Social Innovation by Tourism Strategy in the Western Amazon

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Abstract— *This work concerns the strategies of social innovation focused on the concept of inbound tourism and hospitality in Rondônia State, Brazil. The general objective is to study the main strategies for qualifying as a tourist attraction. The specific objectives are to: point out the strategic elements to (1) qualify the facilities for inbound tourism and hospitality in the scenario;(2)examine the perspective on the implementation of the strategic elements in practice; and (3)indicate the elements of social innovation in support of the strategy of qualification to the concepts of inbound tourism and hospitality. This study is supported by the Theory of Planned Behaviour and concepts of inbound tourism, hospitality, creativity and innovation. It adopts the method of a case study which is both qualitative and quantitative in nature. As part of the methodological procedure, workshops were held for 28 stakeholders in Rondônia's tourism, during which questionnaire data were collected from answers using the Likert Scale, participant observation was conducted and documents were analysed to enable the causal relationship to be critically assessed. A SWOT matrix was imposed upon the survey report. The tourist potential in the scenario has consequently been acknowledged, together with a need for the strategic planning of its attributes; valid elements for social innovation which use qualifying strategies for inbound tourism and hospitality are indicated; Possible public-private partnerships with the third sector and society could together create an ideal form of intervention. This study is of interest to both the public and the private sector, to academia and the community. It can contribute suggestions for the planning and management required for tourism to develop as well as outline strategies for social innovation.*

Keywords— Tourism. Inbound tourism. Hospitality. Rondônia. Social innovation.

I.   INTRODUCTION

The National Tourism Plan published by Brazil (2013) presents promotional strategies for the sector, leading to the prospect of economic and social development and the eradication of poverty. It contains management guidelines that encourage dialogue with organizations in civil society while promoting social innovation, entrepreneurship, job creation, and regionalization by a multidimensional aggregate. This study focuses on issues related to forms of social innovation by tourism, from a valid and oriented perspective. It considers the significance of tourism to the integrated development of the region, given the positive impact that this field of activity already presents at this early stage.

Data published by Brasil (2013) point out that the tourism sector, in terms of growth, outperformed the Brazilian economy; it represented 3.7% of the Brazilian Gross Domestic Product (GDP), and generated 8.3% of jobs in the country; as well as increasing the credit granted by financial institutions. The trend of Brazilian tourism is to increase. Investment in social innovation, when related to tourism, makes a significant contribution to socioeconomic development. Lima (2011) notes that investment of this nature in European countries indicates exponential growth for GDP, and this has roused the University to undertake research on the topic.

II.   OBJECTIVES

The above factors imply elements which are directly relevant to the State of Rondônia, in the northern region of Brazil This State has a tourist potential that the economy might exploit, considering its current living conditions and immediate economic, social and cultural situation. Nevertheless, obstacles to this development remain, because the actors involved are not sufficiently prepared to move forward. With this in mind, this study aims to answer the following research question: How could we describe the strategies to encourage social innovation by inbound tourism and hospitality in the State of Rondônia? To answer this question, we propose (a) as a general objective the study of the key strategies for qualifying as a tourist attraction for inbound tourism and hospitality; and (b), as specific objectives: (1) to point out the strategic elements in qualifying for inbound tourism and hospitality in the scenario under study; (2) to analyze the perspective from which the implementation of the strategic elements in practice will take place; and (3) to indicate the elements of social innovation in support of a qualification strategy for inbound tourism and hospitality. The task rests on Planned Behaviour Theory and invokes the concepts of inbound tourism, hospitality, tourism, creativity, innovation, SWOT analysis, with the support of theories that allow state of the art interpretation.

III.   THEORETICAL AND CONCEPTUAL REVIEW

The definition of tourism presented by Esteves (2015) refers to phenomena and relations emerging from the interaction between tourists and service providers, government, communities, universities and organizations in the process of attracting, transporting, receiving and managing tourists. The term 'inbound tourism' presented in Freire (2015) is defined as a business process where practices connected with the permanent presence of people going to/at a destination are managed. It consists in providing services and products of interest, desire and necessity for visitors and a set of organizational and logistical elements arranged for receiving them, which involves the complexity of human reception activities supported by a tangible infrastructure where tourists

meet residents. To Pezini et al (2014), in Brazil it is an alternative to other kinds of social, economic, cultural and political development once its effectiveness depends on an urban infrastructure (transportation, security, law), community awareness, and the manually-skilled labor and hospitality of the place where tourists are received.

The term hospitality is related to the act of receiving and giving shelter to a traveler. For Pimentel (2012), it includes all the receptive touristic-social machinery held by agencies, sectors, companies or individuals who have contact with visitors and offer structures and services. The effectiveness of the hospitality encourages social participation, involvement and the sharing of experiences between cultures, customs, values and people; it is a socio-cultural and professional phenomenon that needs investment and strategy to be effective.

The study by Wada (2012) brings a strategic approach to managing the experience of hospitality; it sees it as the convergence of private, commercial and social activities. The private activity is related to the host's knowledge and care of the physiological and psychological needs of the visitor. The commercial activity concerns the search for financial results, production and certain profit. The social activity involves the reception of a guest by strangers, with the fundamental features of reciprocity and the status and prestige of the tourist.

Wada posits that the creation of value for the marketing of products and services in tourism depends on the understanding by the stake holders of the effect of their behaviour, values, history and context. The stakeholders are asked to provide the best possible service in inbound tourism and hospitality; so the training of the actors involved and meeting the needs of visitors contribute to the behavioral predictability which improves results in tourism.

3.1 Theory of Planned Behaviour applied to tourism

The Theory of Planned Behaviour (TPB) formulated by Fishbein and Ajzen and presented in Gomide (2014) is used to explain the relationship between attitude and behaviour and has been used in different studies; to apply it to tourismis innovative. The theory determines the following constructs: (1) attitude to behaviour; (2) subjective standards; and (3) perceived behavioral control, as indicated in Table 1.

Table.1: Definition of Constructs of the Planned Behaviour Theory

Constructs	Description
Attitude	Degree of personal assessment, favorable or unfavorable, in relation to behaviour. It consists of cognitive, affective and behavioral elements.
Subjective norm	Perception of the expectations that individuals or relevant groups have about the behaviour – influenced by social pressure.
Perceived Behavioral control	Belief of the individual about the degree of ease or difficulty in adopting a behavior. It evaluates how deeply the subject considers the problems and the situational factors of an action.

Source: Adapted from Silveira e Maia (2015).

This knowledge is useful for implementation of projects and programs aimed at changing people´s behaviourin order to achieve a defined objective. Table 2 below highlights the strategic elements or operational indicatives for effective process management, which focuses on helping the tourism experience to improve.

Table.2: Application of the Planned Behaviour Theory to inbound tourism and hospitality

Concept	Application to Tourism	Operationalization
Aims to predict the individual´sbehaviourin a given situation.	Aims to predict the behavior of a tourist.	Know and analyze why the tourist has a determined attitude and subjective norm using internet tools and social networks.
Individuals are rational, use available information and assess the consequences of adopting a behavior.	Offers the tourist an experience that meets or exceeds his expectations. Provides information and assesses the satisfaction of the customer.	Know the goals, interests and needs of the tourist, seeks to serve her/him, assesses the customer perception and proposes improved alternatives.
The behavioral intention is defined by attitude, social pressure and individual beliefs.	Leads the individual to believe that the tourism experience will bring positive results and evaluations; recounts or recalls the positive experience of other people.	Invest in services, infrastructure, marketing, inbound tourism facilities and hospitality.
Individual perception of the effort required to adopt a behaviour given the resources available and their own ability.	Facilitates access and provides the required resources to the tourist for her/him to decide on a certain tour package, period of time or region.	Submit price proposals, facilitate the payment, invest in marketing, ease the access.

Source: Prepared by the author on the basis of Gomide (2014) and Silveira e Maia (2015).

The concepts of Planned Behaviour Theory applied to tourism are aimed at modifying the behaviour of the actors that relates to inbound tourism and hospitality, which, together with the concepts of creativity and innovation, will satisfy visitors and meet their needs and expectations.

3.2 Creativity and Innovation applied in Tourism
Sanmartin (2012) presents creativity as an individual characteristic resulting from a combination of skills and attitudes that favor the deepening of experience. It is a perception that conditions can make changes in everyday life. The person who creates has mental processes, motivation and learning which, along with environmental and cultural influences, foster the development of new ideas. A predisposition to create is related to the risks that the individual is able to takeand the barriers that s/he can surmount, coupled with the ability to use innate skills, learned skills and motivation. Creative innovation occurs when professionals are encouraged to contribute their own ideas to a project in a continuous process that helps a culture of innovation to develop. With creativity, the individual can break up an existing pattern and introduce something new.

For Sanmartin (2012) innovation occurs when the implementation of a creative idea generates the desired result. Innovation is the result of a systematic process, measured and managed strategically, defining design criteria, objectives, deadlines and responsibilities. Innovation, as diffused by the Oslo Manual and presented in Pedro Filho (2016),lies in the implementation of a new or improved product, good or service. A new process, marketing or organizational method in business practices can restructure the workplace or a firm's external relations. Innovation is characterized by the incorporation, combination or synthesis of knowledge in products, processes or significant and valued butun publicized services.

The discussion of creativity and innovation in tourism is relevant in view of the intensified competitiveness in this industry, and the products and services offered by inbound tourism. To Esteves (2015), tourism becomes innovative by the incorporation of technologies for developing skills, raw materials, services, and a management model adopted by the suppliers. Innovation must be present throughout the tourism system, through its economic performance, demand, technology, organizational strategy, individual entrepreneurship and the role of the state,as described below in Table 3:

Table.3: Innovation Forces in Tourism

Innovation elements	Description
Competitiveness	Replace holiday activities and destinations; reduce barriers such as costs; increase the business investment; treat innovation as a survival factor; innovate processes.
Economic performance	Innovation generates economic performance; prioritize the incremental investment process; explore opportunities gained from Information and Communication Technology (ICT).
Tourism demand	Changes in working hours, age structure and income lead to the growth of demandfor tourism; the high tourist flow calls for innovation to increase the supply of services;
Technology	Tourism depends on the technology acquired; the internet has revolutionized information and sales processes; the workforceneeds innovation inits services and organizational structure
Organizational strategy	Strategic objectives influence the attitude toinnovation activities; centralizing organizations produce incremental innovation and entrepreneurial organizations produce radical innovations;
Individual entrepreneurship	Opportunities exist for entrepreneurs to develop new products and processes; They can be used to innovate on behalf of the organization or open their own business with their own ideas;
State role	The state is responsible for managing and marketing tourist destinations; for financial support for regional economic development programs; for the infrastructure supporting effective public-private partnerships; and for ensuring a safe political and regulatory environment.

Source: Adapted from Esteves (2015).

Initiatives in each of these elements will strengthen tourism and the resulting local developments. These elements are forces that enhance innovation in tourism, demanding thatthe expected impactsshould be generated bystrategic management.

3.3 Social Innovation as a strategy for integrated local development

Studies in Emmendoerfer et al (2011) and Correia et al (2015) present social innovation as an economic restructuring strategy that appears to meet the demands and solve social problems at the institutional, organizational and individual levelsby diminishing the power of the state. This innovation involves social intervention as a way of developing and adopting technologies or arrangements by which social relationscan be transformed, promoting inclusion by creating jobs and improvements in the general standard of living. These two authors believe that individuals and organizations can bring about social innovation when excluded individuals become responsible for the decision-making in the design and creation of goods and services, and can develop the autonomy to form new relationships in the home and at work.The organization becomes anagent for social innovation by forming new

divisions and ways of coordinating work, presents structural configurations in networks or projects; expands the interaction of thepublic and private sectors; and allowsstakeholders to meet the collective and social responsibilities of mediation.

To Emmendoerfer et al (2011),one sign of social innovation in tourism is the substitution of macro national policies for regional policies so as to minimize the socioeconomic impact of generating employment, promoting the local culture and income and preserving the natural resources. Correia et al (2015) point out that when it contributes to the generation of methodologies, productive initiatives, and democratic and participatory policies,social innovation leverages local resources for development; It presents proposals for emphasizing social and environmental solutions that involve the social actors in processes of awareness, mobilization and learning; promotes local development by creating ideas that meet the necessities and aspirations of the individuals, transforming policy and practice; moreover, the mobilization and coordination to find solutions and tackle regional demands strengthen local self-belief and enrich the collective consciousness.

To Lima (2011), the power of social innovation is the perception by society of a gap between what exists and

what should exist; the search for solutions and training of agents mobilizes the exploitation of the regional potential present in the context of life.All this potential can be also applied to promote the development of tourism in Rondônia.

3.4 Concepts of SWOT Analysis

SWOT analysisis a system for evaluating the strategic position of a subject (often an organization) in relation to its Strengths, Weaknesses, Opportunities and Threats. The analysis assesses the current stateby considering the external environment (where opportunities and threats come from) and the internal environment (where the Strengths and Weaknesses are apparent). The strengths and weaknesses are weighted according to internal factors, namely human resources and their capacity, knowledge and skills, and physical resources through the installation of equipment, technology and other things. The opportunities and threats are analyzed with regard to external factors that may block the achievement of the proposed objectives. These variables must be known and strategies adopted to minimize their impact when negative and enhance their influence when positive; the adoption of these strategies will characterize the competitive advantage (NETO, 2011). This methodology will be applied to the present study in order to assess the perspective from which consider the implementation of strategic elements to the present object of study.

IV. METHODOLOGY

The objective of this research is to characterize the valid strategies for social innovation that would improve in bound tourism and hospitality in the State of Rondônia. Works by Gil (2010) and Marconi and Lakatos (2011) suggest that this will apply social research of both qualitative and quantitative types, or mixed methods research, as Creswellcalls it(2010), according to which qualitative and quantitative data are collected in sequence and lines of relationship are drawn between them later. This research analyzed the data generated in a 30-hour training workshop aimed to raise awareness of inbound tourism and the hospitality required to attract local tourism in 28 strategic representatives of public and private initiatives and of the third sector. The participants were selected by the Business Council of Tourism and Hospitality of the State of Rondônia– CONETUR –by anon random process which, according to Creswell (2010) constitutes a quasi-experiment. It is a descriptive statistical sample composed of 4 government representatives, 4 representatives of travel agencies, 4 hotel representatives, 4 representatives of bars, 4 restaurant representatives, 4 representatives of the third sector and 4 representatives of tourist agencies. By its creative friction the workshop stimulated the construction of projects for the development of tourism in the state focused on innovation, which will also be used as a data source for this study.

The technique to be adopted will be field research according to the guidelines contained in Marconi and Lakatos (2012) which specify that information or knowledge about a problem is selected from the observation of facts and phenomena. The study may be classified as quantitative descriptive field research, since it consists of an empirical investigation whose purpose is to analyze the characteristics of the phenomenon under study, using formal methods and techniques for data collection.

In compliance with the ethical recommendations, we distributed consent statements, guaranteeing the anonymity of the participants. Diagram 1 below details the methodological procedures adopted in this research.
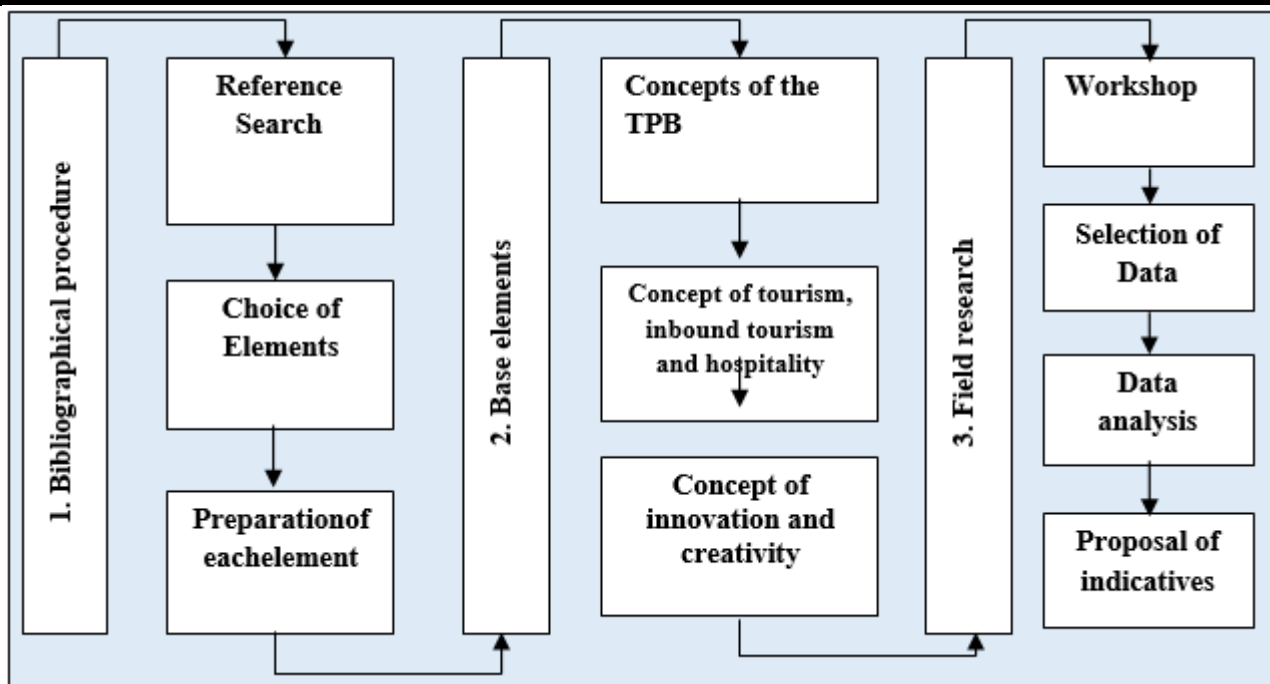
Diagram.1: Methodological procedures adopted in the research

Source: Adapted by the authors from Luna (2015).

4.1 Method

Marconi and Lakatos (2011) indicate that a research method is a set of rational procedures that guide thought to reach valid knowledge. It is an arrangement needed to produce certain data. For the preparation of this research, based on Creswell (2014) the Case Study method was applied. For an author, a case study is a comprehensive qualitative methodology which allows a researcher to explore a limited system over a certain period, through the collection of in-depth detailed data, involving multiple sources of information. The characteristic of this method is the identification of a specific case delimited by a specific location and events, which focuses on a problem or concern; the depth analysis of a particular issue or problem. Cases are described in detail and themes, issues or situations are identified.

The research considered as it case study a strategy workshop focusing on innovation on inbound tourism and hospitality, for leaders in the tourist activities specified above. The concern was to characterize strategies for social innovation in tourist hospitality in the State of Rondônia. The problem was to be analysed through participant observation of the events and the critical use of data from the application form and by the analysis of projects prepared by the participants..

4.2 Adopted Procedures

The procedures used for data collection were participant observation, which according to Marconi and Lakatos (2011) involves interaction between the researcher and the participants with the aim of collecting data. The

researchers become part, integrating, sharing and analyzing the social conditions, perceiving conflicts and tensions; and establishing communication links with the actors involved in the situation under study.

A structured questionnaire containing 36 statements compiled by the authorswas also distributed to the participants. Of the statements, 7 referred to the identification of personal characteristics collected at a nominal range, as defined in Oliveira (2001). The other 29 related to the theme and were intended to identify by scale the perception by the group of its own ability to apply creativity and innovation to inbound tourism and local hospitality in view of the concepts learned. Its design was structured to allow responses on a Likert scale of 5 points. The reliability of the form is related to its validation through Cronbach's Alpha program 0.923.

The third procedure was the analysis of documents produced by the participants. The analysis of the data resulting from participant observation, the questionnaire responses and the elaborated projects were analyzed by means of the SWOT matrix. The use of diverse data sources aimed at validating the research or triangulating the findings. To Azevedo et al (2013), the combination of quantitative and qualitative methods reduces the risk of skewing the research and increases the credibility of the conclusions.

4.3 Likert scale

The Likert scale was used because it allows researchers to measure the strength of belief among the participants about a particular object, the force with which these

beliefs are held and the value attached to the object, as shown in Oliveira (2001). This scale features assertions related to the object under study that will be evaluated according to the degree of agreement Thus,TA refers to Totally Agree, PA - Partially Agree, I - Indifferent, PD - Partially Disagree and SD - Strongly Disagree. According to Oliveira (2001), the advantage of the Likert scale is that it indicates the direction of the respondent's attitude to each statement, which is related to the purpose of the present work.

V.   STUDY OF THE SOCIAL INNOVATION FOCUSED ON PROPOSED QUALIFYING STRATEGIES

The state of Rondônia, as highlighted in Figure 1, is located in northern Brazil. It has 52 municipalities and its capital city is Porto Velho. According to the Brazilian Institute of Geography and Statistics (IBGE), in 2015the state had an estimated population of 502,748 people. According to Brasil (2014), theGDP in 2012 represented 12.7% (an amount of R$ 26,024 million)of the total for the Northern region, putting this state in 3rd place in the rankings. In economic terms, it spends 28.5% on public administration and defense and social security; Farming takes up20.5%; Trade,12%; and Construction, 11.1%. Aggregating economic activities by sector in 2012, the participation in services accounted for 61.2% of its income; Farming accounted for 20.5% and Industry for 18.3%.

Fig.1: State of Rondônia, northern Brazil

Source: Internet of public domain

Pedro Filho (2013) indicates that the State of Rondônia has the potential for ecotourism owing to its natural attractions. Aiming to learn about and exploit this potential, the workshop was arranged to train local leaders in tourism. As noted above, a questionnaire containing 36 statements was administered. Table 4presents 7 of these, which elicit demographic data abut the socio-economic situation of the respondents.

Table.4: Demographic data of the respondents

Indicator	Result	Percentage %
Age Group	40 to 52 years old	47
Gender	Female	65
Education	Completed Higher Education	35
Number of people residing in their home	1	35
Family income	4 to 10 on minimum wages	47
Home location in the State	North	53
Length of residence in the State	More than 10 years	76

Source: Questionnaire elaborated by the authors.

Based on the data it is possible to infer that the participants are persons established in the State and possibly to learn the characteristics of the region. They are educated, live in a have socioeconomic situation that indicates compatible stability for the position of leadership, with an established career and of an age that commands an adult audience. These variables indicate the probability of sharing the public interest in the proposed topic; the capacity to absorb, assimilate and disseminate the ideas worked on; access to resources for the taking action in their professional area; as active members of society, they know the local characteristics and are able to monitor people's actions and prompt the government to act.

Table 5 below discriminates between the assertions applied to the respondents and seeks to assess their perception of inbound tourism, hospitality, behavioral intention, creativity, and innovation. Then, Table 7 lists the projects developed during the workshop. The confrontation between these data and the theory will be examined in order to indicate the key strategies to qualify for inbound tourism and hospitality in Rondônia.

Table.5: Answers of the respondents to the assertions

| Assertions	Responsesem %				
	CT	CP	I	DP	DT
1. The development of innovative strategies is possible.	100	0	0	0	0
2. I believe I can contribute with innovative strategies.	76	24	0	0	0
3. Based on past experience I believe I am able to innovate on inbound tourism.	59	41	0	0	0
4. I am aware of people or organizations nearbywith innovative strategies.	47	47	0	0	0
5. I am able to influence those close to me to adopt innovative strategies.	59	41	0	0	0
6. I understand the factors that encourage the implementation of innovative strategies	29	41	12	18	0
7. I perceive internal factors that encourage the implementation of innovative strategies.	44	44	6	6	0
8. I perceive the external factors that encourage innovative strategies.	33	47	7	13	0
9. I believe that these will be valued by the organization when it adopts innovative strategies.	76	18	6	0	0
10. I perceive impediments to operationalizing innovative strategies.	38	19	25	19	0
11. I perceive internal impediments to operationalizing innovative strategies.	47	18	18	12	6
12. I perceive external impediments to operationalizing innovative strategies.	35	24	24	12	6
13. I believe I am able to overcome the internal impediments	41	59	0	0	0
14. I believe I am able to overcome the external impediments.	29	53	0	12	6
15. I believe that I will be criticized for not adopting innovative strategies.	41	35	12	0	12
16. I believe that inbound tourism contributes to local development.	82	18	0	0	0
17. It is possible to overcome problems and find alternatives in local social segments.	71	18	0	12	0
18. I believe that Rondônia has potential for tourism development.	88	13	0	0	0
19. Rondônia has local resources to promote inbound tourism.	29	59	0	6	6
20. I am able to develop new and useful ideas for the promotion of tourism.	59	29	6	6	6
21. I can present adaptable and fulfilling ideas for tourism.	41	47	0	12	0
22. I realize that my cognitive models of local tourism have been expanded.	47	35	12	0	6
23. I can operate and produce knowledge for local tourism.	47	41	0	12	0
24. I am able to solve complex problems by developing creativity.	31	56	0	6	6
25. I believe that inbound tourism is an important segment for tourism.	88	13	0	0	0
26. I believe that hospitality is the act of welcoming.	93	7	0	0	0
27. I am able to offer services for inbound tourism and hospitality in Rondônia.	50	38	0	6	6
28. I am able to implement new products or improved services	56	31	6	6	0
29. I can incorporate, combine and / or synthesize knowledge in services.	63	25	6	6	0

Source: Questionnaire prepared by the authors based on the theoretical framework.

Subtitle: Items 1 to 15 measure the behavioral intention. Items 16 to 19 assess local inbound tourism. Items 20 to 24 analyze creativity and items 25 to 29 measure innovation, inbound tourism and hospitality.

These data will be compared with the indicatives of the theoretical framework to meet the general and specific objectives. The constructs of attitude and subjective norm were measured by items 1 to 5 in Table 2 and the perceived behavioral control was measured by items 6 to 15. Byanalyzing the constructs of attitude and subjective norm, it was found that the respondents are likely to adopt innovative behaviors in inbound tourism and hospitality. The construct of perceived behavioral control was also confirmed by the respondents, and therefore a behavioral intention among the participants of the workshop can be claimed.

The only items that the individuals agreed on partially are related to the receiving influence of the environment. Influences can be internal or external to the organization, but items 6, 8 and 14 confirm, according to Graphic 1, that these influences are external factors that may hinder the respondent's ability to innovate and be creative. External factors are environmental conditions that negatively affect the achievement of the objectives and are considered by the participants to be related to the government.
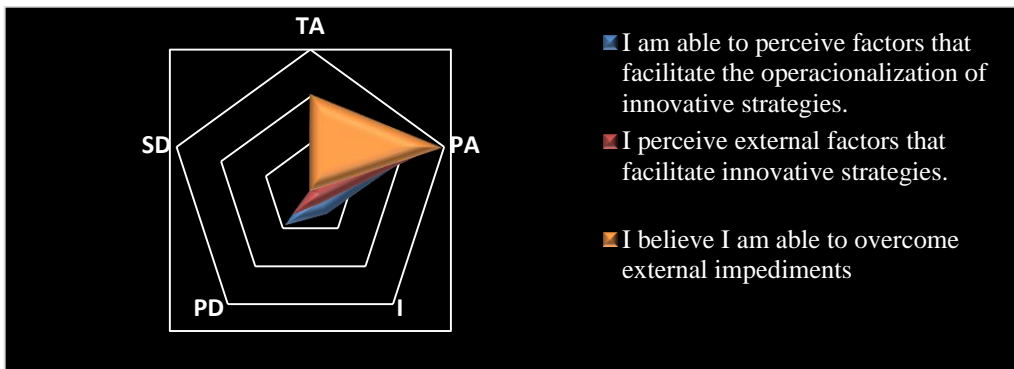

Graphic.1 – Behavioral intention of the participants

Source: The authors.

Items 16 to 19 of Table 2 evaluate inbound tourism; their intention was to measure the perception of the respondent of the possibility of investing in local inbound tourism. It is shown in Graphic 2 that the respondents perceive tourism as a factor of local change, which Rondôniais capable of instituting. However, it was pointed out in item 19 that not everyone believes the

State to have the necessary resources. Such resources are those of urban infrastructure; the encouragement of cultural activities; making the physical environment more attractive; state investment in tourism. These statements are consistent with the discussions in the group during the workshop when the researchers applied participative observation.
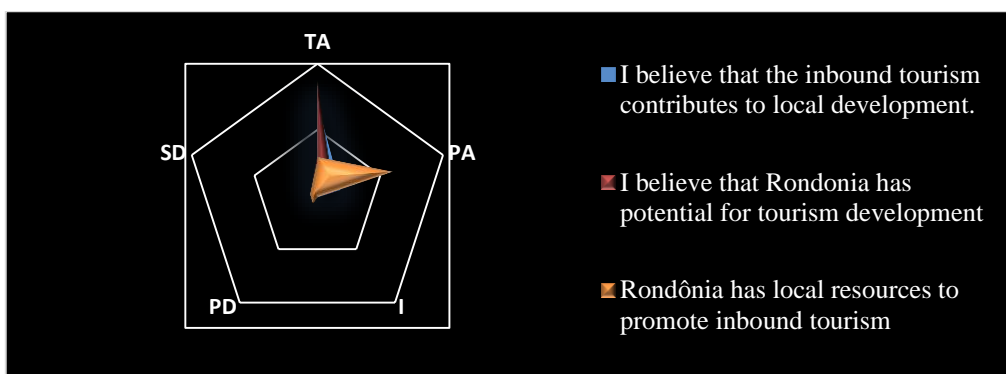

Graphic.2: Local inbound tourism

Source: The authors.

Items 20 to 24 aim to measurethe respondents' perceptions of creativity concepts. The data show that most of the respondents perceive themselves capable of adopting creative attitudes, though they find themselves

only partially prepared to present adaptable and fulfilling ideas and solve complex problems, as pointed out in Graphic 3.
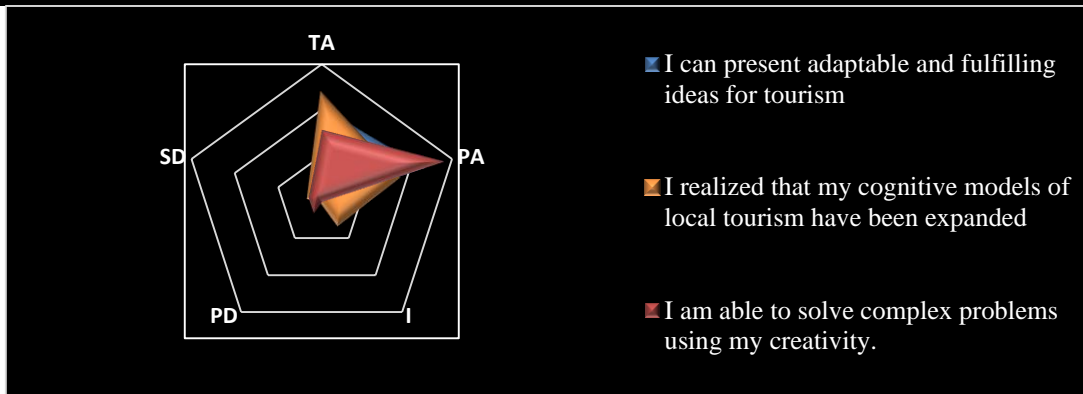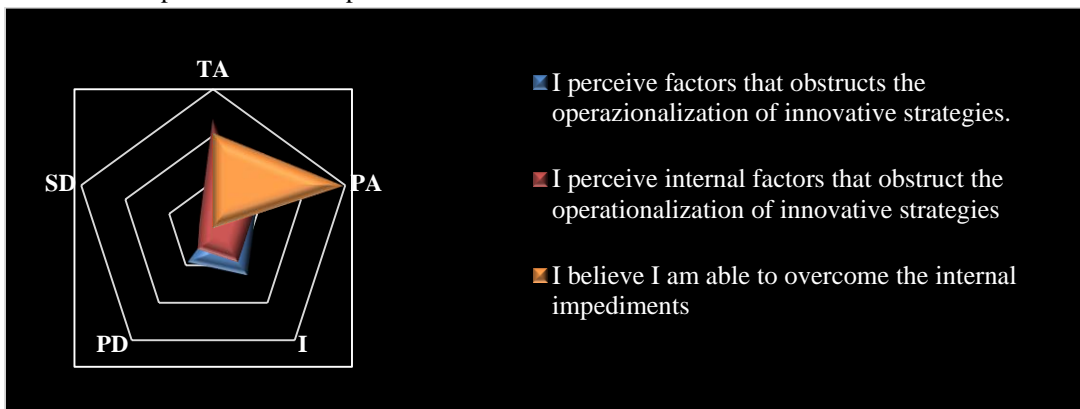
Graphic.3: Perceptions of creativeness

Source: The authors.

It is possible to relate this difficulty to the organizational platform. Items 10 and 11 in Table 2 confirm this hypothesis; here, participants claim to realize the existence of internal impediments to operationalize innovation and in item 13 they indicate their difficulty in overcoming the internal impediments, as shown in Graphic 4.


Graphic.4: Perception of the internal impediments to innovation

Source: The authors.

To change these contextual factors, the training of personnel, the opening of space for discussion, the stimulation of creativity to share organizational challenges and a search for creative strategies to solve problems seem to be necessary.

The perceptions of innovation, inbound tourism and hospitality were measured from responses to assertions 25 to 29, listed in Table 2, are in according the Graphic 5 in below. The predominance of a fitness behavioral favorable to a qualified service, simplified product or improvement in inbound tourism and hospitality is noted; this indicates a belief that inbound tourism is an important segment of tourism, which could turn logical argument into concrete action.
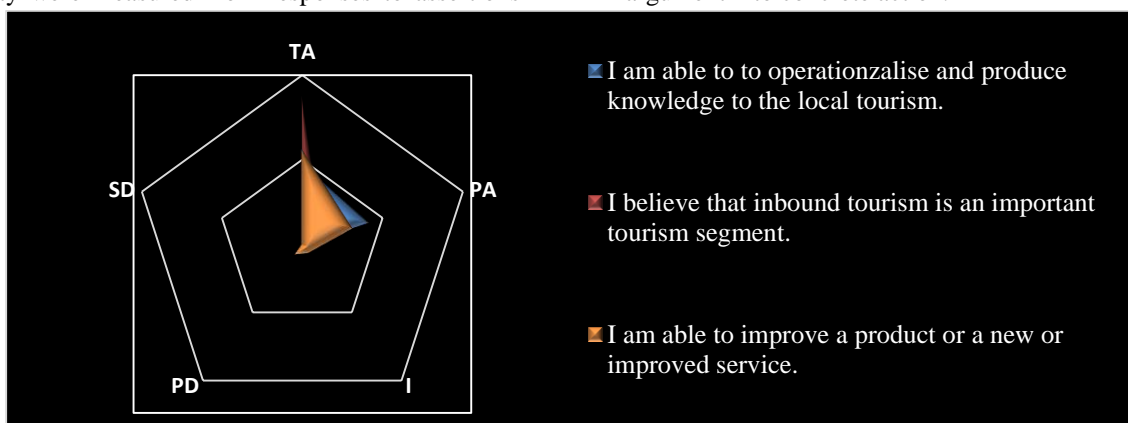
Graphic.5: Perceptions of innovation, inbound tourism and hospitality

Source: The authors.

Table.6: Projects elaborated by the workshop participants

Representatives	Description of the projects
Travel agencies	Create City Tour Porto Velho with a script that includes 15 attractions in Porto Velho (already mapped), including food, transportation, cultural, musical and regional dance presentations, graphics and tour guide.
Public agencies in state government	To adopt in the Stateof Rondônia 4 tourist cores, following the guidelines of the Ministry of Tourism: Porto Velho and Candeias do Jamari (1); Guajará and Mamore (2); Vale do Guaporé (3) and Circuit BR 364 (4); to Create and manage websites to publicize segments, products and tourist services; toidentify and mapping the attractions of each core; to develop a Municipal Tourism Plan; to deploy the Tourism Plan through the creation of municipal and state laws; and to create a Work Plan to create a route to each Core. Create Cores.
Public agencies in local government	Upgrade Municipal Tourism Plan 2010/2011 prepared by the city of Porto Velho using the compensation from the Santo Antônio and Jirau Hydroelectric Plant, currently filed. Present the plan to theCity Council in order to create public policies for the promotion of municipal and state tourism activity. Implement the proposals of the Tourism Plan. Conduct a survey of economic research that lists the gains generated by the tourism industry.
Third party	Restoration and expansion of the Parque Circuito de Porto Velho. The structure should include a stage for presentations; a fitness space for performing exercises; space for sporting events; building space for table games; a children's play area that includes equipmentfor developing motor skills; comfort stations; a wooded space for public meetings; craft stalls and an outdoor food court;
Hotels and accomodations	Training to qualify labor (in travel agencies, hotels, restaurants, taxis, newsagents); investment in urban infrastructure (making the external environment more attractive, cleaning, transportation, safety, health, accessibility, signage, public squares and parks) and tourism infrastructure (hotels, restaurants, revitalization of the Feira do Porto, Madeira Mamore Railway).
Bars and restaurants	Creation of a themed restaurant with regional characteristics on the edge of the Madeira River. Gathering local historical artefacts for room decoration; menus with typical dishes of the region; space for regional artistic presentations.

Source: Elaborated by the authors from the projects presented by the workshop participants

The projects indicate the need of innovation in the public and private sectors. In the private sector a demand is identified for new services and products to add to local resources; his would require an entrepreneurial attitude, high quality services and products. The public initiative should promote policies for local tourism, the updating of the municipal plan for tourism and investment in the urban infrastructure, to include transportation, security, the creation of public squares, parks, and leisure activities, given the available resources.

5.1 Strategic elements for the qualification of inbound tourism and hospitality in Rondônia

The data generated by the answers to the questionnaire, combined with those from the documents prepared by the participants and the theoretical reference indicate as strategies the following items.

Table.7: Strategies to qualify inbound tourism and hospitality in tourism

Elements	Theory	Strategy for qualification
Competitiveness	Replace current holiday activities and destinations; reduce barriers and costs; increase business investment; consider innovation as a survival factor; innovate processes.	Create holiday itineraries that include local tour packages; offer advantageous prices; create new services such as a Porto Velho City Tour;
Economic performance	Innovation generates economic performance; hence, prioritize the	Adopt planning strategies to achieve the desired financial results; understand

	incremental investment process; and explore opportunities created by Information and Communication Technology.	the behaviours, values, history and context of the stakeholders; meet customers and assess their perceptions; propose improvement alternatives using the internet;
Technology	Tourism depends on the technology acquired; the internet has revolutionized information and sales processes; innovation is neededin the workforce, services, and organizational structure.	Include regional hotels in search engines; create websites with photos and accommodation options; add values for easy access, purchase and to stimulate interest; invest in the training of manpower;
Organizational strategy	Strategic objectives influence the attitude toward innovation activities; centralizing organizations produce incremental innovation and radical innovations are contributed by entrepreneurial organizations	Create organizational space for discussion, encourage creativity in employees; implement incremental innovations; implement radical innovations;
Individual entrepreneurship	There is space for entrepreneurs to develop new products and processes; they can be deployed to innovate on behalf of organizations or they can open businesses of their own.	Invest in new services and products; invest in new work processes; create networks of crafts persons and local businesses.
Role of the State	Be responsible for the management and marketing of tourist destinations; give financial support to regional economic development programs; build infrastructure for effective public-private partnerships; ensure a conducive political and regulatory environment.	Carry out policies to promote local tourism, upgrade the municipal tourism plan; invest in urban infrastructure; manage tourism marketing, qualify specific sectors; partnering.

Source: Prepared by the author on the basis of the theoretical framework, questionnaire and design.

5.2 Analysis of the perspective of the application of the strategic elements to the reality studied

For the preparation of this analysis we chose the SWOT matrix. The overview reveals the natural potential of the state, the interests of the private sector and the need of management by the government with a view to administering the resources and enhancing the sector.

Table.8: SWOT analysis for the implementation of strategic elements to the object of study.

	1. Strengths (S)	**2. Weaknesses (W)**
Internal factors	1.1 Potential for inbound tourism in Rondônia; 1.2 Presence of projects for inbound tourism and hospitality; 1.3 Interest from the private sector in investing in structures for inbound tourism and hospitality; 1.4 A rich culture and abundant resources, hospitable population.	2.1 Lack of technical qualifications among suppliers and labor; 2.2 High costs of services, hotels and restaurants that make local tourism impossible; 2.3 Absence of sightseeing tours or vacation destinations with local attractions; 2.4 Lack of confidence from the private sector to invest in products and regional services;

External factors	3. Opportunities (O)	4. Threats (T)
	3.1 Plenty of natural beauty to encourage ecotourism; 3.2 Location in the Western Amazon, a region of international interest; 3.3 The economic potential of tourism for the public and private sector; 3.4 A geographic location that favors international tourism (Bolivia, Peru, Venezuela, Argentina).	4.1 An outdatedMunicipal Tourism Plan; 4.2 Absence of public policies to encourage state tourism; 4.3 Precarious urban structure; 4.4 Precarious disclosure of state tourist potential; 4.5 Difficulty of access; 4.6 Devaluation of culture and local resources among residents.

Source: The authors

The SWOT matrix demonstrated the key areas that require management. The challenges are to manage external threats and weaknesses and leverage the strengths and opportunities. The establishment of a partnership between the public and private sector is a strategic move in developing local tourism.

5.3 The elements of social innovation that would help install the qualification strategies for inbound tourism and hospitality

Social innovation is an economic restructuring strategy that appears to meet the demands and solve social problems. It involves social intervention as a manner of development and the adoption of technologies that transform social relations, promote inclusion, create jobs and improve people's standard of living. This section addresses the following question: What elements of social innovation will support the qualification strategy for inbound tourism and hospitality? Table 9 below summarizes the possibilities for meeting the demands identified in the survey.

Table.9: Social innovation elements

Strategy	Social innovation elements
1.Competitiveness	1.1 create tourist centers in the state; 1.2 map the tourist attractions of the poles; 1.3 implement a state tourism plan.
2.Economic performance	2.1 seek investment from regional financial institutions; 2.2 foster social interaction and an appreciation of the local culture; 2.3 strengthen ties with the region, recover and preserve local resources.
3. Technology	3.1 innovate in products and services and present consistent prices in competition; 3.2 provide environmental solutions that involve social actors in the process mobilization; 3.3 empower marginalized groups, suppliers and local hand work;
4. Organizational strategy	4.1 make labor relations flexible; 4.2 bring to the organizational platforms the ideas of social actors; 4. 3 attend to social problems;
5.Individual entrepreneurship	5.1 income generation to groups linked to art and culture; 5.2 income distribution and strengthening of local trade; 5.3 creation of craft networks and local businesses.
6. Role of the state	6.1 adoption of regional policies that minimize the socioeconomic impact of the changes; 6.2 develop a civic sense in the population, increasing the sense of belonging and security; 6.1.3 promote people's involvement in planning;

Source: The authors, on the basis of the theoretical framework and data survey..

Innovation involves social intervention, adopting technologies and arrangements that can transform social relations. Individuals and organizations become agents who contribute to decisions, take initiatives and build new relationships. When applied to tourism innovation can be detected from the adoption of regional policies that minimize the socioeconomic impact of change to generate employment, promote the local culture, raise incomes and preserve the natural resources. It exploits the regional resources, contributes to the generation of methodologies, and produces initiatives and democratic policies; It presents environmental solutions which involve social actors in mobilizing and learning processes. Local beliefs and collective consciousness are strengthened. Unlike social challenges, it increases the perception of power which enables efforts to be mobilized to solve problems. All these initiatives are possible if tourism in Rondônia receives investment.

VI. CONCLUSION

Rondônia is has a great potential for tourism. Natural, social, cultural and economic resources require planning and management. This research mentioned throughout the elements needed to improve inbound tourism in the region; the perspectives from which these elements were applied to its present situation were analysed and the strategies for social innovation by tourism were characterized. The establishment of partnerships between the public and private sector, the third sector and society allows effective, democratic and participatory intervention. Investment in inbound tourism and local hospitality is able to restructure the economy of the state, generate employment, raise income and increase the people's standard of living. Investment in the requisite infrastructure for inbound tourism and hospitality will attract a demand for projects to be funded, which would be reflected in increased the state revenue and the consequent strengthening of the state's economic potential. The resources from these actions could be invested in urban infrastructure, public awareness of inbound tourism, and the rehabilitation of the State's culture to preserve and maintain the historical heritage. Investment in public policies for marketing tourism in the region, starting with urban planning to facilitate access, promote a civic sense in the population, and encourage social inclusion through art, will attract national and international tourists.

The study demonstrates that is possible to implement strategies for social innovation by investing in inbound tourism and hospitality. It incorporated valid guiding elements of action planning, management and the implementation of planning in public and private institutions, with consequent benefit to society. In this context, the participation of the University is considered important, for it can provide the free knowledge necessary to carry out strategic planning and the preparation and the training of managers who will be leaders in both the private and public spheres.

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