed previously, the larger companies do offer more employment and a wealthier economic

revenue to the municipality, it is mandatory to pay attention to the larger of the companies present in these smaller corporate locations: micro, small and medium enterprises. Therefore, it is important to diversify the investment and place new strategies so that all sectors of activity are taken in consideration, in order to promote a healthier local business structure.

2.2.1 Small City's Downtown Development

Small city's downtowns are usually where the cultural heritage is concentrated, where most local businesses are located and most of them, historically businesses being the oldest corporate structures to exist in those cities. Usually, they are old-fashioned shops that hold tradition and revenue for the municipalities. Therefore, investment and revitalization policies are mandatory to these areas. "The oldest and most recognized areas of a town are almost always in downtown, making it the embodiment of a city's heritage." (Bias, 2010) Therefore, it is crucial to maintain the city's downtown vibrant and full of life in order to promote not only local businesses but also the culture of those cities. Also, according to the author, there are three main theories for the successful development of a small city, which are: (1) structured and adequate policies and programs; (2) promote the quality of life of the locals; (3) stimulate strong relations between the government, non-profit groups, local business, residents, and key stakeholders. (Bias, 2010) The author defends that it is important for the local governments to understand that small cities cannot act like large cities and investing in their locals is crucial to success. Therefore, even though investing in what may be more profitable (larger enterprises) is necessary to elevate the status of a city, financing and enhancing the local businesses located in the downtowns is mandatory, since small cities do hold mostly small businesses that deserve to be appreciated so that they can provide with significant and wealthy revenues as well.

Also, (Robertson, 2007), on the same note as the previous author, defends the importance of sense of place, which preserves the relations between the people and the places. This author also refers that the elevation of a strong and vigorous downtown is the key to the prosperity of small towns since it combines essence and local businesses/economy. This author reflects on the viability of small towns' downtowns and how they must be seen differently, considering investments and strategies, in order to thrive. Therefore, the author highlights the difference between smaller and larger cities:

First, small cities are not dominated by tall buildings and traffic noises, they are liveable, walkable and breathable places and that should be more valued because that represents quality of life. Secondly, there is a predominance of cultural heritage presence, instead of a heavy economic and business presence. Thirdly, small cities hold historical buildings, close residential locations, and a smaller retail structure, which reflects the true essence of those places and depicts a simple lifestyle that nowadays is desired by many but intangible for many. (Robertson, 2007)

Often the city centres/downtowns can be considered obsolete and forgotten by many, but they do hold a lot of potential, if explored correctly, and even become profitable and attractive places. But, again, investment, revitalization policies and locals' engagement are crucial. Investing in people and heritage should be a priority in order to improve the lifestyle of locals, because a city can be extremely rich, technological, engage in many businesses and exportations but without the people, the culture and workforce, the essence starts to disappear and most of the local businesses lose their substance and that is not sustainable for any city or country.

2.2.2 Small City Planning: Strategies and Investments

Even though most studies reflect the reality of larger scale cities, a study presented in the Vermont League of Cities and Towns Economic Developed Forum in 2019, shared some strategies directed to small towns to enhance the community strength, which are adaptable to every other city of the world and quite interesting. Those strategies resume on:

1. Build a civic infrastructure

A place, already available, for residents to come together and engage in the local economic development.

2. Leverage municipal resources to support and grow city local business

Creating strategies for local business during the low season in order to promote and attract people so that the revenues improve.

3. Inspire local entrepreneurs to dream and implement

Design an initiative to promote new business ideas that can be financed by the municipality if it shows potential to succeed.

4. Use placemaking demonstrations to implement permanent ideas

Encourage the locals to pitch ideas that may help the city to solve problems that regard the community as well as include all ages to engage in the activity.

5. Get out of the way of community ideas

Letting the locals work alongside the governs to implement new strategies and help to improve economic growth without the political barrier.

(Burke, 2019)

These strategies aim to involve the locals in the decision making of the municipality in order to make them feel like they belong and are being heard. These strategies may not be of great economic relevance but are of social relevance, because when the people feel strong as a community, they get investment towards the city's needs the result may become economical relevant. Therefore, it is important to look at strategies and investments from other perspective to become competitive and attractive, other than the financial one.

Strategies focused on small city planning can be hard to develop and apply since all small cities are singular and do not operate to a pattern like larger cities. Therefore, shifting strategies according to context is of high importance. The authors, (Lorentzen & Heur, 2011), defend that in order to promote the development of small cities is crucial to implement specific strategies directed to the local reality and to the locals, that would improve their lifestyle above all. Therefore, building a local economy based not only on traditions and existing resources but also motivated by emerging opportunities and innovation, so that a knowledge-based economy can grow in a healthy way.

Also, due to the widespread recognition of growing feelings of sense of space, community attractiveness and provider of quality of life, it is necessary to fight to attract and maintain residents, skilled workforce and smart and traditional businesses, which means that the emerging foundation of competitiveness between cities is more and more related to the attractiveness to the people and not so much related to the attractiveness to the businesses, even though the last ones play an essential role to the economy. Nevertheless, culture holds the power of “foresting community sociability and vibrancy, attracting visitors, diversifying economies, contributing to downtown revitalisation and building sustainable and resilient communities” (Lorentzen & Heur, 2011) since they feel like heard communities that act in harmony. Hence, since businesses and culture are two indeed important actors on the development of the cities, combining both constitute a key factor: culture should be integrated into city panning of “broader economic development,

community development and community sustainability.” Finally, the author states that the solution for the development of small cities is not about “creative industries and tourism-related economic development”. (Lorentzen & Heur, 2011)

Small cities face bigger challenges than larger cities do, due to its limited resources and constant demanding development, that is why the processes of planning, placemaking, marketing and branding are vital and dealbreakers to these places. Currently, small scale cities face various issues due to the globalization Era that we are living in, such as economic challenges, creation of new opportunities for the locals, city rebranding, distinctiveness and attraction of people, services, and businesses. The book “Small Cities with Big Dreams” (2018) selected an example of a small city in the Netherlands, called ‘s-Hertogenbosch, that had experienced an ongoing development due to some cultural strategies that have been put in place: “a programme of events themed on the life and works of medieval painter Hieronymus Bosch (or Jheronimus Bosch in Dutch), who was born, worked, and died in the city.” (Richards & Duif, 2018) Essentially, after a long time of neglecting the legacy left by this Dutch painter, the city decided to brand itself after this artist and that brought a lot of attention, prosperity and social and cultural gains that were reflected on the city’s growth. This example, shows how unexplored resources already available in the territory cloud cause a positive impact in the development and, at the same time, creating distinctiveness in a place: “An idea that was originally met with scepticism grew into a national event, with major cultural, social, and economic effects.” (Richards & Duif, 2018)

Often small cities perceive larger cities as models incorrectly because even though they do face similar challenges, such as globalization, financial issues or lack attractiveness, they do not hold the same strength nor structure to fight them. Therefore, small cities should invest on building their distinctiveness by innovation: cultural events, new administrative models, programs to enhance the local community and businesses or improved transportation network.

In order to have a clear perception of small cities, a collection of advantages and disadvantages that these cities hold were collected:

Advantages	Disadvantages
Location – close to resources	Lack of recognition and distinctiveness
Cultural Assets	Lack of vision
High quality of life/Happiness	Risk aversion
Higher-education resources	Lack of strategic planning
High social capital	Lack of endogenous resources
Start-ups and innovation	Spatial (lack of density)

Table 1. Advantages and Disadvantages of Small Cities⁹

One of the most important advantages of small cities are the quality of life and happiness rates, which can directly translate into a greater attractiveness rate as well. Nowadays, people are increasingly demanding a better life quality due to high levels of stress experienced from everyday life (work, school, social life, family, health, etc.) and the fact that small cities can express progress and still offer a higher quality of life rather than larger cities, represents a great asset that should be taken more in consideration in order to attract and retain more people, services and businesses. Therefore, mobilization of all resources (tangible and intangible), link to networks and use creativity is key to fight the disadvantages that these small cities present and enhance the advantages naturally present.

But can small cities compete with larger cities holding such disadvantages?

They can if they change the mindset. As stated before, smaller cities cannot compete by trying to become larger cities, they have to compete by betting on their distinctiveness in order to elevate the chances of success. Often small cities can mistake promotion of cultural events with social development, which means that the community is not being looked after and the goal is only economical: “Problems emerge when cultural projects are neither home-grown nor locally embedded, and small cities engage in copycat strategies.” (Richards & Duif, 2018)

Hence, the authors present some innovative strategies that can be applied in small cities taking into account an increasingly globalized world/economy:

1. Growing significance of intangible resources

⁹ Adapted from Richards & Duif, 2018.

2. Co-creation, collaboration, and cooptation with larger cities
3. Competitive advantage over comparative advantage
4. Smart usage of network links

Living a constant shifting reality in a globalized world is mandatory to always be thinking creatively, especially in small city context, which can reflect on new ways of interpreting the relationships between cities, locals, resources and grow in quality instead of quantity (size). (Richards & Duif, 2018)

When concerning placemaking in small cities, the authors take it into higher consideration since planning is crucial to achieve success. Therefore, they have acknowledged three key foundations of placemaking, which are:

- (1) Resources
- (2) Meanings
- (3) Creativity

First, resources include tangible and intangible assets already available in the territory and include everything from humans, organisms to nature. Second, it is key to engage stakeholder with locals in order to create meaning and accelerate the process of change and improvement. Third, combining resources with meanings so that new and innovative ways of exploring the city can create distinctiveness and appeal to locals and non-locals.

“We view placemaking as a practice that combines these three essential elements so as to produce specific outcomes – and ultimately to improve the quality of place for all. All three of these elements need to be present for the system to work effectively. The resources a place has will only be used creatively if they have meaning for people.” (Richards & Duif, 2018)

Concluding this literature review, the main goal was to highlight the importance of locals and their culture. To enhance the fact that small cities must know how to invest in their diverse corporate structure. By any means it is an easy task. Indeed, small cities do have an extremely hard mission to balance greater economic revenues with the local investment and improving local’s lifestyle. It does compromise a lot of planning and organization towards a neatness approach for improving governance and pursuing

economic efficiency, with a substantiable mindset in order to promote competitiveness and investment appeal.

2.3 Economy of Culture

Throughout the previous topic it was stressed the cultural importance in small cities and how its presence, maintenance and investment was decisive. Therefore, since all cities, countries and continents depend on their economies to develop and make progress it is of extreme importance to connect both: the economy and the culture. Hence, the fact that the culture is the essence of places and, more purposely, the essence of small cities, means that those areas should embrace its culture and heritage and make the best of it, economically speaking in order to generate revenue and reflect life quality to the inhabitants. Therefore, the connection between both concepts appears pertinent.

Cultural economy, as the name suggests, is a concept that combines both notions of economy and culture, combining and applying them together into practice. The term economy culture is contextualized into the cultural dimensions of any economic activity, for example the marketing of products and services. Therefore, any activity that implies both economic and cultural aspects can be observed as economy culture. Hence, the concept of cultural economy is a “subsection of economic activity which is concerned with cultural products and activities (such as music, film, and fine art)”. (Pratt, 2009)

It is not easy to conduct a study related to the cultural economy development in a city of small scale, since most studies are general related to large scale cities, which reflects a lack of literature. Since small scale cities are not seen as important nor worthy of studies and view as a “to-be something” (Barrado-Timón et al., 2020), little studies are conducted on the matter. This happens mainly because small cities are not given the true value or potential and, consequently, are seen as “aspiring to be as x”. Hence, instead of potentializing their own assets and growing as a community, these cities are running to become like large scale cities because that would reflect more revenue and profit. But here is the problem, these cities do not have to become others, they have to be themselves at the maximum potential in order to enhance their essence and generate health and wealth to the community. Whether small- or large-scale city, both are eligible for cultural economy, it is just a matter of fighting for it.

Hence, the European Commission and the Joint Research Centre have developed a tool that evaluates the cultural performance of many European cities based on their cultural vibrance, creative economy and enabling environment, called the Cultural and Creative Cities Monitor. Even though not all cities are represented in this Monitor, some differences can be observed while comparing smaller and larger cities. It is factual that bigger cities would present better results related to the creative economy indicators, but many small cities do present great results related to cultural vibrancy and enabling factors indicators, which means that there are plenty small cities with potential just not thoroughly explored. Nevertheless, there are small cities that do hold positive and encouraging culture economy indicators due to their governments and ability to reinvent and invest in themselves from the already existing assets. (Barrado-Timón et al., 2020)

Also, the authors defend that small cities should focus on “niche markets, targeting selective strategies based on differentiation, along with participation in specialized networks in aspects including tourism, gastronomy, education, etc.”, therefore, they present a list of factors that would support the development of cultural economies in these smaller cities:

1. Natural and cultural amenities or endogenous resources
2. The existence of quality educational services and institutions
3. The potential for habitability and sustainability, and consequently better quality of life
4. Greater social cohesion
5. Access to art and cultural institutions
6. Transportation
7. Decisions by the public sector regarding the location of high-level activities or institutions

(Barrado-Timón et al., 2020)

Thus, enhancing the natural features and tools available small cities could develop their cultural economy – if it was a linear process, but since culture is such a broad concept that process becomes complex due to the general approach of “beauty, tolerance, quality of life or heritage” nowadays. Focusing on these strategies may represent an opportunity for smaller scale cities to become more attractive and improve their cultural economy but that would assume investments towards the local infrastructures, local participation, and

cultural events in order to promote urban renaissance, instead of trying to become like larger scale cities.

Nevertheless, the author also states that that aim to be distinctive by developing the existing assets might generate a loop of homogenization:

“The general strategy is to reinforce a distinctiveness, in many cases based on generic imagery about the past, heritage, culture, etc., which paradoxically ends in homogenization, the construction of predictably picturesque urban models, gaps in content, and a loss of real cultural value and a consequent reduction in true creative potential.” (Barrado-Timón et al., 2020)

Concluding, the process of developing a small city it is indeed very complex and peculiar, existing many constraints and variants that would influence the growth and consequent end results. There is a fine line between developing and enhancing a city’s qualities and the risk of homogenization and such limits should be taken into consideration when developing strategies, therefore the placemaking process is crucial.

2.4 Tourism

The touristic activity results fundamentally from leisure, which is the activity that people perform freely, out a professional context, with the aim to relax, have fun and enjoy themselves, while trying to upgrade their knowledge, spontaneous decision making and social gathers, as well as creativity. Tourism can hold many descriptions, meanings, activities and needs but the end goal is to satisfy the requirements, by a diverse set of events, of who travels, therefore aiming for a traveling market. Hence, the concept of traveller englobes all the individuals that create touristic activities, being for leisure or professional reasons. Therefore, it would be possible to define tourism as the activity or economical activities resulting from traveling. (Cunha, 2001)

Once, tourism was broadly defined as the set of relationships that arose from the movement and the stay of people outside their residency location, and that such dislocations and stays were not used for money lucrative reasons. (Hunziker & Krapf, 1942)

Nowadays, tourism a very extensive concept and complex to define in one single statement. Therefore, there are two acceptable ways to define tourism: (1) the conceptual outlook and (2) the technical outlook.

The first one defines tourism as the temporary movement of people to a place outside their profession and residency and the activities performed are only to satisfy ones needs. The second one considers tourism as a set of activities performed by people during a trip or stays outside the usual environment for a period of time no longer than a year, for leisure, businesses or other motives. Therefore, tourism is considered a vast and varied activity that covers, people's travels and all the relationships they establish in the places visited and all the productions and services developed to respond to their needs, which reflects a concept that simultaneously covers tourism supply and demand. (Cunha, 2001)

Since tourism is indeed a very extensive concept, the author (Cunha, 2001) presents a series of classifications, types and indicators related to tourism to simplify and decompose the concept so that an easier and more comprehensive approach is possible. Therefore, firstly, the author divides tourism into (1) Domestic tourism, that grasps the tourism made inside one's country; (2) Inbound tourism, foreigner touristic activity; (3) Outbound tourism, tourist activity provided; (4) Interior tourism, touristic activity that occurs in rural regions; (5) International tourism, tourism to other countries or continents.

Nevertheless, inside this division there are many types of tourism that can be performed, such as:

1. Recreational Tourism: a type of tourism that focuses more on the physical and mental relation, in order to achieve health benefits.
2. Leisure Tourism: explores all activities that one does when on holidays, such as walking, party, sports, cultural and historical recognition.
3. Cultural Tourism: involves all activities that cover cultural and traditional attractions, such as monuments, museums, points of interest.
4. Ethnical Tourism: it is a type of tourism that values the tangible and intangible heritage of a particular ethnic group.
5. Nature Tourism: also known as ecotourism, it comprises all activities related to nature and businesses use the nature as amusement.
6. Business Tourism: it is a touristic activity that happens when one travels due to work obligations.

7. Sport Tourism: it is a type of tourism that one travels for the assistance or practice of a specific sport sport's match.

Hence, individuals are not limited to one type of tourism and that is why is frequent to observe the combination between many and that is called interrelationship between types of tourism.

Moreover, for the success of tourism the ambiance has to be analysed so that the attractiveness of the city can be assessed, and results taken into consideration for touristic strategies. Therefore, many indicators are taken into consideration for a complete analysis such as the intensity, the social impact, consumer's satisfaction, local population's satisfaction and if represents a place of interest. After evaluating these indicators together, the following conclusion can be built:

1. Relationship between tourism and general ambiance
2. The effects of the ambiance factors (city's characteristics) on tourism
3. The effects of the touristic activities on the city

(Cunha, 2001)

It is possible to perceive that tourism is not a natural activity that occurs, it is instead an activity that compromises a lot of study and planning in order to succeed.

Unfortunately, tourism suffers from concentration. Concentration is the gathering of events at a specific time or space. There are many reasons that influence the concentration phenomenon that happens around tourism and that reflects a long-time problem which are the imbalances in world tourism and the unbeatable seasonality. The causes of concentration are divided into (1) time, (2) space and (3) attractions.

The circumstances that influence the concentration of time (1) are the climate conditions, the vacation time/regime, habits, social conditions and economic reasons. Then, when concerning concentration of space (2), it reflects the predominant choice to travel and practice tourism in development countries/cities and that produces a concentration of people in those more famous places that offer better activities, restaurants, hotels, etc. Finally, concentration of attractions (3) means that most touristic flows are directed to the same places, which means that most people usually travel to the same destinations. Therefore, those motivations/attractions are usually sun and sea, amusement, curiosity, famous monuments, and urban centres. Therefore, it is possible to

conclude that touristic trends search for limited attractions that usual represent uniqueness and, consequently, are unevenly distributed in place, causing concentration:

“Europe, as a whole, receives around 54% of the world's tourist flows, but 80% of the tourists it receives come from Europe itself, which continues to be the area in the world with the highest tourist concentration, not only in terms of destination but also source.” (Cunha, 2001)

Since the concept of tourism is widely extensive it comprehends many touristic sectors and activities, reaching many businesses. Therefore, investing in tourism can beneficiate not only the locality but also a wide range of businesses that are linked to tourism. The following activities are related to tourism and profit from it:

1. Attractions (amusement parks, museums, historical monuments, etc.)
2. Transportation
3. Accommodation
4. Food and Beverages
5. Leisure and Sports
6. Mixed (cruises, excursion on sea, aquatic activities)
7. Travel agents/organizations
8. Administration and information support

In the following diagram, is possible to have a better overview of all the businesses that are directly linked to tourism and that work with touristic businesses. Many activities from the primary, secondary and tertiary sectors are needed when the simply touristic activity of traveling happens, which means that this sector does involve a lot of people, logistics, planning. Regarding that is an activity practiced by many, it means that a lot of businesses in the world are dependent of tourism. (Cunha, 2001)

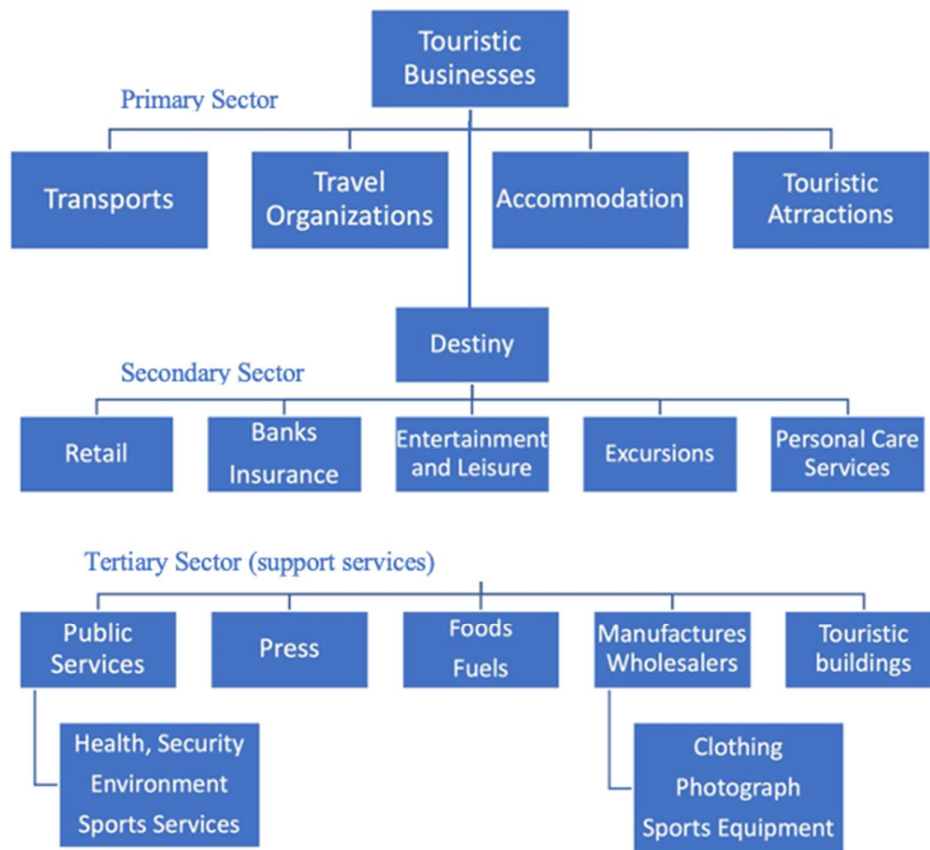


Figure 11. Touristic Businesses Ornogram

10

2.4.1 Tourism Shifts and Trends

In the last decades, tourism has been proclaiming itself as a central element in the world organization of cities, integrating itself in the dynamic process of globalization.

Discerning about the notion of tourism and studying it regards the consideration of perceptions such as post-industrialization, post-modernity, and globalization. Hence, such development led the cities assuming not only a significant economic value but also a significant socio-cultural value due to the wide range of functions they deliver both to

¹⁰ Adapted from Lickorish & Jenkins, 1997.

residents and tourists, turning places to be a certain extent consumed, specifically in the visual aspect. Therefore, it is the creation of cultural industries as a complex phenomenon that characterizes the new urban tourism. Thus, it is simultaneously the spatiality and territoriality of these cultural transformations and the impact on the consumer and visitor of the city that emphasizes the cultural dynamics of societies. (Henriques, 2003)

Not a long time ago, when traveling was limited to the privileged ones that had some kind of wealth, tourism was not in constant change and innovation. Nowadays, with the facility to access all types of transportation and easier border crossing, traveling has gained much more consumers and for that reason the demand on evolution of tourism starts to be imperative. Tourism has gained so much importance and dimension that it became an economic activity as well, due to the changes in society and purchasing power. It is even possible to affirm that no other activity had such fast change and development in connection with the modern societies has tourism had:

“It took little more than a generation to go from being a privileged leisure activity to an essential activity for billions of people, and this for the simple reason that travel, displacement, corresponds to a deep individual and social need.” (Cunha, 2003)

Due to the ease that traveling has become, the consumerism of it has changed. Therefore, people no longer travel alone, instead they travel collectively since it became accessible to everyone and the reasons for traveling have also diversified a lot. For example, it would be unthinkable to considerer to travel in order to fix some psychological issue or to recover from something and now, those are actual scenarios that happen all the time and this evolution is mainly characterized by a high dynamism and constant changes in paradigms. Nevertheless, it is known that every decade the tourism consumers habits are changing and every decade the sector and all businesses supporting it have to keep changing with them, which reflects that tourism management is a very challenging field of studies. (Cunha, 2003) In order in understand these high demanding shifts a list is going to be presented:

1. Conceptions of touristic development: the values that are currently becoming a reference are sustainability, quality, differentiation, and diversification.
2. Destinations: appearance of many new destinations from all around the world, which obey the previous destinations to modernize and adopt

requalification plans. Also, due to technology and creativity, the entrance of touristic artificial destinations where the attraction is no longer the culture or patrimony of the place, but the relationship with the clients.

3. Supply and Demand: people who already experienced traveling before is now much more enlightened about the business and the new travellers have a better experience due to more information available.
4. Quality: change in the preference in quality over price.
5. Opportunities: shift in concentration of space, giving openings for new destinies to emerge.

Therefore, it is possible to conclude that the with such demanding touristic consumers, that are always asking for new and different activities, the sector really must prioritize to offer quality services and grasp it as a competitiveness factor. Nevertheless, factors such as diversification and innovation are crucial to the existent destinations in order to compete with the emerging ones. Also, the touristic businesses have to keep in mind to appeal not only tourists, but to the local residents as well to provide harmony between each group.

2.4.2 Creative Tourism

Recent tendencies show a shift from the most predominant type of tourism, the cultural tourism, over creative tourism, which consists of:

“Tourism which offers visitors the opportunity to develop their creative potential through active participation in courses and learning experiences which are characteristic of the holiday destination where they are undertaken.” (Richards & Raymond, 2000)

When concerning small-scale cities, it is hard to envision how can a city with less resources compete with a large city that has all the knowledge, network and resources to always stay on top of things. But the emergence of small cities and and their importance are gaining weight, which means small cities no longer are weak and deserted. Yet, whilst large cities are suffering from over tourism, smaller cities are lacking tourism and the solution the balance the scale and help fixing that gap on small cities is to develop their creative tourism. (Richards, 2019)

There are many reasons for the why this creative shift occurrence and rise. One of them being that fact creative people and strategies are followed by economic growth and people no longer have to chase that. Economic growth seeks creative people so that cities become creative, consequently, more attractive.(Richards, 2019) Also, as stated before, smaller cities have the advantaged to provide better quality of life which naturally would attract creative people. (Richards, 2019; Richards & Duif, 2018) Nevertheless, creative industries are starting to establish themselves in smaller cities due to the ease of process provided by technology.

Since creative tourism promotes personal interaction and direct contacts with tourists and locals by exploring depth of place it can be a beneficial strategy to be applied by small cities. Strategies related to intangible heritage are also interesting since the touristic activity is shifting its interests and increasingly regarding local traditions and lifestyle behaviours. Hence, since these strategies present success it is mandatory to mistakes and hindrances one might face. By staying unique and improving what is already present in the locality is crucial to avoid copying strategies that only work at a specific place. The thing about small cities is that context and realities are very dissimilar and exploring the original characteristics is key. Therefore, in order to avoid the perception of “lookalike” and have successful development is important to apply creative tourism in the right way. Also, networking is very important regarding this since most of the times the resources for developing a specific strategy in a small-scale city may not be available and by networking those processes can be become easier. (Richards, 2019)

Nevertheless, creative tourism can also have influence on cultural tourism and improving it due to many reasons, that consist of:

1. Creativity can potentially create value more easily because of its scarcity. Creativity is an attribute supposedly possessed by relatively few people. In the cultural tourism market cultural attractions of themselves no longer function as a means of distinction. The multiplication of cultural cities in Europe has meant that a new source of distinction had to be found in the ‘creative city’.
2. Creativity allows destinations to innovate new products relatively rapidly, giving them a competitive advantage over other locations.
3. Creativity is a process, and creative resources are therefore more sustainable. Whereas physical cultural resources, such as museums and

monuments, may wear out over time and become degraded, creative resources are arguably infinitely renewable. This rapid growth of cultural and arts festivals in Europe in recent years underlines this fact.

4. Creativity is mobile. Culture without the need of infrastructures.

(Richards, 2001)

In Portugal, there a project named CREATOUR that focus on small cities creative tourism network in the regions of North, Centre, Alentejo and Algarve, where most small cities with great potential and much culture are located. This project has the goal to combine various creative elements with creative lifestyles in order to promote creative experiences and activities in the touristic field. (Richards, 2019)

Concluding, it is important to stated that creative tourism is not a strategy that will attract a lot of tourism due to what has been analysed previously but, it is indeed an efficient strategy for the small cities that wish to improve their tourism and achieve distinctiveness. Nevertheless, attracting less tourists but very interested ones may reflect a positive impact in the economy, the cultural economy and at the same time improving the local communities as well. Therefore, regarding small cities with appropriate scale thinking may be what is missing.

2.4.3 Touristic Trends in Portugal

Throughout the years the tourism in Portugal has faced many stages, positive and negative. Since 1980, when the country experienced a great national growth and development, its participation in touristic flows was positive until 1990, presenting positive entries, overnight stays, and revenues. Then, when the country experienced an unfavoured evolution, the tourism had demonstrated lower rates as well, leading the country to lower its tourist position in the world and, consequently, to be overtaken by countries like Turkey in this field. Nevertheless, Portugal was still considered to be in the most important touristic destinations in a world perspective. (Cunha, 2006)

Also, according to Licínio Cunha (2006), in the beginning of the 2000's, in terms of the world panorama, other touristic destinations started to emerge like Hong Kong, Thailand, and China, letting Portugal fall in the rate of preferences of touristic flows. Yet, in comparison, not only Portugal lost its position, but European countries like Belgium

and Denmark follow the same faith. Therefore, it is possible to conclude that destines further away from the traditional ones are becoming more and more important, due to its differentiation and modernization presenting lower prices.

Hence, this this new reality will have to influence Portugal to seek ways to penetrate emerging markets as new trend setters, avoiding the severe dependence that it has maintained on traditional markets and which, in recent years, has worsened, creating new attractions.

Portugal has the advantage of being located in the area of greatest tourist attraction in the world and due to its geographic and climacteric conditions, its culture and its landscapes are all positive indicators that will translate into a greater importance and position in the world tourism. Despite the adversities suffered in recent years, Portugal can be considered as one of the most valid reserves of European tourism as long as the basic factors on which tourism development is based are preserved and valued. (Cunha, 2006)

Concerning the last years, Portugal has presented great results in the touristic field. Lisbon and Oporto have gained a great important position in the European tourism. Recently, Oporto was considered the Europe's Leading City Destination 2022 by the World Travel Awards. (Neves, 2022) Therefore, it possible to conclude that touristic flows in Portugal are increasing, in a post-pandemic situation.

Narrowing the study, it is important to pay attention to the less prominent regions of Portugal, specifically the central region, which is the focus of this work.

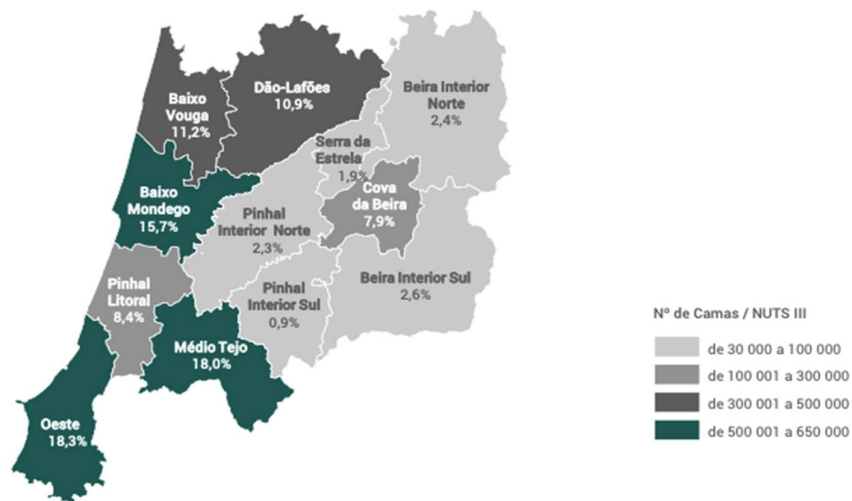


Figure 12. Territorial Distribution of Tourist Demand in Centro

After analysing the territorial distribution of tourism in the Centre region¹¹ of the country it is clear that the regions that are close to Lisbon are more predominant. Nevertheless, the region of *Baixo Mondego*, where Coimbra and Figueira da Foz are located appears right after those regions with an expression of 16,7%. Therefore, this constitutes a positive result to the region, expressing attractiveness in the national panorama.

Also, during period of the years 2011 to 2016, the capacity of 4 and 5 star hotels increased in all regions of the country, with an average annual growth rate of 5% in Portugal. The regions with the highest growth in this indicator were *Alentejo* and *Centro*, with average annual growth rates of 9.3% and 8.1%, respectively. The Algarve registered the smallest increase in capacity in 4-star and 5-star hotels. (Silva, 2017) Hence, it is possible to detain the information that the Centre region of Portugal is investing and innovating its touristic offer in order to achieve diversification to the different types of tourists, consequently, becoming more attractive.

2.4.4 Tourism Analysis in Figueira da Foz

As previously stated, the tourism in Figueira da Foz is mainly due to its natural assets, already present in the territory. Due to its location and, consequently, being a sea front city, it has the advantage of being a city of “Sun and Sea Tourism”. Thus, the city has always been known for having the largest sandy beach in Portugal and for that alone it became quite attractive naturally. But the beach does not constitute the only touristic attraction of the city, even though it might be the first and foremost attraction. Therefore, the river and the mountains constitute another touristic attraction, that inevitably promote the practice of many sports, such as surf, sailing, downhill, and so on. Hence, it can be said that the city does have a lot of potential on its own, regarding tourism.

Also, the city does hold many festivities and celebrations throughout the year, like the carnival, *Santos Populares (São João)*, Gastronomic Festivals, Village’s Fair, New Year's Eve and, more recently, a three-day music festival, that celebrates the sunset, on the beach, to the sound of several renowned music artists, called the RFM Somnii since

¹¹ Retrieved from action plan by Turismo de Portugal, 2020.

2013. This music festival was a great strategy to attract more people that, if it was not for the festival, would have not come to the city. Even though the festival success may translate itself into numbers and revenues for locals and the municipality, it may cause some strangeness since most people are not used to the fuzz and confusion that the enormous people influx naturally causes. Therefore, this festival can be seen as a cultural economy (Barrado-Timón et al., 2020) that was an opportunity to explore the immense sandy territory that is natural to the city and monetize it into something culturally profitable.

Nevertheless, the oldest and most known place of entertainment is the Casino Figueira, a place where people from all over the country and abroad like to visit and travel to Figueira da Foz on purpose to have that experience.

After this description it is possible to conclude that most tourism, that represents the city, is consumer oriented and comes mostly from the natural conditions of the city, even though with some recent and modern strategies, for example the music festival.

Hence, in order to simplify the understanding of the tourism activity, a SWOT analysis, which consists of the description of a city's strengths, weaknesses, opportunities and threats, on the city was produced based by what has been stated and statistics that will be presented afterwards.

Strengths	Weaknesses
Location Accessibility Diverse Patrimony Beaches Accommodation Offer Dynamic Summers	Climate: windy Network Prices Seasonality
Opportunities	Threats
Growing interest Growing importance in national economy Growing foreign tourists	Coimbra's proximity Emergence of new destinies

Table 2. SWOT Analysis of Tourism in Figueira da Foz

Even though, the city presents many strengths, it is not an easy task to reinvent those and, consequently, fight the natural weaknesses. Yet, the opportunities are meant to be invested and explored. One of them is the growing arrival of foreign tourists that is explicit in the following chart¹²:

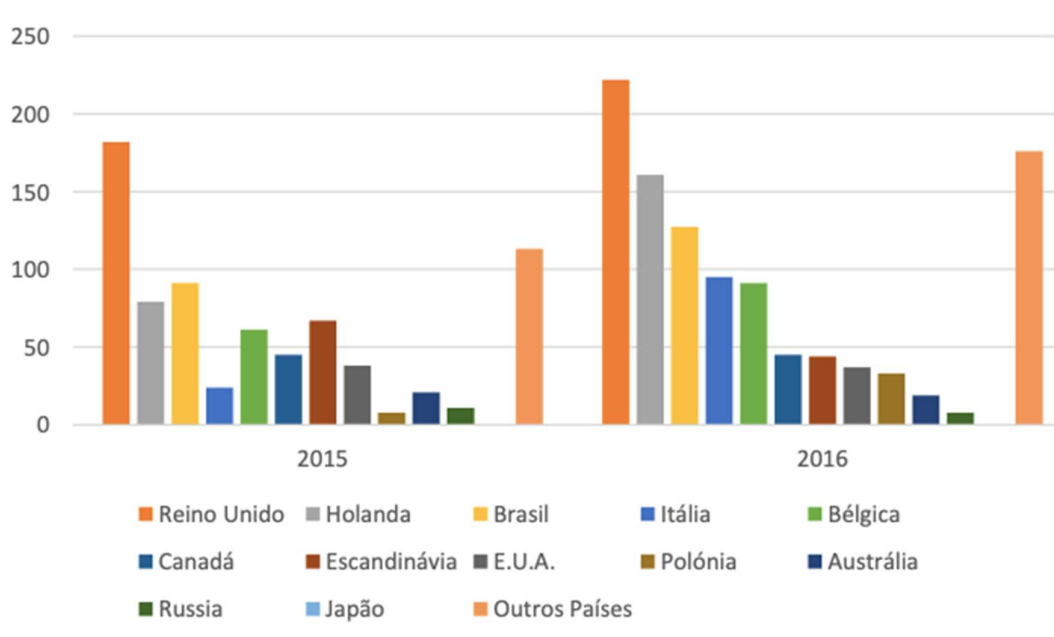


Figure 13. Arrivals to Figueira da Foz

The previous chart shows the arrival of foreign tourists to the city of Figueira da Foz and it is possible to conclude that a great increase of tourists from the United Kingdom, the Netherlands and Italy has occurred between the years of 2015 and 2016, which reflects a positive impact on the development of tourism in the city, as well as its attractiveness and a positive impact on the revenues as well, since these are usually tourists that have greater purchasing power and spend more money in the city, thus contributing to the local economy.

¹² Retrieved from Freitas, 2016.

In order to understand the projection that tourism has in the city, a chronological table with statistics related to the evolution of tourism in Figueira da Foz will be analysed next.¹³

		2014	2015	2016	2017	2018	2019	2020
Capacidade de alojamento nos estabelecimentos hoteleiros por localização geográfica e tipo de estabelecimento	nº	1 999	2 471	2 679	2 807	2 723	2 719	2 473
Lodging capacity in hotel establishments by Geographic localization (NUTS - 2013) and Type (hotel establishment)	2019 = 100	73,5	90,9	98,5	103,2	100,1	100,0	91,0
	t.c. (%) / g.r. (%)		23,6	8,4	4,8	-3,0	-0,1	-9,0
Dormidas nos estabelecimentos hoteleiros por localização geográfica e tipo de estabelecimento	nº	175 740	246 345	285 517	322 338	328 225	322 319	162 173
Nights in hotel establishments by Geographic localization (NUTS - 2013) and Type (hotel establishment)	2019 = 100	54,5	76,4	88,6	100,0	101,8	100,0	50,3
	t.c. (%) / g.r. (%)		40,2	15,9	12,9	1,8	-1,8	-49,7
Hóspedes nos estabelecimentos hoteleiros por localização geográfica e tipo de estabelecimento	nº	85 685,0	144 557,0	165 100,0	184 093,0	191 523	165 179	85 274
Guests in hotel establishments by Geographic localization (NUTS - 2013) and Type (hotel establishment)	2019 = 100	51,9	87,5	100,0	111,5	115,9	100,0	51,6
	t.c. (%) / g.r. (%)		68,7	14,2	11,5	4,0	-13,8	-48,4
Proveitos totais dos estabelecimentos hoteleiros por localização geográfica e tipo de estabelecimento	10 ³ Euros	6 629,0	10 649,0	12 328,0	13 599,0	14 362,0	14 881,0	6 792,0
Total incomes of hotel establishments by Geographic localization (NUTS - 2013) and Type (hotel establishment)	2019 = 100	44,5	71,6	82,8	91,4	96,5	100,0	45,6
	t.c. (%) / g.r. (%)		60,6	15,8	10,3	5,6	3,6	-54,4

Figure 14. Tourism Indicators: Figueira da Foz Evolution

After studying the table, it was possible to conclude that a growing tendency in the tourism sector was happening, being the years of 2017 and 2018 the highlight, the last years that show a positive growth in all the indicators. It is curious that even though that in 2017 the lodging capacity was higher than any of the years shown, it was not the best year in terms of revenues, being the year of 2019 that registered the best result in what concern the total of incomes, even though the nights and guests in hotels had decreased that year. This may reflect an increase in prices but at the same time a better purchasing power by the tourists.

Then, in 2020, unfortunately the world collapsed due the COVID-19 pandemic that change the perception that people had of life. Consequently, since everything stopped, the tourism indicators collapsed as well, with numbers similar to 2015 but even worst since the growth was negative. Even though precise data was not available to collect more recent information, it is known that tourism in 2022 did increase in Portugal with numbers similar to the ones previously the world pandemic started. Specifically, the National Institute of Statistics noticed that in February of the current year, before the high season of Summer, the centre region of Portugal did registered numbers close to the pre-

¹³ Retrieved from Regional Statistics by INE, 2021.

pandemic one, which reflect the comeback to touristic activities and possible increase in tourism indicators. (Turismo Centro Portugal, 2022)

Nevertheless, in order to conclude this topic, it is crucial to mention the impact that the event *RFM Somnii* reflected on the city affluence. A study produced by University of Minho reveals that:

“Interviewees admitted spending a daily average of 115.68€ outside the premises of the event, in hotels, restaurants, etc. As the entries registered in 2019 exceeded 90 thousand people, over the three days, this had a direct impact of more than 10 million euros on the economy of Figueira da Foz” (Lusa, 2022)

Hence, it is possible to conclude that this music festival has made huge progress since 2013 and is now a significant attractivity to the high season in the city. Since it is an international festival it attracts not only national tourists, but also international ones which is a great asset for the city to get known abroad and, consequently, attract more tourists, not only for the music festival but, hopefully, to enjoy the city even off season.

**CHAPTER III – THE LOCAL PERSPECTIVE ON THE PAST, PRESENT
AND FUTURE OF FIGUEIRA DA FOZ**

3 Local Perspective on the Past, Present and Future of Figueira da Foz

The aim of this dissertation is not only to understand where the city stood, is currently staying and what the future holds, but also to produce academic research on the city of Figueira da Foz, a city that is made of the people. People that shaped the city and follow its development into what is today. Therefore, having the perspective of locals was imperative and pertinent, since there is little academic research available, having the testimony of relevant people depicts an added value to this thesis, since knowledge can be found everywhere.

3.1 The Process of Interviewing

The process of conducting interviews, even though very enriching and interesting, is not easy. Since there are many people that are not willing to participate, even on an anonymously way, for the most various reasons: lack of time, interest, or courage. Nevertheless, it is mandatory to point out that all people interviewed showed interest and excitement to participate and bulk up the themes regard this dissertation.

The use of interviews searched, in a specific way and specific matters, to meet the goals of this study: the development and attractiveness of the city of Figueira da Foz. As people from different backgrounds were interviewed, the aim was also to compare the different viewpoints.

Nevertheless, conduction interviews always represent advantages and disadvantages to the studies. As advantages it can be considered the detailed information obtained about a specific topic, the thorough analysis that sometimes can suggest different ideas and approaches or even emergence of networking (Fortin, 1996). Also, (Quivy & Campenhoudt, 1995), defend that using interviews permit to drill down into the data, the discover of more complex and emotional information is more efficient and there is relative flexibility that allows the search of specific evidence.

Nevertheless, the interview method may present its limitations, since the results obtain would only apply to that context specific, therefore no comparison can be made (Fortin, 1996). Another disadvantages can be the fact that conducting interviews takes a lot of time and preparation, the sample obtained is restricted and data may be hard to analyse (Foddy, 1996) and the flexibility, previously mentioned, may deviate from the

main goal of the meeting, even though it reflects spontaneity from interviewee (Quivy & Campenhoudt, 1995).

3.1.1 Motives

All data presented in the previous chapter, first and second respectively, showed that studying a small-scale city is a hard and complex process. Therefore, having the opportunity to interview some people from Figueira da Foz was considered to add value to this dissertation. The city of Figueira da Foz, since it is a small city, has been showing little developments over the years, some of those may not even been noticed by many. In chapter one, it was possible to analyse that the city resumed itself of tourism and the high season of Summer and during the time left of the year it was basically a poor city that lived off the fishing activity and exported some wine from the port. Yet, as shown after in chapter two, the city has evolved, and the industry has taken a dominant role in the city and so as the port. Therefore, the touristic activity has lost its importance with the rise of popularity of the southern region of Portugal: the *Algarve*, which is normal since people always seek the best climatic conditions to enjoy the sun and the sea and Algarve even has an airport, a fact that can attract more foreign tourism. But, these ups and downs, changes and evolutions, even though factual, can be perceived in different ways and experiences may diverge from individual to individual.

While these changes may have represented into city development, it is important to have the locals input and perception in order to understand if the development was more economically oriented or social oriented. As mentioned before, culture economy does play a huge role in small cities and it's an investment that should count with some priority (Barrado-Timón et al., 2020) and giving voice to locals, their businesses and ideas is crucial for the improvement of city attractiveness (Burke, 2019).

Therefore, in order to bring the community closer and to encourage the problem solving of specific issues as a group, such as scarce awareness, lack of organization, decision making, resource mobilization and application, (Wilkinson, 1970, 1991) defends a process made of five tactics to accomplish community development that resumes of:

1. Initiation: to define an issue as a community and promote awareness and resolution to that issue by discussing it within a group action.

2. Organization: identification of structures, organizations, and resources available that would contribute to the resolution of problems by rising actions and efforts.
3. Strategies: depicting targets and strategies that would achieve the community commons goals.
4. Resources: gathering of people, money, and materials in order to explore the maximum skills, funding, networks and experience so that the community goals can be reached successfully.
5. Application: implementing these resources in an effective and adjusted way. Putting the ideas and resources in practice for the end goal of the community.

These tactics fully involve the community in the city which creates a sense of belonging and engagement with decision making. Therefore, generating happiness to the community and, consequently, making the city attractiveness grow.

However, not always the city opinion and needs are heard because since small-scale cities have many hindrances to fight it is not possible to be everywhere, but priorities must be defined in order to promote social and economic progress. That is why conducting interviews and understand the stage, perspectives, and future of the city by locals and important decision makers was pertinent for this dissertation, since the answer obtained were unique and apply to this context only.

3.1.2 Context and Methodology

Before any interview was conducted, the objectives were determined, and questions were elaborated to obtain the results desired for this dissertation. Hence, since these interviews pretend to collect data and personal information, the desired type of interviews are the semi-structured ones, which reflect a type of interview more flexible even though following a set of question prepared beforehand. These interviews aim to be more open in order to have space for additional comments that will vary from person to person. The usage of open or closed questions provides a totally different result. On one hand, open questions give the opportunity to the person being interviewed to express oneself more freely and do not suggest any answers, instead of close questions that do predict an easy answer to analyse afterwards but do not reflect the intent or feeling behind it. (Foddy, 1996)

The interviews portrayed in this chapter had the drive to answer the main questions of this dissertation, which were:

1. Does the tourism still hold the same importance of before? If no, was it replaced by other activity?
2. Are the strategies applied correct for the city's context?
3. What are the prospects for the future?

Bearing in mind that the main motivation for this study is the development of the city of Figueira da Foz and how it has become a "Glocal" over the years, it was not possible to prepare a standard set of question to all of the interviewees. Therefore, all interviews were based off a set of topics, present in this dissertation, that were considered pertinent to mention and obtain answers and opinions on. Those topics were:

1. Introduction to this project and explanation of goals.
2. Explanation of the role each entity has on the city.
3. General and individual perspective on the city.
4. The challenges and adaption of the city.
5. What are/should be the priorities of the city.
6. Tourism and seasonality.
7. Strategies and innovation.
8. Prospects for the future.

All interviews were conducted during the months of May, June and September, some were via telephone conversations, and some were face to face talks. Naturally, the interviews were made in Portuguese and then translated into English for the purpose of cohesion of this thesis. Since all interviews were semi-structured there was no time limit to these conversations and the duration of each of them was around 60 minutes long, except one interview that consisted of three phone calls since the interviewee had a lot of knowledge to share and was very interested in the study. After being completed, the interviews were transcribed and translated into this dissertation.

Unfortunately, in total it was only possible to gather 4 individuals to be interviewed. As stated before, it is not an easy task to have unknown people to collaborate and to be interested. Even though, these interviewees are all locals that grew on Figueira da Foz and have a lot of knowledge to share and do perform active roles on the city. Therefore,

all the people interviewed had to have some characteristics in order to obtain interesting, relevant, and analysable conclusions out of these dialogues, which consisted of:

1. Play significant and active roles in the city of Figueira da Foz.
2. Being locals with local knowledge (awareness of changes).
3. Currently working in the fields of tourism, government, or local business.

	Age	Gender	Occupation
Subject 1	59	M	Creative Director of Casino and Director of local newspaper
Subject 2	60	M	Vice President of town hall
Subject 3	52	F	Hotel General Manager (recent business)
Subject 4	63	F	Local Business Owner (older business)

Table 3. Overview of the interviewees

In the displayed table is possible to have a clear overview of all the people interviewed for the purpose of gathering more information for this thesis. Considering the fact that only 4 interviews were conducted, the results will be limited but with generous representativity of different local perspectives. Some people were already selected, and others were suggested by other people. Right from the beginning of the dissertation process, interviews directed to relevant individuals were always a present idea and considered important for this study, since they would bring character and data that would not be available anywhere else. Finally, it is important to mention that there is some diversity between the interviewees: Subjects 1 and 2 embody people who are in charge and represent decision makers in their professional areas that directly influence the city. Yet, Subjects 3 and 4 represent people related to the local business framework, are influenced by the decision makers (Subject 1 and 2). However, both groups are of extreme importance for this thesis since both provide vital, yet diverse, outlooks.

3.2 Presentation and Discussion of Results

Throughout the first chapter, the historical background of the city was described and, mainly, how it became a “it-city” during the bathing season. The city lived off from tourism, or at least it was where people thought the wealth would come from. Many businesses were thought revolving around the summer and the tourists that would spend money, even though other businesses were in practice just not as valued. Until 1970, the city experienced its peak in terms of the touristic activity, and this is a unanimous opinion between all interviewees:

As a long time journalist, I have much to tell about the city but one thing is for sure: Figueira da Foz is a land that has managed to achieve a privileged position in the field of tourism. From the casinos to the beach ritual and to the development of Bairro Novo, the city really was one of a kind. It was just a shame to share that the other businesses, that were not directly linked to tourism, did not deserved the same attention and probably that is why the city has experienced a lower stage after the 1970s because there were no alternative strategies to promote and advance the city. (Subject 1)

I see the city and its tourism with proud and nostalgia at the same time. Since I have been involved in the direction of several hotels in the city, including the previous Grande Hotel, I do know that the tourism was abundant and represented a lot of revenues for all businesses involved in tourism, nevertheless, the seasonality was always a mark of the city. (Subject 3)

I had the chance to know the city as you will never get to – full of people, life, business, prosperity! Of course, not everything was perfect but the fact that we were able to create a name for ourselves and get clients to trust us, the winter was a bit more bearable. I still remember the store full of Spanish ladies waiting to be helped by my grandfather, the founder of the business, something that would be impossible nowadays. (Subject 4)

Locals do remember the city with happy nostalgia, but at the same time as if the city could have been more and better if the right decisions have been made earlier in history.

Besides that, as mentioned in the first chapter, the city did face some challenges over the years and, naturally, still is. As mentioned in the second chapter, leading a small city is not an easy task, since it is a city that is always in the need of something. After the tourism, further assets of the city started to be explored and understanding that there was more natural features within the territory, other than tourism, with much potential was key to unlock the future of the city:

Never disregarding the importance of tourism in the city, the beginning of discovering all the potential to be explored was great. The exploration, investment and growth of the commercial port was crucial to the city's advancement. Several companies wanted to place themselves in Figueira da Foz due to the available means of communication: port, railways, and roads. Certainly, weakened but presenting unique characteristics. The city was ready to receive products and raw materials and to the dispose of products. Concluding this matter, a problem that the city is facing now is that there is no more space available for the new industrial companies that would like to stablish in our industrial zone, since there are many companies that are leaving China and returning to the European territory. When concerning tourism, currently, the city has more tourist overnight stays than Aveiro and Coimbra per 100,000 inhabitants, but the percentage is not very significant since the large-scale businesses that export show greater significance. Moreover, the big priority these days is to secure residents, especially educated residents, because that is a big gap that we have. One strategy implemented to retain people is to return 1.5% of the 5% that the chambers receive to the IRS. It really is mandatory to keep our younger residents in the city to improve growth, but it is not an easy task. (Subject 2)

The topic of development is controversial because when asked almost the same question all subjects had different reactions. Then, it is possible to conclude that locals may not be the happiest with the development of the city and that is due to the feeling of not belonging, even though some of them carry the culture and history of the city. Furthermore, a support system to the local businesses that would fight the dissimilarities and promote the local culture could help the local business framework to grow as well and contribute more to the revenues:

Fortunately, we have a strong structure that allows us to fight the most diverse adversities and maintain our business that has been around for more than 70 years.

It is not easy to be a small business with a history that is seen to be neglected by the municipality, since nowadays it is preferable to invest in the construction of large shopping centres than in local commerce. There is in fact an Association, ACIFF, that helps to promote historic businesses, however there is a cost to be part of that same association and to participate in promotional activities as well. However, the return on this investment is not evident in terms of turnover, that is, this association turns out to be inefficient. (Subject 4)

Also, the fact as to why the tourism has lowered in the city was not a simple answer since many factors could be involved into that matter. Nevertheless, a reason related to the loss of interest was given by one of the interviewees:

Then, especially in the late 1970s, other destinations, other markets, emerged. The novelty, the best offers, not only in terms of prices, but also in terms of climate, and a strong and thoughtful promotional strategy, made the city of Figueira da Foz fall from the protagonism of yore, as is natural in the media cycle. A city marked by strong seasonality, the same as always, but welcoming of less wealthy tourism, had to explore other markets and reinvent itself. (Subject 1)

Additionally, as mentioned in chapter 2, innovation and investment are vital actions for the development of small-scale cities. Nevertheless, these cities should invest on planning and placemaking, instead of trying to become large-scale cities. Hence, investing in their culture in a creative and innovative way represents the key to development, since investing on the people would improve happiness rates and, consequently, improve the attractiveness of the city. Small cities must become their best version in an original and diverse way in order to stay attractive and appeal not only to their locals, but to outsiders, businesses, stakeholders and investors. Many cities, wrongly, believe that becoming smaller versions of big cities may be the way to achieve the end result, which consists of fast and successful development, but instead they are delaying their progress because they are only paying attention to the economic side of issues.

In an increasingly globalized world, where people are exhausted and gradually looking for calmness, smaller, yet developed, cities are being taken more in consideration for their natural and intrinsic qualities that consist of their location, accesses, and

resources. Therefore, small cities should prioritize local investments in order to enhance, upgrade and innovate their condition:

The city should take the past from the memories and bring it to the commercial future of tourist activity and local commerce. It is not a recovery of the past, but to seek from its rich heritage the best that it can display as a land with a journey through time and that manages to bring together a set of predicates of nature that today are increasingly desired by the modern tourist market, which means that betting on rebranding would be a positive end note. (Subject 1)

It was a decision and internal interests of the company that made this hotel settle in the city. It was with the aim of being the only luxury hotel in the city that we decided to open, distinguishing ourselves from the many others that already exist. We are a hotel that seeks innovation and quality, for all tourists, including the most demanding ones who want a superior experience in Figueira da Foz, since it was a gap that the city presented, we saw a market opportunity for our brand. (Subject 3)

Recently, there was an initiative to classify and distinguish local commerce with historical interest for its past and preserve its future, with the name of Comércio com História. This initiative covers all historic local businesses in the country. In my view, it is an interesting initiative, as it not only distinguishes trade at a local level, but also at a national level, which contributes to greater dissemination and, possibly, consequent attractiveness. Even though, it is a smart strategy, it was not conducted by the municipality. (Subject 4)

Finally, when inquired about the future the answers were sceptical. Even though excited for what is to come, it is impossible to hide some apprehension, probably due to the current world crisis, post-pandemic reality and on-going conflicts throughout the world. Nevertheless, with the right strategies and planning there can be a bright future for the city of Figueira da Foz since it holds natural assets that when correctly explored have the chance to succeed. One of the significant challenges that the city of Figueira da Foz is and will be facing is fixing the younger and instructed generation, since there is a lack of opportunities and job offers. At the same time, different strategies, companies and businesses are emerging and some may be effective in order to fight that issue:

Adding modernity and fresh ideas to its past, seem to me to be ingredients capable of creating a future with its own brand. It would be a vintage Figueira to be reborn.

With this being said, trying to fix young and educated people in the city is crucial to achieve this much needed modernity and innovation. (Subject 1)

First and foremost, enforce housing policies. As we live in an overpopulated world, welcoming new people and educating them can be a strategy to be applied and, for that, create a regional training centre that is available to act on migration policies and thus attract more people. It was crucial to go back to having higher education in the city, and given that, a subdivision of the University of Coimbra will be received, more focused on research, instead of lecturing courses. We believe that it constitutes the restart of higher education in our city and that it is the beginning of attracting new and educated people to our city. Basically, we hope in the future to be able to accommodate more industry, as well as more purchasing power. Also make more investment in sun and sea tourism, nature, never forgetting to explore the natural resources we have. In a later future, more investment is planned in renewable energies, which represent the future and therefore we must take advantage of the location to develop in this sense as well. That said, we intend to have a less polluting industry, an investment financed by community funds to decarbonize. There are also projections of hydrogen production associated with Soporcel. Advantages for companies that join this action and financially support it as well. In the background will be a hydrogen cell that will fuel cars and homes. Finally, there are also projections of electricity production at sea. (Subject 2)

Thus, there is prosperity and effort from the decision makers of the city in order to improve the quality of life, the city status and economy. On the other hand, the local business framework is confident, despite it all, and willing to fight any adversities:

Hoping the future will be a reflection of the summer of this year, albeit short to combat the post-pandemic reality. (Subject 3)

We would like to see the municipality investing in the revitalization of the city and, consequently, promote and support more local commerce, as we have represented and contributed for a long time to the history of the city. (Subject 4)

According to these interviews it is not possible to conclude much due to the short sample, but interesting and unique data was gathered and will be used for the final conclusions of this dissertation. Thus, it is clear to see that these *Figueirenses* that were interviewed perceived the city in different ways, even though they have a clear sense of

what is needed and not. Therefore, perhaps the involvement of the locals in city's problem solving would be a great addition to the municipality's strategies. Moreover, it is noticeable that the industry is still a great priority of the city, to grow that sector in size in order to gather more businesses and subsequently generate more revenues. Yet, efforts to invest in the population are being made.

3.2.1 Problems and Solutions

After conducting these interviews and analyse all the information gathered it is possible to perceive some problems and, consequently, some solutions for those hindrances correspondently. Those problems and solutions are:

The first problem to be identified is the overexploitation of the "sun and sea" tourism attractiveness, more specifically the beach activity, which can be translated into the fact that the city development did not promptly follow the evolution and changes that happened in tourism, and for that reason it was outshined by other emergent and modern destinations. Therefore, recently, it can be noticed more development in that area, but a late development that spoiled the success that could have happened earlier. It can be stated that Figueira da Foz may be a reference destiny in the Centre Region of Portugal, but do not constitute a national reference, i.e., like *Algarve* is.

Then, another hindrance pointed out by the people who was interviewed, is the lack of investment on the cultural and patrimonial tourism and in the downtown of the city, that with some revitalization investment could translated that into revenues. Hence, it is mandatory to invest in cultural economy that, as shown before can be a great strategy for small-scale cities to grow and manifest its hidden qualities. This investment would refresh other type of tourism, instead of using the method of concentration of attractions (beach attraction) that aggravates the seasonality of the city, and diversify the tourism and, through that, achieve distinctiveness and attractiveness to the city.

Nonetheless, it is clear that there is a priority on industry investments and to improve the Port of Figueira. Although necessary to boost the city's economic development, as well as improve its positioning at national and worldwide level. Yet, to balance the investment so that both necessities, social and economic, are attended is crucial for a steady and prosperous development.

Finally, the last problem recognized is the lack of young and educated population, that translates into the lack of creative population that instigate creative and innovative development. Hence, policies to fix young population in the city are vital to revigorated the community. Those policies can be:

1. Equal job opportunities
2. Young housing
3. Family policies
4. Tax reductions/returns
5. Higher education offers
6. Leisure and culture

These policies are crucial to keep young population that is starting their adult lives, first jobs or even want to continue higher education. In the city of Figueira da Foz, there the *return 1.5% of the 5% that the chambers receive to the IRS* which is a positive note and encouragement, but there is little job opportunities since there are few large companies and the high positions are all occupied, which are the ones that interest the young and educated population. Also, there is no young housing conveniences that would incentive young people to stay and, consequently, they search for better job prospects outside in order to have the means to pay house expenses. Plus, the fact that the closest university is located at Coimbra and traveling back and forth reflect discontent that translates into leaving and moving into somewhere with better offers. Therefore, the city should really invest on establishing universities again so that some creative population would be attracted to stay.

With this being said, it is possible to conclude that encouraging local residents to assist and design local development by contributing with their input is crucial, not only for the successful development, but also to improve the local quality of life and, consequently, happiness. Therefore, in order to build and shape efficient programs focused on the local development, an accurate and complete assessment of the community and its different realities has to be done before taking any action. By understanding and evaluating the locals needs and feedback, unique and fitting strategies can be applied in order to promote creative, efficient and appropriate development. Hence, letting the community participate in the decision making and feeling engaged is vital to maintain the locals actively enrolled and, at the same time, shaping the community and quality of life.

This dissertation aimed to study and understand the positioning of the city of Figueira da Foz, on the national panorama, in several fields: business, economy, tourism and social development. By studying the city, it was necessary to do literature review on small-scale cities and how they develop in a different context of large-scale cities. Moreover, the city of Figueira da Foz have always been known as a touristic city due to its geographical conditions and advantages but as the world evolved and globalization happens more quickly than ever, the touristic panorama have changed, and the city has suffered with those shifts. Therefore, the city focused its attention in other sectors in order to develop the city as a whole and escape the seasonality that tourism presents. Thus, considering these elements, the aim for this dissertation about the city of Figueira da Foz was to grasp and analyse if the city has a new range of expectations, goals and ideas and how planning is being conducted so that those new elements can be achieved. Or, if not, how can this small city become more expressive in the various fields of development.

Through literature review it was possible to conclude that small cities should invest in its natural assets and in improving the quality of life of the inhabitants, in order to become and promote themselves as more attractive cities, since without local satisfaction and happiness, creative businesses and people would not be driven into establishing themselves in these cities that, consequently, are in need of these innovative individuals, services and activities. Therefore, these small cities will not become profitable. Moreover, instead of trying to become like large-scale cities, they should search to diversify their local economies, as well as the local business framework. Hence, the participation and engagement in the city's decision making should be inserted in order to promote cohesion and structured development.

Then, to what concerns the business attractiveness of the city, a shift in the reality was perceived. During the 1st chapter it was possible to grasp how important the tourism was to the city, its development, and its locals since the 1950's. Even though other sectors of activity were existent in the city, they were not at all explored and serve only for the locals' own subsistence, like the piscatory activity i.e. But has stated during this dissertation, the biggest disadvantage of tourism is its seasonality and how difficult it is to fill that gap. Hence, instead of investing more in tourism or how to create tourism during the off season, the municipality started to invest in other sector, the industry one and, at the same time, in the Port of Figueira da Foz.

Currently, the Port of Figueira da Foz assumes itself as a promoter for the development and economic enhancement of the Centre Region. Due to its development and good means of communication, such as roads and railways, as well as the development of more industries, there is now a need to upgrade the industrial park of Figueira da Foz, since more companies are willing to establish themselves in the city. This happens to be a positive indicator to the city, since it generates more revenues for the municipality and, consequently, more employment. As seen previously, the industry sector already is responsible for a large percentage of the revenues and holds a significant contribution in employment as well. Therefore, since there is the possibility of upgrading the territory and bring more industries to the city, it means that Figueira da Foz is positioning itself positively in this sector at a larger level. Also, it would be of great relevance if the city would expand this industrial side to the tourism field and invest on industrial tourism and, consequently, improve and develop even more the assets and contributions of the industries present in the territory to its own favor.

Nevertheless, the small and medium companies represent a greater number than larger ones and need investment and attention as well. It seems that most of this local companies live off local consumerism and tourism. Yet, investments in the downtown of city, where most local businesses are located, are not a priority and that area happens to not be that popular. It is important to satisfy the locals needs in order to promote their culture, businesses and, consequently, happiness. Hence, to fight this lack of investment, networking can be strategically imperative. In the case of companies belonging to locals, the influence that that company has on the region's economy is greater and increases even more if the company establishes partnerships with other local companies. The greater the networking between local businesses, the greater the influence that each company will have in the region. Thus, this local development becomes increasingly visible when they all work in a network. In the case of the city of Figueira da Foz, this reality is not yet very visible, since only sporadic and unplanned partnerships are established with a restricted group, as in many cases they see each other as competitors and not as elements of help. Hence, there is not much communication between the municipality and the private business sector.

In what concerns the touristic influence in Figueira da Foz, its understanding becomes complex, as in this territory mass tourism is practiced in its sun and sea aspect, which has been practiced since very early on. If in the 1980s there was little planning and

the construction of buildings was excessive and random, today there is a plan that aims to regulate all the activity, create objectives, establish rules and considers the capacity of that territory. Unfortunately, tourism in Figueira da Foz is seasonal and so are activities, so local agents only communicate at the time of the high season. Nevertheless, Tourism represents great importance for local development in Figueira da Foz, since it was the booster for the existence of many companies, such as hotels, travel agencies, event agencies, restaurants. However, the revenue it generates for the city's economy could be higher if a set of instruments and strategies were created to promote a longer stay in the region, if consumption by tourists were increased and the period of greatest arrival of tourists. However, Figueira da Foz became unattractive in the national tourism context because it is missing investment in that sector of activity. Therefore, there are some strategies that could be implemented in this sector in order to improve the city's attraction on a national and international panorama, such as investing and developing the mountains and sea and create more outdoor sports activities, not only for enthusiasts, but for all the people that would be interested on experimenting more radical sports like Kitesurf, Windsurf, Parasailing or Hang gliding which are sports suitable to the city of Figueira da Foz, due to its windy climate characteristic, that with the right planning, security and investment could be a distinct factor that would improve attractiveness. Also, the Port and tourism could work alongside and promote the arrival of cruises to the city, since Figueira da Foz already has the space for it and being the entrance to Europe at the same time, would represent better touristic receipts and revenues as well as improving the status of the Port.

Concluding this dissertation, the city of Figueira da Foz, even though still known for its long beaches, no longer holds itself to the touristic destination title. With the goal to fight seasonality that tourism carries, the city developed its industries and influence of its Port in order to generate more revenues and, consequently, create more employment. However, it is lacking cultural and local economies investment, which could translate into local development and revenues if the city managed to fix more young population by creative and innovative strategies. As seen by the interviews the locals are still waiting for more strategies and upgrades in the territory so that their local business can improve as well. Therefore, it is mandatory that the municipality starts to invest, disclose and publicize its businesses so that they can portrait and handle the local culture with better flair and results.

After this research I can say that I am glad that I focused my dissertation on my hometown, since it was a discovery all the way in many ways. Figueira da Foz presents little academic research which reflects difficulty to obtain accurate, reliable, and recent information, that would have been handy for the development of this research. Also, I could conclude that people do not like to contribute to this type of research because they think no profit could come out of this for them, therefore they do not care and reject any type of participation. Nevertheless, it was an enriching process that inspired me to discover and acquire more about this topic, not only of my city but of others as well. It is possible for small cities to rebrand themselves and invest in their growth and they do hold a lot of potential and interest and deserve more attention from everyone. I would say that this research is only the beginning in these fields of study about Figueira da Foz and I do encourage more people to study the less obvious subjects since there is always more culture and more knowledge that one can achieve in these researches.

REFERENCES

- Arquivo Municipal. (1895). *Rua da Boa Recordação*. <https://arquivo.cm-figfoz.pt:8443/x-arqweb/Result.aspx?id=30763&type=PCD>
- Arquivo Municipal. (1914). *Casino Oceano*. <https://arquivo.cm-figfoz.pt:8443/x-arqweb/Result.aspx?id=31019&type=PCD>
- Arroteia, J. C. (1985). *Figueira da Foz: a cidade e o mar*. https://scholar.google.com/citations?view_op=view_citation&hl=pt-PT&user=_Pg4NBMAAAAJ&cstart=20&pagesize=80&citation_for_view=_Pg4NBMAAAAJ:5nxA0vEk-isC
- Associação dos Portos de Portugal. (n.d.). *Porto da Figueira da Foz*. Retrieved 27 October 2022, from <https://www.portosdeportugal.pt/app/portos/figueira-da-foz.php>
- Barrado-Timón, D., Palacios, A., & Hidalgo-Giralt, C. (2020). Medium and small cities, culture and the economy of culture. a review of the approach to the case of Spain in light of international scientific scholarship. In *Sustainability (Switzerland)* (Vol. 12, Issue 18). MDPI. <https://doi.org/10.3390/SU12187321>
- Bias, T. K. (2010). *The Politics and Policy of Small City Downtown Development*. <https://researchrepository.wvu.edu/etd/3147>
- Borges, J. P. de A. (1991). *Cidades e Vilas de Portugal*. Presença.
- Burke, H. (2019, July 25). *Five low-budget strategies to help small communities*. https://www.iedconline.org/index.php?src=blog&srctype=blog_detail_archive&refno=2357&category=Archive
- Cascão, R. (1989). *Permanência e mudança em duas comunidades do litoral: Figueira da Foz e Buarcos entre 1861 e 1910*. Universidade de Coimbra.
- Cunha, L. (2001). *Introdução ao Turismo* (3rd ed.). Editorial Verbo.
- Cunha, L. (2003). *Perspectivas e Tendências do Turismo*. Edições Universitárias Lusófonas.
- Cunha, L. (2006). *Economia e Política do Turismo*. Editorial Verbo.
- Foddy, W. (1996). *Como Perguntar: Teoria e prática da construção de perguntas em entrevistas e questionários*. Celta Editora.

- Fortin, M.-F. (1996). *O Processo de Investigação: Da concepção à realização*. Lusociência.
- Freitas, M. (2016). *TURISMO, PARCERIAS E DESENVOLVIMENTO LOCAL: O CASO DA FIGUEIRA DA FOZ*. Universidade de Aveiro.
- Henderson, J. (2010). Cities and Development. *J Reg Sci*.
- Henriques, C. (2003). *Turismo Cidade e Cultura - Planeamento e Gestão Sustentável*. Edições Sílabo.
- Hunziker, W., & Krapf, K. (1942). *Grundriss der allgemeinen Fremdenverkehrslehre*. Polygraphischer Verlag.
https://books.google.pt/books/about/Grundriss_der_allgemeinen_Fremdenverkehr.html?id=zYW0MAAACAAJ&redir_esc=y
- INE. (2021a). *Censos 2021 – Resultados Provisórios*.
https://www.ine.pt/scripts/db_censos_2021.html
- INE. (2021b). *Estatísticas Regionais: Figueira da Foz*.
- INFORMA. (2018). *Análise Do Tecido Empresarial Figueira da Foz*.
- INFORMA. (2021). *Perfil das Empresas em Portugal 2019*.
- Jardim, J. (1948). *As grandes linhas de uma cidade. Beleza, interesse, projecção, Figueira da Foz*. Escola Gráfica Figueirense.
- Lé, J. (1997). *Grande Hotel da Figueira. Viajando no Tempo*. Sociedade Figueira Praia.
- Lickorish, L. J., & Jenkins, C. L. (1997). An Introduction Tourism. In *Routledge*. Butterworth-Heinemann.
https://books.google.com/books/about/An_Introduction_to_Tourism.html?hl=pt-PT&id=5Zt_11xDA98C
- Lorentzen, A., & Heur, B. van. (2011). Shifting strategies and contexts for culture in small city planning: interlinking quality of life, economic development, downtown vitality, and community sustainability. In *Cultural Political Economy of Small Cities* (pp. 175–192). Routledge. <https://doi.org/10.4324/9780203803844-19>

- Lusa. (2022, July 5). *RFM Somnii da Figueira da Foz com impacto de 10 milhões na economia local*. <https://rr.sapo.pt/noticia/vida/2022/07/05/rfm-somnii-da-figueira-da-foz-com-impacto-de-10-milhoes-na-economia-local/290962/>
- Machado, H. (1996). *A Construção Social da Praia*. IDEAL.
- Malafaia, A. (1936). *A Figueira nas suas Relações Turísticas com a Espanha*.
- Menéndez, J. F. D. da C. M. (1981). *À Volta da Origem da Figueira e das Causas Prováveis do Seu Tardio Desenvolvimento*.
- Monash Business School. (n.d.). *Attractiveness-Strength Model*. Marketing Dictionary. Retrieved 7 October 2022, from <https://www.monash.edu/business/marketing/marketing-dictionary/a/attractiveness-strength-model>
- Neves, P. A. (2022, October 2). Porto eleito Melhor Destino de Cidade da Europa 2022. *Porto News*. <https://www.porto.pt/pt/noticia/porto-eleito-melhor-destino-de-cidade-da-europa-2022>
- Nunes, C. M. de F. A. (2009). *Figueira da Foz: 1930-1960 : apontamentos sobre turismo balnear* [Universidade de Coimbra]. <https://estudogeral.sib.uc.pt/handle/10316/13474>
- Ortigão, R. (1943). *As Praias de Portugal*. Clássica Editora.
- Ortigão, R. (1986). *As Farpas*. Clássica Editora.
- Pinto, A., Reis, P., Henriques, C., & Antunes, J. (2019). *Fatores de atratividade empresarial da região Centro. O caso da indústria 4.0*.
- Pratt, A. C. (2009). Cultural Economy. *International Encyclopedia of Human Geography*, 407–410. <https://doi.org/10.1016/B978-008044910-4.00146-2>
- Quivy, R., & Campenhoudt, L. van. (1995). *Manual de Investigação em Ciências Sociais*. Gradiva.
- Richards, G. (2001). Cultural Attractions and European Tourism. In *Cultural attractions and European tourism*. CABI Publishing. <https://doi.org/10.1079/9780851994406.0000>

- Richards, G. (2019). Creative tourism: opportunities for smaller places? *Tourism & Management Studies*, 15, 7–10.
- Richards, G., & Duif, L. (2018). Small Cities with Big Dreams: Creative Placemaking and Branding Strategies. In *Small Cities with Big Dreams: Creative Placemaking and Branding Strategies*. Taylor and Francis. <https://doi.org/10.4324/9781351201193/SMALL-CITIES-BIG-DREAMS-GREG-RICHARDS-LIAN-DUIF>
- Richards, G., & Raymond, C. (2000). Creative Tourism. *ATLAS News*, 23. <https://doi.org/10.1787/9789264207875-EN>
- Robertson, K. A. (2007). Can Small-City Downtowns Remain Viable? <Http://Dx.Doi.Org/10.1080/01944369908976057>, 65(3), 270–283. <https://doi.org/10.1080/01944369908976057>
- Schmidt, A. S. T., Touray, E., & Hansen, Z. N. L. (2017). A framework for international location decisions for manufacturing firms. *Production Engineering* 2017 11:6, 11(6), 703–713. <https://doi.org/10.1007/S11740-017-0770-3>
- Shields, R. (1991). *Places on the margin: alternative geographies of modernity*. Psychology Press. https://books.google.com/books/about/Places_on_the_Margin.html?hl=pt-PT&id=nM6fIF1iLUC
- Shields, R. (1997). Spatial stress and resistance: social meanings of spatialization. In *Space and Social Theory: Interpreting Modernity and Postmodernity* (pp. 33–186). <https://philpapers.org/rec/SHISSA-3>
- Silva, I. (2017). *DIFERENCIAÇÃO TERRITORIAL DO TURISMO, SUSTENTABILIDADE DEMOGRÁFICA, COMPETITIVIDADE E INOVAÇÃO NAS REGIÕES PORTUGUESAS*. www.ine.pt,
- Snieska, V., Zykiene, I., & Burksaitiene, D. (2019). Evaluation of location's attractiveness for business growth in smart development. <Http://Www.Tandfonline.Com/Action/AuthorSubmission?JournalCode=rero20&page=instructions>, 32(1), 925–946. <https://doi.org/10.1080/1331677X.2019.1590217>

- Thomás, P. F. (1898). *Collecção de elementos para a historia do concelho da Figueira. Lusitana*. <https://bibliografia.bnportugal.gov.pt/bnp/bnp.exe/registo?1776466>
- Turismo Centro Portugal. (2022, March 31). *PROCURA TURÍSTICA NO CENTRO DE PORTUGAL APROXIMA-SE DOS NÍVEIS PRÉ-PANDEMIA*. <https://turismodocentro.pt/2022/03/procura-turistica-no-centro-de-portugal-aproxima-se-dos-niveis-pre-pandemia/>
- Turismo de Portugal. (2020). *Plano de Ação para o desenvolvimento do Turismo em Portugal*.
- Vaquinhas, I. (2012). *O Casino da Figueira*. Palimage.
- Vaquinhas, I. (2015, June). Saber Perdurar. *Casino Figueira*.
- Wilkinson, K. (1970). Phases and roles in community action. *Rural Sociology*, 35(1).
- Wilkinson, K. (1991). *The Community in Rural America*. https://books.google.com/books/about/The_Community_in_Rural_America.html?hl=pt-PT&id=R0l6JGUTA0gC
- Zykiene, I., Snieska, V., Bruneckiene, J., & Burksaitiene, D. (2020). Assessment of regions using an index for a location's attractiveness for business development. *Http://Www.Tandfonline.Com/Action/AuthorSubmission?JournalCode=rero20&page=instructions*, 34(1), 1366–1384. <https://doi.org/10.1080/1331677X.2020.1825106>