

COMMERCIAL STRATEGIES AND MANAGEMENT OF THE PARANÁ COAST IN THE LOW SUMMER SEASON

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ABSTRACT

Tourism on the coast of Parana has a strong influence of seasonality and the summer season, and tourist accommodation in the region has a significant contribution from inns. However, up to date, no studies have been found that reveal the forms of management of these types of enterprises. Thus, the objective of this study was to promote an assessment of which commercial strategies were adopted by the management of tourist inns on the coast of Parana, subsequently identifying which resulted in a competitive advantage in occupancy rates in the low summer season in the perception of the interviewees. An exploratory descriptive and quantitative research was carried out, with a transversal temporal cut, whose data were collected through a semi-structured questionnaire in a sample for accessibility with 60 managers of inns. The study revealed that the managers of inns on the coast of Parana mostly lacked formal education in management, they manage their enterprises in an empirical way, without long-term planning and with limited use of management tools. The lack of professional qualification may be interfering in the quality of the competitive strategies used by the inn managers in the low season on the coast of Parana, due to the fact that most of them are simple strategies, and adopted in an identical way in practically all inns visited.

Keywords: Tourism, Seasonal tourism, Hospitality, Coast of Paraná.

ESTRATÉGIAS COMERCIAIS E GESTÃO DE Pousadas DO LITORAL PARANAENSE NO PERÍODO DE BAIXA TEMPORADA DE VERANEIO

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RESUMO

O turismo no litoral do Paraná possui forte influência da sazonalidade e da temporada de veraneio, e a hospedagem do turista na região tem significativa contribuição das pousadas. Porém até o momento não foram encontrados estudos que revelem as formas de gestão destes tipos de empreendimentos. Assim, o objetivo deste estudo foi promover uma avaliação sobre quais estratégias comerciais eram adotados pelos gestores de pousadas turísticas no litoral do Paraná, posteriormente identificar quais resultavam em vantagem competitiva nas taxas de ocupação na baixa temporada de veraneio na percepção dos entrevistados. Realizou-se pesquisa exploratória descritiva e quantitativa, com recorte temporal transversal, cujos dados foram levantados por meio de questionário semiestruturado em uma amostra por acessibilidade junto a 60 gestores de pousadas. O estudo revelou que os gestores de pousadas no litoral do Paraná em sua maioria não possuíam formação na área de gestão, promovem a gestão de seus empreendimentos de forma empírica, sem planejamento a longo prazo e com uso limitado das ferramentas de gestão. A falta de qualificação profissional pode estar interferindo na qualidade das estratégias competitivas utilizadas pelos gestores das pousadas no período de baixa temporada no litoral do Paraná, devido ao fato de que em sua maioria são estratégias simples, e adotadas de forma idênticas em praticamente todas as pousadas visitadas.

Palavras-chave: Turismo, Turismo sazonal, Hospitalidade, Litoral do Paraná.

1 INTRODUCTION

Although currently the Brazilian economy shows a weakened situation, and in a crisis situation, it is verified that, in what is referred to tourism, compared to other Latin American countries, Brazil has advanced many positions reaching the post of the country with a higher volume of Tourists, being that tourism currently generates about 3.6% of gross domestic product-GDP, and is directly responsible for more than 10 million people employed (EMBRATUR, 2015).

The lodging services represent the temporary permanence of the tourist, who in general seeks to find in his hospitality, the same standard of comfort found in his residence (IBGE, 2012).

By this scenario, it should be emphasized the importance of hotels and inns that are fundamental segments for the development of tourism in the country. They are responsible for working towards attracting tourists, welcoming them in an attractive and differentiated way. Although most investments and businesses are in the hotel business, Inns and Hostels are responsible for a significant portion of the worldwide accommodation offer (MELLO, 2011).

Every year the coast of Paraná, highlighting Ilha do Mel, Pontal do Paraná, Morretes, Matinhos, Guaratuba and Guaraqueçaba receive a large number of people who stay in privately owned homes, rentals, hotels or inns in high season considered summer period and school holidays. This factor according to Souza (2000) characterizes the region for having a seasonal economy. According to Scheuer and Bahl (2011), seasonality is the concentration of tourist flows in short periods of the year, promoting, on the one hand, peaks in the activities of

providing general services to tourists, and at other times outside the summer season, there is little demand, that generate inefficiency in the tourist activity in the region.

This oscillation due to seasonality causes great difficulties for entrepreneurs in the field of inns in this region who need to keep their establishments in operation during all seasons of the year.

In order to identify the strategies used by these managers, with regard to staying in the market during low season, it is necessary to carry out a detailed study detecting the profile of these entrepreneurs and the means used by them to attract tourist during the other seasons besides summer. Thus, identify and characterize the profile of commercial strategies in regional inns envisioning which strategies can result in a competitive advantage for the sector in a more facilitated way and relevant to boost the expansion of occupancy rates by tourists and consequently contribute to the consolidation of the regional sector. However, diagnose and study all strategies in general context which are used in the regional tourism sector, would demand a long time of research.

Given this scenario, this study is similar to the one proposed by Silva et al. (2020), promoted a cut involving only the inns, one of the main agents of the tourism chain, seeking to answer the following questions: whether the professional qualification of the managers influences the quality of the adopted strategies, the types of strategies most used by the managers and which of these strategies resulted in a competitive advantage in occupancy rates in the low summer season, in the perception of managers.

2 THEORETICAL FRAMEWORK

The world tourism is among the top five foreign exchange generator in the world economy and is constantly evolving and contributing for the economic development of the developed countries or developing being able to provide a rapid economic growth generating the supply of jobs, income, improved standard of living and activation of other productive sectors and attachments to tourism that correlates to a total of an average 7% of the employment in the world, yet according to the World Tourism Organization (2013), as well as contributing on average 40% the Gross Domestic Product of certain countries (RABAHY, 2006).

In total, the world tourism sector has moved more than US \$ 1 trillion a year (EMBRATUR, 2015), and according to World Tourism Organization (2013) the forecast of an annual worldwide tourist increase of 3.3% is expected to repeat itself until the year of 2030. The main receiving tourism region in recent decades was Europe which received approximately 52% of international tourism, followed by Asia with 23%; Americas with 15%; Middle East and Africa with 5% each as described by World Tourism Organization (2013).

The spite of the oscillations in the global economic scenario, in Brazil the number of tourists who traveled the world grew by 4.7%, and in various types of Brazilian tourists add 51 million people seeking to visiting new spots, places and cultures moving around US\$ 6,842.63 million per year in Brazil (EMBRATUR, 2015; MINISTÉRIO DO TURISMO, 2015).

Tourism in Brazil could have an even better efficiency rates, but for such, it is urgent to establish more specific studies in terms of strategic planning of the sector, offering conditions to attend the demand of tourists regarding the offer of attractions, conditions for the tourist to stay for the chosen time and enjoy the infrastructure with quality services (MINISTÉRIO DO TURISMO, 2015).

Despite tourism in Brazil having significant business value in 2020 with the New corona virus pandemic, the movement of international tourists and in the national market dropped dramatically, when a 74% reduction in financial transactions was recorded, however according to the Ministry of Tourism (2022), Brazil ended 2021 with a rise of 21.1% in the Tourism

Activities Index, confirming the sector's recovery trend. It is expected that by 2022 tourism in Brazil will reach the same percentages as those obtained in 2020, a pre-pandemic period when the market was on the rise.

According to Lohmann et al. (2022) Brazilian tourism has a multidisciplinary character that ranges from business tourism, leisure, sun and beach market segment, as well as ecotourism, cultural and historical activities in addition to popular festivals, this set of segments makes tourism Brazilian company holds significant shares in some international markets, and promotes the domestic market. However, despite showing growth and having improved its position in the world ranking with the rise of 32 positions in the ranking and growth of 31% in the number of landings, according to Lohmann et al. (2022) tourism in Brazil still needs efforts in order to increase its participation in the domestic and foreign market, and it is possible to highlight that the lack of a coordinated approach between the various levels of government linked to political instability, violence and corruption allows for a success just moderate. In this sense, Scheuer (2021) argues that tourism cannot be approached as an isolated activity and disconnected from the reality of a place, on the contrary, it is the duty of those who develop it to insert it in the context of discussions about needs and desires within the community and entrepreneurs that lives from the tourism activity.

The State of Paraná presented in the tourism sector a behavior similar to the flow observed in other regions of Brazil, and is currently also in the process of recovering the flow of tourists, especially in the coastal region (Scheuer; Anacleto, 2021).

The state of Paraná is made up of 399 municipalities and about 10.4 million residents (IBGE, 2012), has several natural tourism resources and is attractive because of the climate, landscape, natural parks and all natural and cultural property, it is these resources that determine the tourist demand of the state (DIAS, 2005), and 51% of registered tourists usually come from other regions of Brazil, 39% are from the state of Paraná and 10% are from foreign visitors, and this segment moved amount higher than R \$ 3.8 billion per year in the State (SECRETARIA DE ESTADO E DO TURISMO, 2022).

Tourism on the coast of Parana, according to Anacleto et al. (2020), occurs more strongly in Ilha do Mel, Pontal do Parana, Morretes, Matinhos, Guaratuba and Guaraqueçaba, as they receive a large number of people who stay in their own houses, rented hotels or inns in high season. Summer and school holidays are the main tourist periods in the region. However, this fluctuation, due to seasonality, causes great difficulties for entrepreneurs who, regardless of this period, need to keep their establishments functioning all seasons of the year.

The hotel sector in the region has always shown a strong dependence on seasonality and, according to Cooper (2001) and Souza and Lazarini (2015) one of the main characteristics of tourism on the coast of Parana is the offer of accommodation in the inns, which is the largest segment of tourist accommodation and offers an important structure at a lower cost. Still, according to Souza and Lazarini (2015), inns have Always been one of the most sought-after accommodation alternatives, which has resulted over time in a stable business model. The financial results, in addition to being satisfactory for the managers of the inns, did not require great efforts and investments in marketing and advertising, especially during the summer period, when demand was always high. Thus, in this scenario for decades, the managers of inns were not more concerned with maintain the accommodation structure, as well as creating mechanisms to increase the time spent by tourists in the city.

The coast of Parana is close to the coast of Santa Catarina, where, according to Anacleto et al. (2020), public policies, for many decades, have been carried out in order to make tourism in that region more competitive based on actions of entrepreneurship and innovation. These conditions were not always evident in the tourism development propositions of the coast of Parana. This factor, among others, has promoted in the last decade, a significantly loss of

tourists from the coast of Parana to the neighboring state. Still, according to the authors, it is urgent that the coastal region of Parana be rethought based on the elaboration of strategies that develop its operating portfolio and offer innovative and different products from the traditional ones, and point out as a limitation the little existence of studies that identify and understand the needs of the market in order to achieve the levels of efficiency desired by tourists with regard to accommodation and hospitality.

Hospitality can be defined as the act of welcoming, hosting, feeding and temporarily entertaining people temporarily who are displaced from their place of origin and can be performed in a domestic, public or professional manner (MINISTÉRIO DO TURISMO, 2015). Related to hospitality, the lodges are characterized by owning a warm environment to a maximum of 30 apartments, and having as a distinction, a more direct relationship between the client and the service provider that can be the very own proprietor (CAMPOS, 2005).

The growth of this sector requires service providers to specialize and seek to broaden their knowledge, as well as gain broader insight into strategies to reach their target group by starting to develop an effective marketing plan for the segment in which it is inserted (KOTLER, 2011).

The basis for the development of a competitive strategy is in the company's connection with the environment where it is inserted and its relations as social and economic factors, as well as the needs of customers (PORTER, 2004).

The attempt to have efficient market promotes the managers of organizations dedicate in developing in elaborating strategies that develop its portfolio of activities, this way it is necessary to identify and understand the needs of the market and your competitors so that it can achieve the desired and necessary levels of efficiency for survival (KOTLER, 2011). For Porter. (2004) this development consists of performing the activities as well as beyond the quality of the product or service offer, also the control and verification of the processes, and the evaluation gathers all the factors for the final result.

A competitive strategy is treated as a risk factor because of the required dedication in what is referred to the factors that make up a market, even before their consequences are noticed. It is also necessary to foresee actions that do not stimulate competitors to clash, factors that are difficult to reverse (PORTER, 2004). According to Carvalho (2015) when it comes to the Inns, this issue deserves even greater attention given that the hotel sector is very competitive and the reaction forces are very evident and may void the desired effect with the strategies adopted. From the analysis of the environment and the information collected, the process of strategy formulation begins, and it has as a base the on internal (strengths and weaknesses) and external (opportunities and threats) factors, which help in the decision making, having as base the position and capacity of competition (PORTER, 2004).

Prahalad and Hamel (2005) state that organizations, regardless of size and scope, should not be seen only as a portfolio of products or services, but also as a portfolio of essential competences, which must come from collective learning, especially in relation to coordination of service delivery skills and multiple technologies available. However, in the provision of services, managers are not always able to perceive which factors may be related to essential competencies, nor which ones can generate competitive advantage. Essential skills, according to Senge (2019), will only be inserted into the culture of an organization as they develops between managers and their team a systemic thinking model, which can synthesize information and resources so that management actions can be efficient and sustainable and thus generate competitive advantage.

The Strengthening of tourism on the coast of Parana, according to Anacleto et. Al. (2020), can be understood as one of the alternatives of regional development capable of bringing forms of income to families of the various social classes inserted in the region.

Especially, due to the fact that tourists demand food, lodging shopping and tours. In this context, according to Beni (2019), tourism should be considered more comprehensively by the government and the business class as an alternative for social transformation, and this issue is even more evident on the coast of Parana and traditionally and lacking sustainable development.

3 METHOD

The choice of systematic procedures for the description and explanation of the phenomenon according to Richardson (1989) is defined as a research method, and the research object of this study was classified as exploratory -descriptive.

Initially a visit to the Secretary of Tourism and Commercial Associations of the cities of Guaratuba, Matinhos, Pontal do Parana, Morretes , Antonina, Guaraqueçaba and Paranaguá was carried out aiming to identify formally registered hotels.

The fieldwork was carried out between the months of the August to November 2019, having been a last measurement and data collection between May and June 2020. The study was directed to 60 managers of inns by receptivity, similarly to what's proposed by Rossetto *et al.* (2006), and the script of the interviews was based on a semi structured questionnaire according to what's proposed by Vergara (2000), initially was explained to the interviewed the purpose of the research and after the consent the process of data collection as initiated.

To investigate which were the main commercial strategies used by the inn's managers in the period of low season on the coast of Paraná, was organized as well as which were the strategies that resulted in competitive advantage in the occupancy rates in the low season in perception the managers, and it was applied the description of the 5 most important strategies, categorizing them hierarchically (1-5), and assigned scores to the individual effectiveness of each strategy used (1-10).

The discussion about the implications of the reality observed in the low season context was performed based on the organization of a cross-impact matrix on five potential positive factors and five potential negative factors related to the inn's management in the low season.

The impact matrix was organized according to Anacleto and Negrelle (2013), this matrix assigns percentage values from 0 to 100 to each opinion expressed by the managers initially individually, and later the information was crossed including all the answers of all the managers , compared as to their influence and the influence suffered in the strategic management model of the inns , the higher the index rate the higher relevance and attention to be focused on improving the management processes .

The impact matrix generated an index of relevance to the management process in low season, which was obtained by the equation:

$$IR = \frac{FA \times FB \times 100}{\sum SF}$$

IR = Relevance Index of the assessed situation;

InR n = Influence index received;

Inp n = Index of influence provoked;

Sfsp = Sum of index (InR n * InP n) of all questions analyzed by participants.

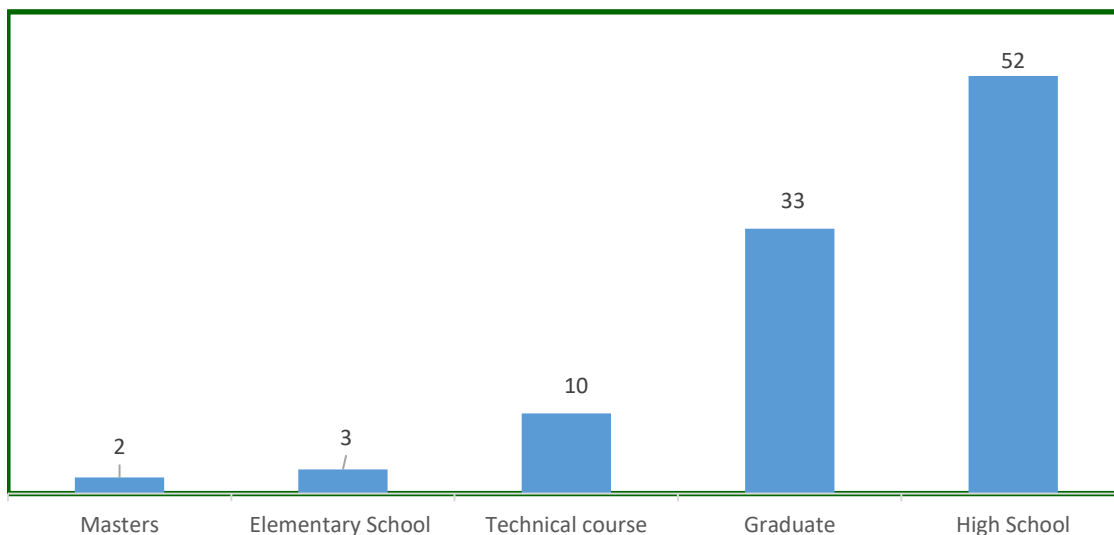
Finalizing the study according to what was proposed by Vergara (2000) after the collection of primary data, the data triangulation technique was adopted for the interpretative and descriptive analysis of the contents obtained during the interviews.

4 RESULTS

The Inns are present in all the municipalities of the coast of Paraná, with more visibility of the Ilha do Mel considered one of the most popular touristic points of the state (CASTRO, 2015). The study revealed that the average age of managers was 39.5 years, with an average time of 8 years dedicated to management activity in the Inns on the coast of Paraná.

The gender did not prove a relevant factor in the segment of the Inns, being the difference between the two, minimum among managers, with a slight predominance of male (n=51%). The level of education of most respondents was high school (Figure 1), characterizing that education was not linked to management issues such as business administration courses or similar that could facilitate the performance of activities in the Inns.

Figure 1 - level of education (%) of respondents from the coast of Paraná



Font: reseach data (2021).

Significant portion of the Inns visited (n = 65%) could be classified in the community tourism base segment, that is, according to Bartholo *et al.* (2009) community based tourism is characterized by products and services offered by local communities in a determined region, which provides the tourist a contact with the culture and habits of the region, forming a regional identity and developed from the need that residents of the region need to have to ensure local development.

The forms of propagation of the Inns with the target group were in majority similar to the traditional ways found in the sector, and in the perception of the interviewed, the advertisements on social media and the most varied forms of promotion were the most effective (Table 1).

Table 1 - Self-perception of the inn's managers regarding the most used and effective competitive strategies (average)

Classification	Strategies Most Used and Considered Most Effective by Managers	Perception of effectiveness attributed
1	Advertisement of the establishment on Social Media	8.45
2	Price Promotion	7.75
3	Special events	7.66

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4	Inn's own website	7.45
5	Ads on collective sales site	7.28
6	Partnerships with tourism companies	5.93
7	Client Loyalty Programs	5.50
8	Ads on News Casts and radio	5.00
9	Confection of banners and signs	4.80
10	Pamphlet distribution at tourist sites	4.80

Font: research data (2021).

Concerning the managing difficulties faced by the managers at the Inns on the Parana's coast in the external scenario (Table 2), the biggest problems were associated with not having the ability to influence the low flow of tourists especially outside the low summer season period, accompanied with low investment in events to attract tourists from the public authorities.

Table 2 - Main threats in the external scenario of the inns in the perception of the managers of the inns on the coast of Paraná

Classification	Threats	IR
1	Low tourist flow out of season period	22.73
1	Low investment in conducting events by the public authority	22.73
2	Lack of propagation of the region in the low season	20.45
3	Poor Infrastructure	13.64
4	Public Security déficit	9.09
4	Restriction on the number of suppliers	9.09
5	Poor medical Assistance to meet tourists demands	2.72

Font: research data (2021)

Concerning the difficulties in managing faced by the Inn's managers in the Parana's coast in the internal scenario (Table 3) the main issues reported in the perception of the interviewed was the reduced price of the service offered in the low season of summer, followed by a lack of competitive differential and lack of union of the Inns in favor of tourism.

Table 3 - Main weaknesses in the internal scenario of the inns in the perception of the managers of the inns on the coast of Paraná

Classification	Weaknesses	IR
1	Reduced Price in Low Season	27.7
2	Lack of competitive differential	21.8
3	Lack of union of inns in favor of tourism	16.3
4	Lack of Qualification of Managers	10.9
5	Little Investment in Company Marketing	9.09
5	Lack of Strategic Planning	9.09
6	Lack of Qualified Labor	5.45

Font: research data (2021).

All respondents revealed the need and interest in increasing the establishment's revenues, with measures that help them improve their performance and thus be able to maintain the operation of the inn during all seasons of the year, but in no case was the use of auxiliary management tools.

5 DISCUSSION

The strengthening of tourism can be understood as one of the regional development alternative capable of bringing forms of income to the families of various social classes placed in a same region. Especially due to the fact that tourists demand food, lodging, shopping and

sightseeing. The various aspects of the tourist demands are possible the insertion of the resident families in these geographic areas of tourist relevance, therefore the tourism must be considered more broadly by the public power as an alternative of social transformation, this issue is even more evident in the coast of Paraná, which is recognized as a region of socially vulnerable communities.

The coast of Paraná is a region that can be analyzed under the context of tourism as a factor of development, because it has natural resources and scenarios much sought by visitors from many parts of the world, but the infrastructure offered can be classified as poor, or even insufficient to meet the demands already installed by tourists. Another factor to be considered is that the few resources applied are directed to seasonal tourism, that is, of high summer season.

It is noteworthy that the coast of Parana could still have greater demand for tourists if the public administration had more efficient management system, solidifying tourist points that could currently be attracting high visitation, but are abandoned as restricted and precarious access as in the case of Guaraqueçaba region (MAZZIOTTI, 2016), the railway station and the Paranagua's historic fountain that is in a state of neglect (DIONÍSIO, 2015), lack of recovery of sidewalks and access roads to the beaches destroyed by the surf in Matinhos (NUCADA, 2015) and traffic limitation to historical cities like Morretes and Antonina (SALEH, 2010).

Public services are also deficient in these sites, specially public safety and health (SALEH, 2010), factors that inhibit a higher flow of tourists both in high season as in other times when demand is reduced, and these low demand levels may be associated with the absence of these services classified as essential.

It must be considered that the responsibilities for the increment of tourism are also attribution of the managers of the inns that must present novelty to their customers and acquire competitive advantage in the market in which they operate. However the state must present the minimum conditions for entrepreneurship to find fertile ground and thus grow, this State intervention in encouraging entrepreneurship in tourism has been perceived in other countries of the world that seek to promote tourism more efficiently as Canada, and the emerging Singapore and Colombia (TELLES, 2011).

The state's intervention strengthening entrepreneurship in tourism can come from the three levels of public administration, whether federal, state or municipal. The coast of Paraná is close to the coast of the State of Santa Catarina, where the State's actions for many decades have been made to make tourism in that region more competitive, due to these factors, according to the interviewees (n = 100 %) is the devaluation of tourism in the coastal region of Paraná especially compared to neighboring states São Paulo and more strongly such as the beaches of Santa Catarina, which is distant by only 50 km of the Parana coast, and many people end up opting for attending the Santa Catarina's coast due to the tourist attractions offered, more complex and better quality structures, besides the aspects related to cleanliness and care with the public patrimony.

Despite the deficiency of more effective actions by the public authority, other factors must be considered in the analysis of the current tourism situation described for the coast of Paraná, being that the professional qualification for the exercise of management should also be considered. Managers' knowledge and improvement must be a constant practice and can be classified as fundamental requirements for good performance within a independent organization.

Although the study reveals that managers already have empirical knowledge about the management of their establishments, regarding the academic formation that would complete this formation, there was no adherence among the interviewees. The administration of a company requires dedication and mastery of strategic tools to overcome the difficulties that the market experiences, and in this way to balance the profitability of the company, therefore, it is

necessary to seek new forms of management that generate competitive advantage, because the market, the information and people are constantly evolving. The low levels of academic education observed in the study may be responsible for the low efficiency of the most used competitive strategies described in the self-perception of managers of inns on the coast of Paraná.

According to Anacleto *et al.* (2013) for the successful development of business, it is essential to have a thorough knowledge of the profile of its customers, suppliers and their economic environment, that is, in a market that is very segmented, to identify the objectives that it wishes to achieve, according to culture and economy of the region in which it is located. Therefore, understanding customer needs and wants is not always an easy task. Some consumers have needs of which they are not fully aware. Or they cannot articulate these needs (KOTLER, 2011).

The identification of a segment allows entrepreneurs develop a series of planning, considering and pointing relevant issues for the economic survival of the company, allowing also a better planning on how to prepare professionals who will provide the services, which are the necessary requirements, which training should be done to offer a differentiated quality standard. Thus, the behavior of the manager in its various aspects such as motivation, determination and decision making is a factor that stands out even in relation to the capital, technology and the market, regarding the good performance of an organization.

The competitive strategies described by managers as efficient were mostly trivial, repetitive and despite presenting results in their perception, they boiled down to a repetition of the common sense of this segment. In this context, it is important to highlight that most managers did not have action plan related to competitive strategies, thus basic elements of entrepreneurial activity are not perceived in management processes as innovation in the types of services offered.

Entrepreneurship in tourism, as in any segment, does depends on the State's incentive actions, but it also depends on the activities of human behavior, creativity, capacity of accomplishment, leadership, control systems, evaluation and in particular the processes of motivation in the search for new and more attractive ways of providing services.

However, it should be emphasized that entrepreneurship in tourism, and the ways of doing it, are not always perceived by individuals, except in the case of entrepreneurship by necessity, which is that the individual has his actions driven by the need for survival, In cases where this situation is not prominent, the effectiveness of tourism entrepreneurship tends to be more difficult and professional management training helps in the search for better index of competitiveness of both individuals and companies in the same region, as described by Beni (2011) and Anacleto *et al.* (2013).

According to Beni (2011) 1.2 billion people have crossed the borders of their countries for traveling reasons, generating approximately \$ 1.1 trillion dollars, making tourism one of the world's leading economic activities. Tourism in Brazil already adds 500 billion to the Brazilian GDP, generating more than 7 billion dollars in foreign exchange and thousands of jobs, thus deserving greater attention from public policies. The management of a tourist destination according to Gomes *et al.* (2017) is much more than just the application of laws or guidelines for the coordination of a locality. Tourism destination management is essentially about planning, that is, to inhibit competitors, gain profitability and stay in business, according to McLennan *et al.* (2013) it is imperative that there are effective tourism policies and measures to convince the visitor, to develop a management with means capable of elevating the destination to a competitive environment.

According to Bigné *et al.* (2000), fulfilling the desire of the visitor is also a key element for the successful management in which marketing under the logic of the market and the

attraction establishes itself as an important element for management, in order to conform to a set of elements that will be able to attract tourists, however, these elements need to be in line with the strategic management plan (BUHALIS, 2000).

Today's customers are harder to please. They are smarter, more price conscious, more demanding, forgive less mistakes and are approached by more competitors with offers (KOTLER, 2011). This way, the junction of empirical knowledge to technical knowledge can be the starting point in the search for better solutions to the problems perceived in Inns tourism in the coast of Paraná, due to the competitive advantage of a company involves not only the manager, but in particular, it is his responsibility to master the issue, the reliability of the information, and the security of how to take corrective action if necessary. The professional with entrepreneurial profile can more easily view the tools that facilitate management and use them strategically, being prepared and holding the macro view of your market niche, to know how to plan, execute and send all your processes, considering Entrepreneurial and fundamental factors for market survival are creativity, knowledge, prospecting and innovation, as possible solutions in the planning, development of actions, control of results in companies. Various administrative tools can be used as the Cycle. PDCA, SWOT analysis, GUT matrix application and others that do not require high levels of knowledge in the management area, but that can help managers in the search for the solution of difficulties and problems.

The search for solutions to the major problems described by the interviewed can be more easily achieved if it is guided by collective action, since in practice, few managers interviewed reported conducting special events and groups in order to attract tourists. The reports (n = 100%) show that the events aiming at a larger occupation of the inns are organized in isolation, traditionally organized by a single establishment.

That way if the actions were promoted collectively, involving all establishments in the region, probably the efficiency would be the greater and broader in relation to a larger number of tourists and visitors. An example of action that was initiated refers to the union of the Inns of Morretes region to hold events and fairs, and also propagating the products of the region that despite all the initial difficulties, resulted in a place intended for dissemination of local products where work in partnership, supporting each other.

Tourism development can be more easily successful if supported by common interests and objectives, which must be made a priority by making the place by the scenery or by special situations attractive to the tourist. Although this practice has been common for decades in the state of Santa Catarina, the state of Paraná is still incipient. Incentives for tourism based on collective interests also permeate the relevance of the interests of each manager of the inns, so, in a plural way, in the struggle with more organized markets, collective organization can represent an important alternative for regional tourism development, due to the fact that organized the managers of the inns can strengthen the bases of negotiation with the public and political power, seeking in the first moment the solution of the basic problems as previously mentioned (health and safety), and later develop campaigns and internal management actions for support of the companies based on scientific administration and, ultimately, to be able to reach attractive and innovative campaigns to increase tourism.

6 FINAL CONSIDERATIONS

The biggest problems identified by the managers of the inns regarding the low summer season period were the low flow of tourists outside the seasonal period, the lack of publicity in the region and the lack of calendar events offered by the government related to the promotion of regional tourism.

According to what was analyzed within this study, it is possible to infer that issues related to the management of enterprises may be preventing the development of essential skills in the organizations and making it difficult to form a competitive differential. This fact can be confirmed as the study revealed that the strategies adopted by managers and classified as efficient, in their majority were trivial, repetitive and despite presenting results in their perceptions, they boiled down to a repetition and similar propositions in most inns.

Most inn managers on the coast of Parana do not have a formal education in management, they promote the management of their enterprises in an empirical way, without long-term planning and with limited use of management tools, with the average time of eight years dedicated to the management activity in the inns. The use of tools that facilitate management, such as the PDCA cycle, SWOT analysis, application of the GUT matrix and others that do not require high levels of knowledge in the management area, could assist managers in the search for the solution of difficulties and problems.

Finally, it is considered that the professional qualification of managers linked to the organization of the class can lead to a change in the framework of a current entrepreneurship. This would be beneficial for a type of collective entrepreneurship. This would be beneficial for a type of collective entrepreneurship with more strategies that can result in a sustainable and lasting competitive advantage, a situation that was not observed in this study.

The limitations in this study can be described as the difficulty of promoting the diagnosis of strategic actions shared among the various sectors related to tourism, which occurs in other regions of this segment, but which was not pointed out in this research. It is recommended to carry out new comparative studies between the scenario of the inns on the coast of Parana in relation to other more organized regions such as the State of Santa Catarina as a way of helping to understand the mechanisms of collective action and promoting tourism.

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