

# Tourism competitiveness in Cape Verde: the case of Tarrafal/Santiago

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**Abstract** | The study of competitiveness has been constantly gaining importance in recent decades. Cape Verde Government elected Tarrafal as a development hub of tourism competitiveness. Since the empirical validation of competitiveness Cape Verde is still shortfall, so the current research aims to analyze the determinants of competitive advantage of tourism in Tarrafal. To achieve this goal, it was adopted a qualitative methodology based on a sample of the major 136 key players in the tourism area and the creation of four working groups during Tarrafal Technical Days (1 and 2 July 2022) to better discuss these issues. The discussion of the final conclusions from each working group, allowed to systematize some major development alternatives to Tarrafal as a strategic tourism hub. Major implications for managers were also presented, such as the importance to develop and reinforce cultural traditions, reinforce entrepreneurship in order to maximize the tourism chain value through the implementation of better infrastructures (better roads, a maritime port as well as an aerodrome), diversify the tourist offer based on different segments (culture, nature, sports, events, remote working among others) and benefit other regions and municipalities around the county.

**Keywords** | Cape Verde, Tarrafal, competitiveness, tourism destination, sustainability

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## 1. Introduction

The COVID-19 pandemic generally been considered the worst crisis the global Travel and Tourism (T&T) sector has faced in modern times had a devastating effect on communities resulting in lockdowns, travel restrictions and losses of \$4.5 trillion in T&T GDP, almost 62 million jobs in 2020 alone and with its global contribution to GDP declining by 49.1% compared to 2019 to reach only USD 4.7 trillion in 2020; relative to a 3.7% GDP decline of the global economy. On the other turn, domestic visitor spending decreased by 45%, whilst international visitor spending fell by 69.4% (WTTC, 2021).

The proactive action of some governments around the world has effectively enabled the sector to save millions of jobs and livelihoods at risk through retention schemes. Yet, the support from public leaders remains more crucial than ever to restore consumer confidence (WTTC, 2021).

Simultaneously, over the past two decades, several economies around the world are facing an increase globalization of destinations, diversification of demand and product differentiation among other challenges. Many regions like Cape Verde and Santiago Island considers tourism a crucial activity to achieve new economic development paths as well as competitiveness of regions.

In Cape Verde, tourist activity has been reinforcing its importance in recent years (excluding the pandemic years) and the tourism activity has been elected a key activity by the governments in the country's development plan. Cape Verde after a period of travel restrictions has successfully been recovering the pace of tourism recovery what can be seen by the Travel & Tourism Development Index. In 2021 Cape Verde ranked 82 world position (117 countries) with a score of 3,6 (1 – worst and 7 – best) (WEF, 2021).

Recently, the Cape Verdean Government elected Tarrafal a new touristic destination to maximize Santiago's competitiveness (MTT, 2022).

So, this paper seeks to contribute to identify the main determinants, both strengths as well as weaknesses, considered decisive to increase Tarrafal's competitiveness, by applying Mazaro's model (2005) evaluation of tourist destination competitiveness.

The structure of the paper is as follows: first we will present a theoretical background on the subject addressed in the research, and after the specification of the employed methodology will be discussed. Major findings are then presented and implications for Tarrafal tourism strategy management are discussed. The concluding section highlights major limitations and provides some input for future research.

## 2. Background of the study

International tourism developments have long intensified competitiveness between tourism destinations. Many research studies have focused on the clarification of the concept of destination competitiveness such as those presented by Campbell (1967), Yokeno (1974), Rajotte (1975), Miossec (1977), Greer and Wall (1979), Dann et al. (1988), Pearce and Butler (1993), the most famous Ritchie and Crouch (1993), Buhalis (2000), Ritchie and Crouch (2003), Dwyer et al. (2003), Dwyer and Kim (2003), Travel and Tourism competitiveness Index (WEF, 2021) among others.

Tourism has long been considered one of the most profitable and financially attractive business activities providing a consistent growth of the global and regional economy (Flores & Costa, 2023). Tourists have become a key source of long-term economic prosperity in various countries. The objective of tourism is to visit an area without causing harm to locals or the environment, while also helping the country's economy and society. Transportation, lodging, entertainment, shopping, food, and beverage purchases all fall under the umbrella

of tourism. It might be part of a vacation, business travel, or family or friend travel. Although it is largely agreed that tourism growth should be sustainable, how to achieve this remains a point of debate (Manzoor et al., 2019).

The tourists' view of a destination is influenced by a range of push and pull factors. Nowadays, one major aspect is the new communication technologies. Tourists are time after time taking advantage of internet and mobile technologies to organize their trips. Thus, travel patterns are increasingly less affected by cognitive distances imposed by boundaries and are less path dependent on promotion based on administrative boundaries.

Travel patterns have also been changing. Simultaneously these areas must allow tourists to visit different attractions that constitute one of the main decisive reasons for visiting a particular destination, but they also should be near service components, including accommodation. Finally, it's important to perceive destinations as a non-static and rigid all-inclusive areas since tourists' tastes and fashions evolve over time as well as destinations must be more dynamic (Gonzaga-Vallejo & Guaman-Camacho, 2023)..

All the previous issues impact on the importance of 'local destination' since this area must contain the products and iconic attractions and activities to be consumed in a day trip and push to the development of the 'recreational destination' as a network, consisting of different nodes (several locations and landscape elements). The aggregation of these connections may lead to desirable successful macro-spatial analysis of intra-destination movements (Paulino, Prats & Schofield, 2019).

The central idea of tourist poles involves the paradoxical and paradigmatic relationship between inclusion, participation, solidarity, partnership and competitiveness that are reinforced mutually or are directly opposed to movements of concentration, competition, exclusion, imbalance, among others (Mazaro, 2015).

As destinations strive for bigger market shares,

there is an increasing competition in the tourism industry and it essential that a destination take the necessary measures not only to become more competitive towards its competitors, but also have the ability to recognize and deal with change across a wide range of key trends to deal with the substantial changes that are taking place globally and influencing the kinds of experiences that tourists seek in order to attract and satisfy tourists and potential tourists (Perna, Custódio & Oliveira, 2018).

In today's world, managers must look for competitiveness of a region through the orientations and sustainable principles to provide better cooperation, partnership, planning and opportunities for collaboration between tourism organizations (Kim, Thapa, & Jang, 2019).

Competitiveness started to aggregate other more comprehensive concepts in line with the new global reality, and from this point of view, concepts such as cooperation, partnership and regionalization began to emerge. Destinations that want to conquer new market shares (internally or externally) must have tourism managers capable of identify and exploit competitive advantages and analyze competitive position as well as adopt a holistic concern (Mazaro, 2005).

In other words, this model defended by Mazaro has as its main objective to propose a conceptual model that at the same time serves as an instrument for monitoring the evolution of tourism in destinations. In this sense, several dimensions and factors are presented, namely: (i) Governance: planning, management, coordination, cooperation, strategic vision; (ii) Competitiveness: resources, attractions, positioning, profitability, tourist satisfaction, (iii) Sustainability: socio-cultural, environment (Mazaro, 2010).

Another major aspect of tourism destinations derives from the development of smart cities, with a renewed focus on urban planning and management (Ivars-Baidal & Vera-Rebollo 2019) based on the use of ICT to transform the infrastructure and services of destination (Sustacha, Banos-Pinto &

Valle, 2022) to both improve the quality of life of residents as well as tourists. In other words, the added value provided by such a hub destination is the consideration of the visitor as its center, integrating various concepts such as sustainability, accessibility, knowledge, and technological innovation around tourist destinations.

A tourist hub can be described as an ecosystem integrated by a “network of companies, destinations, and technologies used to create, manage, and offer smart tourism services and experiences that is characterized by an intensive exchange of information and co-creation of value” (Sustacha, Banos-Pinto & Valle, 2022: 162). Taken into account this situation, the tourism destination hub must also have a strong technological platform combining intelligent systems, social networks, the Internet of Things (IoT), and mobile applications (Lamsfus et al., 2015).

Tourism e-commerce live streaming is nowadays an important tool to promote the marketing of tourism industry, taps the online consumption potential of tourists, and may provide a more synergistic development of tourism online and offline (Xie et al., 2022).

This means that, the perceived authenticity of tourism products may be stronger, and therefore helps to enhance the consumer trust (Jiménez-Barreto et al., 2020).

## 2.1. Tarrafal - Cape Verde

Globally, after a pandemic crisis, world tourism GDP contribution fall from 9.630 billion USD (10,3%) and 333 million jobs in 2019 to 5.812 billion USD (6,1%) and 289 million jobs in 2021 (WTTC, 2022).

In Cape Verde, a typical small island developing state (SIDS), the effects of COVID-19 were also huge and fierce. In 2019, tourism contributed with 802 million USD (39%) to GDP, and in 2021 it only represents 262 million USD (13,5%) of to-

tal economy (WTTC, 2022).

Regarding employment, in 2019, it represented 99.500 jobs (48% of total jobs) while in 2021, 60.600 (30% of total jobs) (WTTC, 2022).

Finally, in terms of visitor spend, in 2019 it achieved a total of 607 million USD (56,2% of total exports) and in 2021 it represented 125,2 million USD (24,8% of total exports) (WTTC, 2022).

In the 1st trimester of 2022, United Kingdom (32,7%) followed by Germany (11,6%), Holland (10,3%) and France (8%) were the main tourism income. In 2021, Portugal was the main tourism income country in Cape Verde with a total of 16,8% of incomes and 17,1% of sleeping nights. In the 1st trimester of 2022, tourists raised a total of 1.071% in comparison to the same period in 2021. Sal was the most visited island (47,9%) followed by Boa Vista (28,5%) and Santiago with 3,6% (INE, 2022).

This activity has been growing its importance as a major external investment flow over the years, at least until the COVID crisis. In 2019 it contributed to 25% of GDP and only the emigration savings was better (27%) (INE, 2022). But there is no doubt that in this context, in thirty years (1991-2021) of tourism exponential growth, Cape Verdean tourism gained expression and strategic dimension, experiencing an upward trend in its direct contribution to the generation of wealth in Cape Verde.

In general terms the Municipality of Tarrafal has in 2022 a resident population of 16,620 people, of which 52.4% were male and 47.6% female with almost 90% literacy, with a 6% unemployment. 35% of young people from 15 to 24 years old don't have a job and aren't attending an establishment of teaching/training. Concerning access to technology, 69% have internet, 68% television, 15% TV via subscription, 14% have a computer and 10% phone. Population aged 10 and over more, 64% have a cell phone, 51% have internet net and 7% the computer (INE, 2022).

In relation to tourism indicators, Tarrafal has a

rhythm average annual growth from 2016 to 2019 of 19% higher than the national average which was 7%. This region was the 2nd destination of the island of Santiago and represents 6 to 9% of demand of the island. It is significant that Tarrafal has roughly the same volume of tourists that S. Nicolau, May and Brava together. Due to internal tourism, Tarrafal was one of the destinations that achieved the fastest growth rate with average stay 2-3 days less than average national which is 6 days. Major incoming markets that concentrate about 80% of overnight stays in the municipality are Germany and France representing 40% of overnight stays in the municipality. They are followed by Belgium Netherlands and Switzerland (Santana, 2022).

Tarrafal has 10 tourism units, with a total number of 255 available beds and an accommodation capacity of 373 tourists (INE, 2022). Tarrafal occupancy rate in 2019 was 24%, Santiago, 36% and Cape Verde, 67%. The tourist contribution rate of the Tarrafal in 2019 was 2,710,690\$00 ECV. As expected, there was a decline in 2020 because of the pandemic and in 2021 there was a slight rise in the first months of 2022 where its contribution totaled 2,029,940\$00 ECV. In 2019 there were 19 hotel establishments while in 2022 only 10 remained open (INE, 2022).

POT also contemplates other projects such as the requalification of the historic zone of the Mangue and the infrastructure of the Alto Mira ZDTI (integral development touristic zone), in a total of 150,000,000\$00 ECV. Within the scope of the POT interventions are planned around from 474,447,150\$00 ECV to Tarrafal.

According to the 2021 Census, the municipality of Tarrafal, being the most northerly located on the island of Santiago, has about 16,640 inhabitants, which corresponds to 3.4% of the national population and 6.2% of the population of Santiago. However, according to the Poverty Profile edited by INE-CV (2018), 33% of its population lives below the absolute poverty threshold. Howe-

ver, it should be noted that the island of Santiago is home to 59.2% of the country's 179,909 poor people and this is a pressing challenge for this region.

However, the municipality of Tarrafal has a relatively favorable incidence of poverty, in relation to other municipalities on the island of Santiago, namely, the municipalities of: Santa Cruz (59%), S. Lourenço dos Órgãos (56%), S. Domingos (51%), S. Salvador do Mundo (50%), Ribeira Grande de Santiago (41%), Santa Catarina (38%), only surpassed by the municipality of Praia (28%) (INE, 2018).

### 3. Methods

This research used a qualitative method based on an explorative work to support scientific work as well as future direction of best practices since the researchers were not interested in determining objective statistical conclusions or in testing a hypothesis, but rather in gaining insights about a certain topic (Kamper & Thompson, 2022).

In this case, we collected a sample of major Santiago tourism stakeholders and governments as a way to achieve a means for sense-making at an individual level (Starbuck, 2015). A two-day technical seminar was held in Tarrafal (1-2 July) with the participants listed in Table 1. Four experts (Pedro Santana, Mateus Costa, José Luís Mascarenhas and Eugénio Inocêncio) and an international consultant (Eduardo Moraes Sarmiento) previously explained during the morning to all participants the goals of the event (9:30-13:30). Later, participants were randomly divided in four groups. Each group discussed the main issues defined by "Plano de Orientação Turística" (MTT, 2022; GCV, 2021): tourism requalification; sustainability, and quality education; tourism potentialities and tourism products and private investment, business promotion and entrepreneurship.

Given discussants involvement in this process, they had the opportunity to mirror conceptual descriptions of tourism challenges providing an individual perspective on today's reality, what was necessary to achieve new paths of development (Geiter, Fuchs & Lexhagen, 2022) and therefore, they provided important insights about their understanding of how Tarrafal could become a competitive tourism destination.

Each group took up to 90-120 minutes for their discussion (Appendix 1). In the second day, each group presented the main conclusions to all the members, and everyone discussed them. The multiplicity of the qualitative conclusions reached in the present study may provide an excellent holistic picture of the "whole-situation" (Starbuck, 2015) of Tarrafal as a tourism destination competitive hub.

## 4. Results

From the analysis of the discussion and the major inputs collected from the various participants, it is possible to divide and systematize major constraints or challenges to tourism destination competitiveness in Tarrafal according to four main areas defined in the official Operational Tourism Program - POT (MTT, 2022).

### 4.1. Requalification, infrastructure and basic equipment

According to several stakeholders as well as the prime minister, there are several issues that must be implemented to maximize tourism potentialities in Cape Verde and in this region.

One major aspect that arises immediately, is the urgent need to paint all the houses all over the island and also in Tarrafal, which in their current state give a desolate perspective of the entire

island to tourists, therefore reducing the positive impact of their staying.

Traveling between Praia and Tarrafal takes about 1h30m, which is excessive, specially for newcomers who have just arrived at Praia airport and have to take this additional trip. This could be significantly reduced by building a fast track. In addition, a new aerodrome at Tarrafal is also necessary because this aerodrome has the advantage to enlarge this destination attractiveness by taking advantage of the tourists who come to other islands, specially the most touristified ones (Boa Vista and Sal). This would allow other tourists to easily come to visit Tarrafal and therefore get a different perspective of its culture, landscapes and history and also benefit this destination.

At the same time, it is necessary to carry out a careful review of the Municipal Development Plan (PDM) and clearly identify the most important areas of tourism development.

Regarding major infrastructure issues, it was also highlighted the need to expand Praia airport as well as the construction of the Tarrafal airport/airfield, the construction of a maritime station. All these infrastructures are very important and may contribute to improve accesses by air and sea and therefore facilitate tourist's movements within and outside of the region. Other discussants also stated the importance of the rehabilitation of lighthouses.

Public lighting in the region is another determining factor that requires the expansion of the medium and low voltage network. This has already started but may take a long time to conclude.

It will also be necessary to build a photovoltaic plan together with a wastewater treatment plan for later use both in agriculture and irrigation of gardens. In this context, there is also the question of improving the drainage of river waters. As it is known, this island is facing problems of desertification and the reutilization of water is extremely important for the sustainable use of this scarce good.

Another important issue to attract and fix in-

comers is the installation of 5G. If this territory can improve this, it will be very important to capture the new digital nomads and fix other population/tourists in this region.

In terms of basic equipment to support tourism, a lot is to be done. It is necessary to map and signal the pedestrian paths, the network of viewpoints and the creation of interpretive centers since the actual information is scarce if not inexistent.

In relation to health care, it is necessary to expand the means of diagnosis and to acquire at least one new ambulance.

As for security, natural parks should all have a higher level of control over arrivals and inside the park because tourists and the population are not in safety nowadays.

At the beach level, it is important to create better accesses, signage, certification through the blue flag and duly registered support services. Although these beaches are small, they have a huge capacity to attract this tourism segment and complement its offer capacity with the other referred supplies of the region.

Other projects for Santiago as well as Tarrafal include the mapping and signaling of Santiago Island 373 km of trails. In Tarrafal, this means signaling about 70 Km from the existing 6 itineraries (POT, 2022).

It is important to stress that there are already some POT projects with grant funding to Tarrafal who contemplate the creation of 2/3 tourist viewpoints, interventions at Tarrafal beach, studies of rehabilitation of the pier and adjacent areas to support value chains of coastal fisheries and tourism, including for leisure yachts, the ongoing seafront of Tarrafal, requalification of the city and support to Ribeira das Pratas with a total of 319,447,150\$00 ECV (POT, 2022).

## 4.2. Patrimony

Despite Tarrafal has innumerable cultural and some patrimonial attractions (Resistance museum, Tchada Baxu cemetery, Municipal Square, Town Hall, Church of Santo Amaro Abade, Central School, Municipal Market of Culture, Slaughterhouse next to Praia do Presidente, Fountain next to the Narina house, Ponta Preta and Ponta Moreira lighthouses, Chapel of Ribeira das Pratas, Trás-os-Montes Craft Center, Chapel of Trás os Montes, Nha Bibinha Cabral House, “Nhu Santo Amaro” Party and Municipality Day, other Municipal Festivals, Tarrafal Rebelados, Batuque Festival, Tabanca), most of these attractions must be seen as critical success factors that must be optimized.

Complementary to these attractions, according to several national entities, it is also extremely important to build an interpretive center, a museum of the Rabelados along with other natural and cultural possibilities in order to fix tourists and serve local population.

The film industry could also be a differentiating option due to the potential of existing landscapes and the localization of the country and the region along with its accessibilities. This industry has generally important impacts on the populations and local commerce.

Tarrafal already has a sports pavilion, but it should be optimized in order to hold several more tournaments all over the year.

Regarding the celebrations and festivities, although there are some important ones, others must be promoted. There is already the “Festa de Santo Amaro” that has great social, religious, and economic significance and impact, but other types of festivals should be promoted according to the history of the island, namely the drumming festival, the fish festival, literary events, among others. All of them have a huge potential to attract both national and international tourists with capacity to generate great amounts of incomes and impact

on local population and regions and municipalities around Tarrafal.

According to Mateus Costa, it is necessary to articulate the various actors and institutions in order to better protect and value the tourist potential-heritage/natural resources. The transformation of heritage/natural resources into a quality tourist product should be seen as a process that requires an integrated territorial planning, both flexible and realistic.

Since Santiago Island's ecosystems are extremely vulnerable to environmental issues (scarcity of water, soil erosion, lack of mineral resources among others) as well as to the potential negative impacts of over or mass tourism, it is imperative to follow a path that ensures the sustainability of all resources. This means that it is necessary to review and define the carrying capacity of Tarrafal natural parks and other natural, or touristic areas more environmentally vulnerable.

It is important to value and preserve the natural, cultural, and scenic identity as a factor in promoting sustainable tourism. This requires the adoption of systematic actions like the preparation and review of the national architectural features that should be mandatory in all planning tools.

Another challenge is to increase the permanence rate of tourists in areas endowed with natural, cultural, and environmental patrimony like Serra Malagueta, Lagoa/Achada Lagoa, Fazenda, Trás os Montes among others, so that this activity may create more income for the population and companies and in the end improve the living conditions of the rural populations.

### 4.3. Sustainability

#### *Sociocultural*

Major sociocultural impacts may arise from the following aspects:

- Implementation of social practices to avoid ha-

- ving children on the street and street children begging.

- Work on social values, namely pottery, basketry, music with the creation of distribution spaces.

- Enhancement of cultural heritage and dissemination to tourists.

- Empowering artists to sell local art and to be inclusive of young people, guaranteeing them a job and income, preventing them from falling into crime.

- Creation of social projects that support the inclusion of people with special needs.

- In this specific case, the hotel industry must have this social concern.

- Create new musical cape verdean styles based on drumming.

#### *Economic*

- Boost entrepreneurship and employability as a way to respond to a rising tourist demand.

- Enhance the tourism potential value chain in various complementary activities like agriculture, fisheries, handicrafts, among others.

- Use of digital platforms to promote tourism and to become an active part of the tourism world.

- An important challenge is to have success in the democratization of credit for young investors.

- Thus, the major goal is not only to increase demand tourism in the country but also reduce the dependence of the main emission markets as well as tour operators.

- It is important to improve the sustainability indices of tourism. In order to achieve this, the number of tourists must be not less than 1.26 million by 2026 and achieve 40% of tourist arrivals in other islands from Sal and BV.

#### *Environmental*

- Raise awareness among natives and tourists of the importance of the ecological footprint.

- Implementation of a certification process namely through the International Sustainability Seal.



Promote green transport, in particular with the use of bicycles or electric cars.

Streamline crafts with the use of recycled material and reuse of other solid waste.

Foster the project “One house, one tourist” that tries to receive tourists at home and thus create a more immersive experience for them and a source of income for families.

Construction of more stations for treatment of wastewater and future reuse in order to increase green spaces or use in other sectors.

Increase in the number of spaces for the treatment and recycling of solid waste.

Define protection areas both for tourists and population areas and the norms and rules to better use these spaces.

#### *Private investment, business promotion and entrepreneurship*

The public sector is generally slow to respond to requests from the private sector, and it is urgent to reduce waiting times as a way to boost investment acceleration.

It is necessary to reorganize the training offer in order to respond to the needs of the private sector with greater efficiency and professionalism. This can be achieved through the School of Hospitality and Tourism or through the promotion of regional tourist training centers.

Although Tarrafal is already a place rich in heritage, it is important to diversify the region’s tourist products, which can be done by valuing what already exists, with the introduction of appropriate signage in addition to the use of other historic buildings.

Attention should be paid to the national investment of Cape Verdeans who are in the diaspora, as in 2021, of the 4 hotel units that opened their doors, 3 were from the emigrant community. However, there are operational bottlenecks, as to open a bank account, they have to travel to the capital, which should be streamlined through the

issuance of digital certificates.

## 5. Conclusion

As stated earlier, this research has focused its aim on the major goals that Tarrafal has to implement in order to become a long-term sustainable tourism destiny taking advantage of this activity and also benefiting its nearby populations and municipalities. To achieve such a goal, tourism must have a holistic vision and thus must reinforce the integration of several municipalities in the region (José dos Reis, Eduardo Moraes Sarmento).

Tarrafal aims to become a huge touristic community within Cape Verde islands as well as at Santiago island. The COVID-19 pandemic, has emphasized the tremendous importance and positive contribution of Travel & Tourism worldwide since it directly enables socio-economic development, job creation, poverty reduction, driving prosperity and significant positive social impact, including providing unique opportunities to women, minorities, and youth. But it also provides indirect gains spreading through the entire ecosystem and the supply chain linkages to other sectors (WTTC, 2021) making this activity of huge importance to various destinations.

According to WTTC (2021), the swift recovery of the sector will only be possible if leaders and public officials have a coordinated response to the resumption of international travel, including clear roadmaps, norms and rules, and mobility protocols, providing certainty and restoring consumer confidence both to national and international tourists.

From the previous discussion, it was consensual that Tarrafal had some strong endogenous factors that are important for a tourist region:

1. High quality beaches, with both white and black sand;

2. Diversity of natural swimming pools;
3. Rurality and fishing villages;
4. Resistance Museum: a national heritage with capacity to become a World Human Patrimony;
5. Good accessibilities;
6. Urban space planned with a vision of the future;
7. Modern infrastructures;
8. Growing and tending to qualified superstructures;
9. Renowned cultural values;
10. Endogenous tourist culture.

However, there are still some weaknesses. The most pointed out were:

1. Weak level of signage for the orientation of visitors and locals;
2. Lack of themed trails or in trails in poor condition;
3. Deficient quantity and quality of accommodation and catering supply;
4. Deficit of tourist information offices;
5. Lack of structures to support the beaches;
6. Insufficient historical information;
7. Absence of a quality culture;
8. Lack of complementary and strategic investments to create synergy with existing natural resources: ports, marinas, breakwaters, etc.;
9. Lack of definition of an anchor product, its distribution and local accessibility;

10. Lack of carrying capacity.

All the previous aspects emerge as potential opportunities for Tarragal. The most important exogenous factors pointed out, were:

1. Diversity of tourist products, with a vast untapped potential demand, mainly Sand, Sea and Sun Tourism; Cultural Tourism; Sports Tourism; Ecotourism; Event Tourism; Tourism in Rural areas;
2. There are still strategic resources underexploited;
3. Dynamics for the search for local investment;
4. Intersectoral synergies public-private.

These are some preliminary inputs, which can be taken into account for a more analytical strategic study, on the different dimensions that make up a tourist development hub, especially in Tarragal de Santiago.

Tourism is an intensive consumer of resources. Therefore, according to Mascarenhas Monteiro, its development must be planned with vision and a lot of sensitivity. Cape Verde is already implementing a tourism vision since the 2000s until 2016, where the Development Strategy passed through the tourism cluster having as main elements the cluster of renewable energy, sea, agribusiness, creative industries, ICT and financial industry. From 2016 to 2030 these sectors have been reinforced through the creation of a tourism platform, maritime platform, airline platform, commercial and industrial platform, financial platform, investment platform and knowledge and innovation platform.

The findings have shown that Tarragal must reinforce four major strategic pillars in order to consolidate a position of tourism destination competitive hub: (i) it has to become a tourist destination of high quality; (ii) it must link economic activities to sustainable growth; (iii) it must effec-

tively involve rural and poorer population in this process; (iv) it must not only preserve but also value its historical heritage.

Tarrafal Program of investment projected in POT, foresees to the horizon of 2030 to achieve a cohesive municipality, environmentally sustainable, with more tourist attraction but aligned with other sectors such as agriculture, fishing, and livestock, with modernized and centralized infrastructure, with a vocation for the tourism of sun and beach, religious tourism, rural and mountain tourism and fishing as well as water sports.

Although while time distance is generally a key factor in attraction visitors, we can also list many other factors such as the attractiveness and uniqueness of places, the agglomeration of attractions, market access, and the overall spatial characteristics of the destination to become a successful tourist hub (Paulino et al., 2019). Another important consideration refers to the concern for sustainable tourism that highlights the importance to implement joint actions of all the spheres so that it minimizes possible negative impacts on host communities, but especially that the tourism industry is effectively implemented under the principles of social, economic, cultural and environmental sustainability.

According to Eugénio Inocêncio, to have success in the development of inclusive tourism it is important to implement in Tarrafal, the experience in course in the city of São Salvador do Mundo, with the pilot project of Babosa. This project tries to create the conditions for the organization of a tourist offer, direct and indirect, in the village of Babosa, with about of 850 inhabitants and 150 families, with a profile similar to the villages of Tarrafal.

Concerning the most important tourist products to be developed, it was considered the following: walking tours, diving, cycling and BTT, health and wellbeing, canyoning, surf and bodyboard, sport fishing, sailing, canoeing and kayaking, paragliding and horse riding.

Regarding managerial implications, this research identifies the major demand conditions that must be attended both by public and private actors in order to offer a quality product and service appropriate for the new tourist tendencies. Simultaneously, it highlights some measures to be taken in order to stimulate more innovation, encourage the flow of new services and improving flexibility of local suppliers from neighboring regions so that they can all be part of the tourism chain value and therefore rise the capacity to meet the needs of the tourism industry provided by other market segments like agriculture, silviculture and local fishing.

Finally, any kind of communication should be carried out to enhance the interactivity of tourism ecommerce live streaming. During the process of watching tourism e-commerce live streaming, it is crucial to learn about the products or services customers like more. This means that the streamer must interact with consumers, understand the atmosphere of the live streaming room, and make detailed answers to the questions consumers may arise. So, it is important that the streamer is capable of understand the needs of the consumers to adjust the live streaming content to them and thus improve not only the sense of participation of consumers but also a platform for consumer-to-consumer communication.

Despite all the above conclusions, future research can be conducted in various ways. First, it must examine in more detail both the relationship between single attractions and surrounding accommodation. Another consideration for future research is related to how to benefit and spread tourism impacts to other regions around the tourist hub and in Santiago island as a whole. Third, how to create a hub consumption system to be monitored over time.

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Appendix 1 | Sample

	Institution	Function
Ulisses Correia e Silva	Cape Verde Government	Prime-Minister
Carlos Santos	Ministério do Turismo e Transportes - MTT	Minister of Tourism and Transports
Eduardo Moraes Sarmento	Lisbon School of Economics and Management - ISEG (Lisbon University)	International Consultant and Professor
<b>Group 1 – Tourism Infrastructure</b>		
Ministério do Turismo e Transportes - MTT		Consultant + Technician
Ministério do Turismo e Transportes - MTT		Technician
Fundo de Sustentabilidade do Turismo - FSST		President
TELECOM		President
Direção Nacional de Pesca e Aquacultura - DNPA		Assessor
DNA		Assessor
Infraestruturas de Cabo Verde - ICV		Assessor
Câmara Municipal do Tarrafal - CMT		City Councillor + Technician
Águas de Santiago - ADS		Administrator
Fundação Smart City Cabo Verde		Consultant
Câmara Municipal da Ribeira Grande de Santiago - CMRGS		Assessor
Instituto Marítimo Portuário - IMP		Technician
Imobiliária, Fundiária e Habitat SA – IFH		President
Associação dos Municípios de Santiago - AMS		2 Directors
Universidade de Cabo Verde – UNI-CV		Professor
Câmara Municipal de São Domingos - CMSSDM		President
Câmara Municipal de Sta. Catarina do Fogo - CMSC		City Councillor
Electra, SA		President
Sociedade de Construções SA - SGL		2 Assessors
Privado		Architect
Direção Geral dos Transportes Rodoviários - DGTR		Director
King Fisher Village		Director
Instituto Nacional de Gestão do Território - INGT		Assessor
<b>Group 2 - Importance of patrimony and valorization of natural resources</b>		
Instituto de Turismo de Cabo Verde - ITCV		President + Administrator + 2 Technicians
Ministério do Turismo e Transportes - MTT		Coordinator of the Tourism Office
Instituto do Património Cultural - IPC		President + Director
Apartamentos Turísticos - CEUT		Consultant and Administrator
Instituto do Desporto e Juventude - IDJ		Administrator + Director + Technician
Parque Serra da Malagueta		Manager
Instituto do Desporto		President
Inspeção Geral de Jogos - IGJ		Director
Organização Nacional Antidopagem – ONAD-CV		Director
Tarrafal T. Tour		Director
TURIS Magazine		Director
Mergulho Desportivo		Director
Nova Tour		Administrator
Girassol Tours		Administrator
Parque Tecnológico		President
Universidade de Cabo Verde		Professor
Câmara Municipal de São Miguel		City Councillor
Produtor de Filmes		Producer – Cultural Agent
Praia Tur		Director
Investigador		Researcher

Appendix 1 | Sample (cont.)

Innovation	Consultant
Ativista Cultural	Independent
Câmara Municipal de São Salvador do Mundo - CMSSM	City Councillor
Agência de Aviação Civil - ATS	President + Member
Rádiatelevisão Caboversiana - RTC	President
Câmara Municipal do Tarrafal - CMT	City Councillor
Associação Nacional dos Municípios Cabo-Verdianos - ANMCV	Director
Associação dos Municípios de Santiago - AMS	Technician
Universidade de Cabo Verde	Professor
Intergovernmental Panel on Climate Change - IPCC	Assessor
Ecovisão	4 Assessors
Santiago Dive Center	Director
<b>Group 3 – Sustainable Challenge</b>	
Universidade de Santiago	Consultant and Professor
Ministério do Turismo e Transportes - GMTT	2 Assessors
Biotur	Director
Universidade de Cabo Verde – EMPREATUR	2 Professors
Universidade de Cabo Verde – UNI-CV	Consultant and 2 Professors
Região Sanitária de Santiago Norte - RSSN	Director
Forças Vivas Tarrafal	Assessor
Águas de Santiago - ADS	Manager + Assessor
Ministério da Agricultura e Ambiente - MAA	Delegate
Polícia Santiago Norte	Commandant
Polícia Marítima	Commandant
Militar	Coronel
Escola de Hotelaria e Turismo - CV	President and Professor
Ativista e docente	Professor
Fundo de Ambiente	President + Assessor
INI PIAGET	Professor
CELETOUR	Director
...	1 Musician
Batucadeira	Musician
...	Dressmaker
Ordem dos Engenheiros de Cabo Verde - OECV	Bastonary
<b>Group 4 – Private investment, business development and entrepreneurship</b>	
Associação Turismo Santiago	President
Instituto do Turismo de Cabo Verde - ITCV	2 Technicians
Câmara Municipal do Tarrafal - CMT	City Councillor
Organização das Mulheres de Cabo Verde - OMCV	President + Director + 2 Assessors
Associação de Mulheres Empresárias - AME	President
Associação de Jovens Empresários - AJE	President
Grupo CIMAC	President
Inspeção Geral das Atividades Económicas	General Inspector
Rural Tours	President
Rent-a-Car	President
Escola de Hotelaria e Turismo de Cabo Verde	Administrator
Restaurante Bar	Owner
Praiatur	President + Director
ASDIS - Microfinanças	Assessor
Instituto de Gestão da Qualidade e da Propriedade Intelectual - IGQPI	Assessor
ATS	Vice-president

Appendix 1 | Sample (cont.)

Instituto Superior de Ciências Jurídicas e Sociais - ISCJS	Consultant
Kultura Kriola	Manager
King Fisher Village	Director
Raiz de Tarrafal	Director
Girassol Tour/AAVT	Director
Cabo Verde Interilhas	Director
GQV 3D - Cabo Verde 3D Designs	Director
IEFP	Technician
ISATour	Director
PROEMPRESA Tarrafal	Consultant
Morabi – Cooperativa de Poupança e Crédito	Technician
Sol e Lua	Director
Agência de Viagem - Tour Operator	PCA
Caixa Económica de Cabo Verde - CECV	Manager - Tarrafal
...	Consultant
MORABI	Administrator
Africa Sport	Delegate
REN	Delegate
Rabo Côco Resort	Investor
Câmara Municipal de Santa Catarina - ST	City Councillor
Associação Nacional de Municípios de Cabo Verde - ANMCV	President
Instituto Nacional de Gestão do Território - INGT	Technician
Construção Civil - SGL	Director + Technician
Direção Geral dos Transportes Rodoviários - DGTR	Director
Câmara Municipal de Santa Cruz	President
Câmara Municipal do Tarrafal - CMT	President + 4 Technicians
Câmara Municipal de São Miguel	City Councillor

Source: Authors