

**Melissa Campista DIAZ**

*Municipality of Mexicali (Mexicali, Baja California, Mexico)  
Tax Administration Analyst; e-mail: melissacampista@gmail.com*

**Thiago Duarte PIMENTEL**

*Federal University of Juiz de Fora (Juiz de Fora, Brazil)  
PhD in Social Sciences, Associate Professor, Post-doc in Social Theory (Critical Realism);  
e-mail: thiago.pimentel@ufjf.edu.br ORCID: 0000-0003-1889-069X*

## FORMAL STRUCTURES OF TOURISM RESEARCH (EFIT) AND TOURISM PUBLIC POLICIES (TPP) AT THE FEDERAL LEVEL IN BRAZIL: A COMMON AGENDA IN POLICY-MAKING PROCESSES?

**Abstract.** *This paper investigates if and how the Formal Research Structures of Tourism / EFIT, understood here as forms of organized collective action, dialogue with Tourism Public Policies (TPP) at the national level. Collective action is often associated with activities carried out by formal organizations. The EFITs are a type of formal organization and, consequently, a type of collective action. They collect data and information based on technical and scientific knowledge that they then make available to decision-makers. Methodologically, on one side we consider the existing tourism research groups in Brazil registered in the CNPq group directory as EFIT. Through a quantitative and qualitative analysis of their profile we identified their degree of activity in tourism public policy. On the other hand, the TPP, at the federal level, were surveyed. These two subsets of data were analyzed, via content analysis, and the intersection of EFIT with TPP and vice-versa was sought. The results show that there has been a significant expansion of both EFIT and TPP over the last two decades, and that both are in the process of consolidation. However, there is no intersection of EFITs with the political cycle of TPP in Brazil, at the national level.*

**Keywords:** *organization, organizational theory, collective action, public policy, tourism, EFIT.*

**Citation:** Diaz, M. C., & Pimentel, T. D. (2021). Formal Structures of Tourism Research (EFIT) and Tourism Public Policies (TPP) at the Federal Level in Brazil: a common agenda in policy-making processes? *Servis v Rossii i za rubezhom [Services in Russia and Abroad]*, 15(3), 60–77. doi: 10.24412/1995-042X-2021-3-60-77.

### Article History

Received 29 July 2021

Accepted 6 September 2021

### Disclosure statement

A previous version of this paper has been presented at the conference EnANPAD, 2021, see: PIMENTEL, T. D. Estruturas Formais de Investigação em Turismo (EFIT) e Políticas Públicas de Turismo (PPT) em Nível Federal no Brasil: uma agenda comum nos processos de policy-making? In: EnANPAD, 2021, Maringá. Anais.... Maringá: ANPAD, 2021. v. 1. p. 1-15; and in the journal GEPLAT, see: DIAZ, M. C.; PIMENTEL, T. D. Estruturas Formais de Investigação em Turismo (EFIT) e Políticas Públicas de Turismo (PPT) em Nível Federal no Brasil: uma agenda comum nos processos de policy-making? *Revista Turismo, Estudos e Práticas*, 2021, v. 10, p. 1-21. The authors have the rights over the paper and doesn't have any conflict of interest with other parties.

© 2021 the Author(s)

This work is licensed under the Creative Commons Attribution 4.0 International (CC BY-SA 4.0).

To view a copy of this license, visit <https://creativecommons.org/licenses/by-sa/4.0/>



**ДИАШ Мелисса Камписта**

*Муниципалитет Мехикали (Мехикали, Нижняя Калифорния, Мексика)  
Аналитик налогового управления; e-mail: melissacampista@gmail.com*

**ПИМЕНТЕЛЬ Тьяго Дуарте**

*Федеральный университет Жуис-де-Фора (Жуис-де-Фора, Минас-Жерайс, Бразилия)  
кандидат социологических наук, доцент, докторант;  
e-mail: thiago.pimentel@ufff.edu.br ORCID: 0000-0003-1889-069X*

**ОФИЦИАЛЬНЫЕ ИССЛЕДОВАТЕЛЬСКИЕ СТРУКТУРЫ  
И ГОСУДАРСТВЕННАЯ ПОЛИТИКА В ОБЛАСТИ ТУРИЗМА  
НА ФЕДЕРАЛЬНОМ УРОВНЕ В БРАЗИЛИИ: СФЕРЫ ВЗАИМОДЕЙСТВИЯ**

*Данная статья направлена на изучение значения официальных исследовательских структур в туризме, понимаемых авторами как формы организованных коллективных действий, в диалоге с государственными органами, ответственных за формирование политики в сфере туризма на национальном уровне. Коллективные действия часто связаны с деятельностью, осуществляемой официальными организациями. Официальные исследовательские структуры – это тип формальной организации и, следовательно, тип коллективных действий. Они собирают данные и информацию на основе технических и научных знаний, которые затем предоставляют лицам, принимающим управленческие решения. Методологически, с одной стороны, авторы рассматривают существующие исследовательские группы по туризму в Бразилии, зарегистрированные в каталоге CNPq как официальные исследовательские структуры. Путем количественного и качественного анализа их профиля авторы определили степень их активности в государственной политике в сфере туризма. С другой стороны, авторами был проведен экспертный опрос представителей органов власти, задействованных в процессах определения и реализации государственной политики в области туризма. В итоге полученные данные были проанализированы с помощью контент-анализа, и выявлены взаимосвязи между деятельностью официальных исследовательских структур и органов государственной власти. Результаты показывают, что за последние два десятилетия произошло значительное расширение их деятельности и они находятся в процессе консолидации. Тем не менее, деятельность официальных исследовательских структур не пересекается с политическими действиями государственных органов, связанных с развитием туризма в Бразилии на национальном уровне.*

**Ключевые слова:** *организация, организационная теория, коллективные действия, государственная политика, туризм, официальные исследовательские структуры.*

**Для цитирования:** Диаш М.К., Пиментель Т.Д. Официальные исследовательские структуры и государственная политика в области туризма на федеральном уровне в Бразилии: сферы взаимодействия // Сервис в России и за рубежом. 2021. Т.15. №3. С. 60–77. DOI: 10.24412/1995-042X-2021-3-60-77.

**Дата поступления в редакцию:** 29 июля 2021 г.

**Дата утверждения в печать:** 6 сентября 2021 г.

## Introduction

From the crisis of the Welfare State, the State lost the capacity to attend to all social problems, turning to civil society and the market for the complex task of governing, opening gaps for society to participate in the cycle of public policies. However, it is argued that the organized civil society does not necessarily have the information nor the necessary skills for the creation of adequate policies that benefit society, and in what concerns the tourism sector, which tends to materialize in ineffective public policies. Therefore, the technical planning that was done by the state was replaced by civil participation, but not necessarily qualified.

This hypothesis is based on the idea that the Tourism Public Policy (TPP) can be designed by the State, by specialists who work outside the government and by citizens – through organized civil society – who can participate in the cycle of public policies, either directly through councils or through less structured forms such as consultations or forums. These experts who are directly or indirectly part of the design of the TPP can work individually or, particularly in the case analyzed here, through organized forms of collective action.

In this context, therefore, the need arises to recover the technical capacity for planning and management in the policy cycle of the TPP, now not necessarily done by the state. If this actor eventually does not do this activity, who will? This suggests the need for a greater degree of intervention by experts in the tourism field in policy design, which can be found within Formal Research Structures in Tourism (EFITs)<sup>1</sup>.

The objective of this study was to analyze whether and to what extent the EFITs dialogue with the themes of the national agenda of TPP in Brazil.

For this study, an exhaustive mapping of all Tourism Public Policies in the country in the period 1929–2018 was carried out, from which a specific clipping of those documents related to the topic "research and education" (here supposedly correlated with the empirical object of EFITs) was extracted. Next, this information was collated with the study of a sample of EFITs, also identified from a census of structures dedicated to the topic of tourism, at the federal level, in Brazil. Finally, it was observed if, and in how many and which policies, there was the participation of formal organizations, whether public or private, specialized in the production of research and knowledge in tourism.

The intention, therefore, was to demonstrate if and how organized collective action (Friedberg, 1993; Pimentel, 2012), in particular that technical and scientifically based, of civil society, through formal research structures, is a type of organization capable of assisting the State in solving problems that present themselves in different sectors, for example, in Tourism. More specifically, the knowledge produced by the EFITs could be very efficient in generating technical-scientific knowledge, originating important information for the elaboration of guides, models, manuals, etc., which serve as a basis for the development of guides, models, manuals, etc. which serve as a basis for the development of adequate public policies for tourism management.

In addition, if such reasoning is correct, the participation of the EFITs – acting as organized civil society entities – in the cycle of Tourism Public Policies (TPP) would help to balance citizen participation (fundamentally anchored in common sense knowledge) with the participation of experts (based on technical knowledge) in the different stages of the cycle, providing, in theory, a more adequate design to the TPP since they

<sup>1</sup> EFIT is a term taken from Pimentel (2017), that refers to structures also identified as the names of "Tourism Observatory", "Tourism Research Centers", "Tourism Research Group" and linked to a Higher Education Institute, thus defined as organizations destined exclusively to the study of the Tourism phenomenon, in a more abstract or theoretical way, in a more empirical or practical way. It was taken the option of using the acronym EFIT (Estruturas Formais de Investigação em Turismo) as in Portuguese, the original idiom the term was created. The translation into English would be Formal Research Structures in Tourism – FRST.

would be elaborated based on real information about the sector.

The article presents, besides this introduction, other four sections, being the second part dedicated to the theoretical framework that supports the research. In the third section, the methodology for data collection and analysis is indicated. In the next section, the results obtained are analyzed, and the last section presents the main conclusions of the research.

### 1. State and public policies: recent dynamics and its influence on TPP

In the last decades, the transformations in the role of the state have become interesting objects of study for the Social Sciences in their different areas – history, economics, sociology, political science, seeking to explain and describe the logic of the development and evolution that state institutions have undergone since the mid-twentieth century, a period in which structural changes in the state were characterized, among other things, by the extension of state-run economics.

After the Second World War (WWII), a plan was set in motion to save the Western capitalist system from the crisis generated by the war conflicts and to rebuild the countries destroyed by the war. The category State began to assume centrality in this context, involving itself in all spaces of society, both public and private, becoming the most important agent in the production and reproduction of society. As Santos (2017, p. 4) states,

*[...] the strategy adopted by the USA to extend its hegemony in the capitalist world and curb the influence of the Soviet Union in Europe was the implementation of the Marshall Plan (1947–1951), a set of technical, economic and military assistance, whose purpose was to combat the expansion of communism and ensure the supremacy of the capitalist world's superpower. After the execution of the plan, the economies of participating countries achieved a GDP growth*

*above the average of the pre-war period, thus becoming one of the greatest successes of U.S. foreign policy in the twentieth century (Hobsbawn, 2007)<sup>2</sup>. [The successful experience of the Marshall Plan in Europe inspired other plans for economic and social restructuring. In 1949, upon assuming his second term as U.S. president, Harry Truman institutionalized, in his inaugural speech, the U.S. policy of technical, administrative, economic, and military aid to the less developed countries of Africa, Asia, and Latin America. The rhetoric of the speech was based on four strategic points that would determine the international relations policy of the West, directing the conduct not only of the USA, but of several nations of the world [...].*

In this context, the United States consolidated itself as the main world power (Hobsbawn, 1998), while European countries and Japan received direct aid and aid from international organizations, thus rapidly recovering their economies. Between 1945 and 1975, the world economy reached an unprecedented level of economic growth, which became known as the 30 glorious years (Furastié, 1979). Factors such as the availability of capital, cheap energy resources, among others, made room for this economic boom to occur, although state intervention and strong public spending were more prominent, thus succeeding in establishing the "Welfare State" (Santos, 2017).

In a first moment, the state comes to be perceived as an institution with limited powers and functions (González, 1994); as a set of rationally organized institutions, whose goals, values and functions are to ensure freedom, peaceful coexistence, security, and property; without intervening in the economic sphere, in which hope is placed in its ability to order and develop societies in a planned manner (Santos, 2017).

Picó (1987, p. 4) argues that before the WWII "the state was seen as a passive instrument whose function was only to facilitate the rules and

<sup>2</sup> Hobsbawn, E. (2007). *Globalization, Democracy and Terrorism*. São Paulo: Companhia das Letras.

the framework in which social forces operate (without taking any role in social change), and to respond to the problems generated by the market economy", consequently, the state was not to try to modify the natural social order but rather, to limit itself to ensuring the minimum conditions for the spontaneous functioning of society, and at most, to intervene transitorily to eliminate some blockage in the dynamics of the self-regulated order of the economy (Garcia-Pelayo, 1981)<sup>3</sup>.

Such concepts had prevailed since the time of the Industrial Revolution, but they began to demonstrate weaknesses and inefficiencies in a world that had changed since then. Modernization, industrialization, and an increasingly complex world system called for adjustments in the functioning of the capitalist economic system that market self-regulation was unable to provide (Gonzalez, 1994). Thus, at the end of the 20th century, a new philosophy came into force that gave the State an almost decisive role in the running of the economy and propagated its intervention to sustain demand and guarantee a high level of economic activity and full employment, the *Welfare State*<sup>4</sup> philosophy.

The *Welfare State* configuration guaranteed a period of unprecedented tranquility and social prosperity, accompanied by a growing consumption of resources and environmental impact. Moreover, in a way unprecedented in history, the implementation of this model made citizens, to a greater or lesser extent, feel that they were part of the State, receive attention from it in different demands, and with this there was a substantial increase in the standard of living. Thus, a social framework dominated by the State was established, which was seen as responsible for the

economic and social progress of the population, a situation that was in principle massively accepted by society due to the benefits it provided.

In sum, the crisis of the *Welfare State* gave the State the image of a bad administrator of the economy, discrediting its capacity to face the economic crisis. This situation opened space for new currents of thought that sought to redefine the role of the state – after its functions had been weakened – and proposed a new type of government and participatory democracy practices adapted to modern societies. This through the universalization of citizenship rights, decentralization, and democratic management of public policies. In this context, Osborne and Gaebler (1992, p. 47) point out that:

*[...] most corporate governments ... empower citizens by taking the bureaucracy out of control and giving it to the community. [...] They anticipate problems before they arise, rather than simply offering their services after the fact. They strive to make money, not just spend it. They decentralize authority, adopting participatory administration. They prefer market mechanisms to bureaucratic ones. And they are not only concerned with providing public services, but with involving all sectors – public, private and voluntary – in actions that solve the community's problems.*

Thus, David Osborne and Ted Gaebler (1992), when criticizing the existing mode of government – bureaucratic and centralized – argue that it is necessary to increase government efficiency, ceasing to be bureaucratic and becoming entrepreneurial. This new form of government would involve citizens in the public space and

<sup>3</sup> Garcia-Pelayo, Manuel. *Las transformaciones del Estado contemporáneo*. Alianza Editorial, 1981

<sup>4</sup> The *Welfare State* was a model of socioeconomic organization based on Keynesian economic theories (Uroz, 2010), which was implemented to recover the vigor and expansion capacity of capitalist countries after the social, economic and political tension resulting from the interwar period. Its goal was to improve the living conditions of citizens in general through state intervention in the market economy, constituting the best way to achieve social security and income redistribution, aiming at the integration of the most unprotected sectors of society. The application of this model meant a change in the relations between state, society and economy, so much so that its establishment between the 1940s and 1960s became known as the "golden age of capitalism", due to the exceptional improvement of living conditions in the developed capitalist world (Hobsbawn, 1998) and because it was a time of economic development with social guarantees and practically full employment for most of the population in the most developed countries.



consequently in public policy processes.

In this context, in Brazil, until the early 1980s, public policies were formulated centrally, excluding civil society from the decision-making process, from the implementation of programs, and from the control of government action (Rocha, 2009). However, in 1988, the Brazilian Federal Constitution established instruments that allow civil society to participate directly in governmental decisions. Among its principles and guidelines, article 204 ensures "the participation of the population, through representative organizations, in the formulation of public policies and in the control of actions at all levels" and establishes in article 14 that "popular sovereignty will be exercised by universal suffrage and by direct and secret vote, with equal value for all and under the law through: plebiscite, referendum and popular initiative".

By law, citizens began to avail themselves of these instruments and use them to design public policies, define the public agenda and its priorities, or approve the legal framework on which they will be based. All these instruments constitute social control devices over state action and the management developed by the administrative apparatus, with the purpose of avoiding the privatization of public decisions (Grau, 2007).

Thus, the configuration and management of public policies, legitimized by the Federal Constitution, now have a new format that establishes decentralization and participation as central axes of the process of democratization of Brazilian public management (Rocha, 2009), allowing society to assume a decisive role in the design and implementation of public policies<sup>5</sup>.

Thus, the role of the state was reduced, on one hand, externally pressured by a global

movement imposing the neoliberal agenda that imposed its retraction; and on the other hand, internally pressured by popular movements that demanded greater citizen and democratic participation as a response to the dictatorship context. Both things happened: in the 1990s the economy was opened to globalization and MARE took care to lean the state and execute administrative reform by reducing its functions and attributions, which in part (the profitable ones, such as health and education) were handed over to the private initiative; while social assistance, public policies and areas of less direct economic potential were orphaned and ended up being taken over by the organized civil society, by promoting a public call for participation and assigning public tasks to the citizenry, detaching themselves from their public responsibilities.

In this context, the cycle of public policies, which used to be closed internally to the state, opens up and starts to incorporate the organized civil society. However, in this way, tasks such as planning, management, and execution of public policies - previously considered technical and done internally to the state (in the environment) are now done jointly, when not completely delegated to forums and councils, either consultative or deliberative, of public policies.

The development of public policy goes through different stages that make up a cycle. The "Public Policy Cycle" model perceives public policy as a deliberative cycle, consisting of several phases and constituting a dynamic and learning process. The phases of the cycle are interdependent, so a change in one of them affects the following ones.

According to Secchi (2012) the cycle consists of seven phases (Fig. 1):

<sup>5</sup> Public policy is understood to be the area of knowledge that seeks to place the government in action and the same time to analyze this action and, when necessary, provides changes in the same course (Souza, 2006); as the responses of the State to situations that are socially problematic (Salazar, 2011 [1994]) and as the decisions of the government that incorporate the opinion, participation, co-responsibility of two private individuals in their quality of citizens, voters and contributors (Aguilar, 1992). No process of public policies, specialized literature identifies different stages "[...] The cycle of public policy is constituted by following stages: definition of agenda, identification of alternatives, evaluation of options, selection of options, implementation and evaluation. Some aspects of the public policy cycle focus on more participants in the decision-making process, and others, or the process of formulating public policy" (Souza, 2006, p.29).

- 1) problem identification;
- 2) agenda formation;
- 3) formulation of alternatives;
- 4) decision making;
- 5) implementation;
- 6) evaluation;
- 7) extinction.

It is important to highlight that as with every cycle, it "closes" with a feedback process so that the public policy is not extinguished with the evaluation of the results, because it can open space for a new definition of the problem that started the cycle.

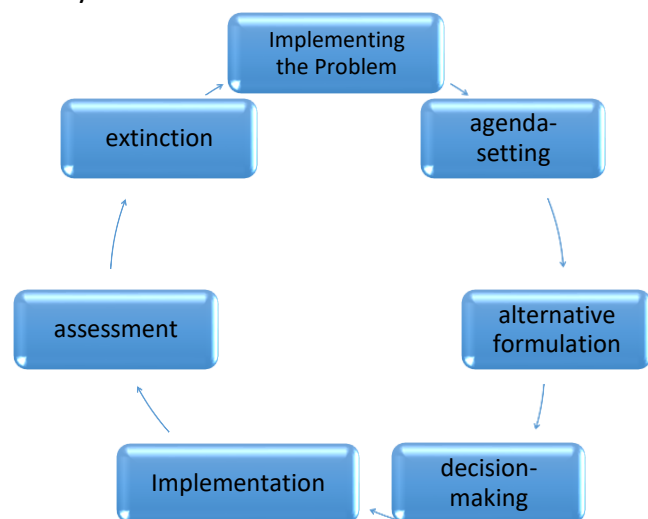


Fig. 1 – Public Policy Cycle  
(Source: Secchi, 2012, p. 43)

The first phase of the cycle is related to problem definition. The important thing at this stage is to determine what the problem is, its dimension, and possible causes. The second phase is agenda setting, which consists in analyzing what factors contribute to a situation becoming a problem and the problem becoming a government action, and which actors will intervene in the process. The next phase (third) is the formulation of alternatives, which consists in analyzing which options are available and feasible to solve the problem, as well as their risks, benefits, and costs. The

fourth phase, in turn, is decision making, in which it is determined which of all available alternatives is the best option. The next phase (fifth) is policy implementation, the moment when the alternatives are transformed into facts and it is decided to execute the public policy. The sixth phase is the evaluation of the policy; at this stage it is important to decide what and how to evaluate, and for what purpose. The last is termination, the stage in which the policy is replaced or discontinued because it has not met its objectives or the problem has been solved (Souza, 2006; Secchi, 2021).

This approach emphasizes agenda *setting* and asks why some issues get on the policy agenda while others are ignored. Some strands of the public policy cycle focus more on the participants of the decision-making process, and others on the process of policy formulation. Each participant and each process can act as an incentive or as a veto point (Souza, 2006).

In summary, this general process of reduction of the state and increase of the spaces for organized civil participation has occurred in virtually all areas, including tourism. In this case, the meager planning and management actions taken until then were slowed down and started - in all stages of the political cycle, when they were taken - to count on, if not totally delegated, the instances of participation and social control, with great emphasis on the councils, in their different levels.

## 2. Education, research, and tourism

At the end of the 20th century, however, tourism went through profound changes<sup>6</sup>. On the one hand, the gigantic expansion of the mass tourism market between 1945 and 1975 led to the consolidation and the fraying of this productive model, giving rise to the need for segmentation and diversification of markets as a way to renew this productive activity. On the other hand, the traditional behavior and demand were

<sup>6</sup> Due to the economic stability that the *Welfare State* provided to workers by guaranteeing conditions of full employment, when Europe was rebuilt after 1950–1955, numerous efforts converged to allow and organize vacations for the less fortunate, families, young people, and all those excluded because their needs could not be solved (Boyer, 2003). Thus, there was incentive for the emergence of mass tourism.

replaced by new patterns, new preferences and new interests of a population that was increasingly more experienced and sophisticated in terms of travel and recreation (Lickorish and Jenkins, 2000). Thus, in the public sector, the growing economic importance that this activity acquired has caused states to retract their role, progressively giving tourism more space in their public policy portfolio. In the words of Lickorish and Jenkins (2000, p. 237): "state participation increased as tourism became a mass phenomenon".

Many governments have given a high degree of priority to tourism in their national economic recovery programs, intervening with fiscal, financial, planning and other aid. In the post-war period, tourism received high priority in the provision of funds and in state policies. Meanwhile, however, the policies created suffer from two aspects:

a) either they are elaborated by specialists from other sectors (economics, administration, geography or architecture, etc.) within a general framework, but with little specificity about tourism;

b) or they only seek to involve, in a broader (democratic?) way, the sector itself, but suffer from a lack of knowledge and more grounded technical information in order to help in the decision-making process.

In this way, tourism as a social phenomenon and as an economic activity has been, for years, an assumed reality (Atimira and Muñoz, 2007) and an important source of income for different countries. In recent years, due to the deep economic and financial crisis that the different economies have suffered, the Tourism sector has experienced strong damage (Rodríguez and Almeida, 2009). In this sense, different studies agree in signaling that tourist regions must face the challenges generated by the global crisis through innovations in their public policy systems. This, in order to maintain and, in this case, improve the competitiveness of the tourism sector. Thus, public policies play a strategic role in a given region to maintain and increase its level of competitiveness within the tourism sector.

In parallel, in the post-war period, in the academic field, tourism as a disciplinary area begins

to acquire autonomy and tourism courses begin to operate in different universities. In this context, there emerged groups of researchers and teachers who tried to build the *corpus of* research in tourism to achieve academic recognition from their peers, either as a discipline or as a disciplinary field (Campodónico and Chalar, 2010).

As this grew, so did the number of research centers – academic and applied – on the subject. Between 1970–1980, Centers for Tourism emerged within universities – research groups set up to help promote the growth of the subject by providing appropriate training and research programs in business management, natural resource management and marketing. In general, these structures have been – and indeed most can still be – associated with universities and are supported by public income (Christian, 2000). Massieu (2000) argues that these institutions are designed to provide government agencies and policy makers with the information necessary to make informed policy decisions. The research conducted at these centers is designed to help government agencies promote and develop state recreation and tourism resources, to assist tourism businesses with planning, marketing, and to provide policy makers with information needed to make informed policy decisions. These centers use academic methods and research to solve problems encountered by the tourism industry and communities by participating in tourism development (Christian, 2000).

The crisis of the *Welfare State* brought with it the loss of the State's capacity to solve social problems, giving rise to the need to implement a new administrative model, which incorporated the principles and techniques of private management. If, on the one hand, this opened spaces for popular participation, on the other it demanded that both the channels and the action itself be modulated in a minimally organized way, so that they could express themselves.

Faced with this scenario, a new actor, for example, an organized civil society, a research center, which could play a significant role in solving the social problems presented, becomes viable.



However, for civil society to be able to act effectively, it must have structure, organization, and function as a cohesive social group. Thus, considering the characteristics and functions of the EFITs, it is assumed that the insertion of such actors in the Public Policy cycle is an appropriate way to obtain the involvement of tourism specialists (Pimentel, 2012).

According to Rey-Rocha (2002) a research group can be considered consolidated once it has reached a certain size, autonomy, funding, member involvement, collaboration and cohesion. However, as Durand (2011) expresses, the reasons that lead a research group to consolidation are still unclear, and reproducing the opinions of different authors shows that leadership skills (Page, 1966), a positive communication atmosphere (Meader, 1953), the composition of the group (Pelz and Andrews, 1966) a clear division of tasks (Hagstrom, 1964), recognition by the scientific community, institutional conditions or public policy orientation (Grediaga, 2000) or a group maturity process (Hamui, 2005) are some of the elements to be considered to identify the degree of consolidation of a research group (EFIT).

### 3. Methodology

The work is an exploratory and qualitative study that seeks to highlight the role (or not) of research structures in *policy-making* processes. Empirically, the research was divided into two stages.

- Step 1: We started from the database obtained in the research of Pimentel (2011) which identifies 2,464 Brazilian federal public policies with action on tourism from 1929 to 2016. Then, the data filtering procedure was performed as follows: Using the filters "research group", "research center", "observatory", "research", "study", "university", it was identified in the content of each policy if there was any link with education, university and/or EFIT. As a result, 119 public policies were found that were related to the search terms mentioned and that formed the sample analyzed in this research. The technique used for sorting,

coding and organizing the data was Content Analysis, specifically thematic analysis and categorical analysis (Bardin, 1977).

- Step 2: We started from the database of Pimentel (2016), composed of 237 research groups in tourism mapped in the 'Directory of Research Groups' of CNPq, which are concentrated mainly in the Northeast, Southeast and South zones of the country, being also the zones with the largest source of funding for this type of formal organizations. From this universe 106 groups were filtered according to the criteria: 1) belonging to a public HEI; 2) the public HEI offers a tourism course; 3) tourism is the main thematic area of the group; 4) the group has its status updated in the CNPq directory. From this sample of 106 results, 6 different EFIT states (Minas Gerais, Ceará, Paraná) were selected for the qualitative analysis with the objective of identifying their structure and degree of intervention in the TTP agenda.

From the samples taken from these two databases we proceeded with the quantitative analysis of the TPP, on the one hand, through the use of Pimentel's (2014) method of public policy analysis, which considers the following categories: organizational position and objectives (institutional level), participants - proponents, formulators and target audience - (procedural level) and concrete results and expected effects (material level). From this analysis we identified the profile of the national TPP and the type of their relationship with teaching and research. And, on the other hand, based on the sample of EFITs, a qualitative study was carried out with a sample of 6 EFITs about their profile, form of action (practices and routines) and effective actions.

While the data from the TPP were treated using descriptive statistics, the qualitative data from the EFITs were treated using content analysis.

This study, like others, has limitations. One of them refers to analytical logic and the explored hypothesis, which is exclusively related to the relationship between TPP-EFIT and at the federal level. That does not imply, therefore, that:

- a) there is no relationship nonstandard studied, namely, the TPP with individual

- qualified agents or
- b) or with collective qualified agents that do not are EFIT, or also
- c) with agents, individuals or collective, not qualified; or, lastly, that
- d) in local and regional level there can be another form of relationship between EFIT and TPP and even though the latter's can use other mechanisms, internal or external, to be carried out without the EFIT assistance.

Even so, it is believed that a considerable part of both the production of knowledge and of strategies and forms of intervention, especially in a capillary way and at the local level, there is a reasonable level of congruence among the factors analyzed.

## 4. Results and analysis

### 4.1. Main results of the TPP analysis

**4.1.1 Characterization of the TPP by type of normative act versus the thematic areas.** Of the 119 policies identified 88 are classified as decrees, 19 as Legislative Decrees, 5 as Laws, 4 are Resolutions of the House of Representatives, 1 Resolution, 1 Provisional Measure and 1 Bureau Act (Fig. 2). Next, the relevant aspects of each categorized TPP group will be presented.

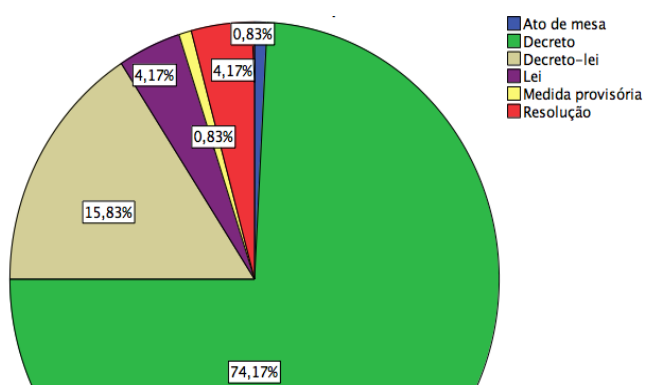


Fig. 2 – Distribution of Tourism Public Policies by Document Type (Source: Own elaboration)

#### a) Decrees

Most policies are presented in the form of decrees (totaling 88 observations), defined as administrative acts that are executed by the Executive Branch. Among these documents, 44 (50%) deal with the authorization of the operation of the tourism course and its recognition in different Universities, 20 (22.73%) with the promulgation of Cooperation Agreements in the area of Tourism with foreign countries, 12 (13.63%) on the institution of different Tourism Commissions and Councils and the approval of their Regimentary Structures, 10 (11.37%) refer to supplementary credits and tax reduction for the realization of studies and research in tourism, 1 (1.13%) on the Multi-Year Plan and 1 (1.13%) on the Approval of the National Tourism Plan. In Table 1 these documents are grouped according to their menu.

#### b) Legislative Decrees and Decree-Laws

The 19 Legislative Decrees and Decree-Laws found deal with a specific theme, the approval of the *Tourism Cooperation Agreements with foreign countries* enacted previously, all of them were proposed by the Legislative power. With the exception of Decree-Law 55 of 1966, proposed by the Executive Branch whose objective is to define the first National Tourism Policy, create the National Tourism Council and the Brazilian Tourism Company – EMBRATUR. In table 2 these decrees associated to each menu are detailed.

#### c) Laws, Resolutions, Desk Act

The five laws found were all proposed by the Legislative Branch and deal with supplementary credits for projects and research in tourism and the provision of the 2008 Budget Law; the creation of the Ministry of Tourism and the National Tourism Policy.

Three Resolutions made by the House of Representatives were also found, all dealing with the creation of Tourism Commissions. Besides another Resolution, which binds the *Commission of Regional Development of Tourism* (CDRT) as a permanent commission of the Senate. Finally, we identified a Bureau Act, related to the creation of the mentioned commission and a Provisional Measure, which creates the Ministry of Sports and Tourism. In Table Table 3 are listed the documents mentioned and the themes treated.

*Table 1 – Decrees and related topics (Source: Own elaboration)*

Topic	Decrees
Authorization and Acknowledgment of Tourism Course	Decree n° 53.326/63, Decree n° 69.966/72, Decree n° 70.205/72, Decree n° 71.199/72, Decree n° 71.606/72, Decree n° 71.808/73, Decree n° 71.881/73, Decree n° 72.387/73, Decree n° 72.586/73, Decree n° 74.247/74, Decree n° 74.436/74, Decree n° 74.653/74, Decree n° 75.849/75, Decree n° 76.147/75, Decree n° 76.794/75, Decree n° 76.952/75, Decree n° 77.419/76, Decree n° 78.266/76, Decree n° 78.565/76, Decree n° 79.061/76, Decree n° 79.406/77, Decree n° 80.223/77, Decree n° 81.277/78, Decree n° 81.283/78, Decree n° 81.936/78, Decree n° 82.244/78, Decree n° 82.702/78, Decree n° 83.075/79, Decree n° 83.221/79, Decree n° 83.670/79, Decree n° 89.497/84, Decree n° 90.974/85, Decree n° 97.333/88, Decree n° 98.605/89, Decree n° 99.016/90, Decree s/n 09/05/94, Decree s/n 10/02/95, Decree s/n 13/07/94, Decree s/n 15/08/94, Decree s/n 22/03/95, Decree s/n 27/12/94, Decree s/n 29/02/96, Decree s/n 30/12/94_2, Decree s/n/94
Approves the National Tourism Plan	Decree n° 7.994/13
Multi-Year Plan	Decree n° 7.994/13
Promulgation and Approval of Cooperation Agreements in the area of Tourism	Decree n° 8.334/14, Decree n° 1.559/95, Decree n° 2.097/96, Decree n° 2.643/98, Decree n° 2.678/98, Decree n° 2.691/98, Decree n° 3.461/00, Decree n° 3.488/00, Decree n° 5.437/05, Decree n° 5.817/06, Decree n° 5.888/06, Decree n° 5.923/06, Decree n° 6.404/08, Decree n° 6.562/08, Decree n° 6.896/09, Decree n° 7.182/10, Decree n° 7.911/13, Decree n° 87.185/82, Decree n° 88.611/83, Decree n° 89.092/83
Creation of Councils and Commissions and Approval of their Regime Structures	Decree 44.863/58, Decree 3.623/00, Decree 3.691/39, Decree 4.402/02, Decree 6.546/08, Decree 62.204/68, Decree 7.381/10, Decree 8.644/16, Decree 83.989/79, Decree s/n 29/09/94, Decree 48.126/60, Decree 8.836/16
Supplemental Credit	Decree 63.440/68, Decree s/n 11/05/09, Decree s/n 15/12/04, Decree s/n 16/11/05_2, Decree s/n 21/12/99_2, Decree s/n 24/10/01, Decree s/n 25/08/09, Decree s/n 28/11/06, Decree s/n/93, Decree 5.533/05

*Table 2 – Legislative Decree, Decree-Law and Theme (Source: Own elaboration)*

Topic	Decree
Approves Tourism Cooperation agreements with other countries.	Legislative Decree 12/82, Legislative Decree 208/10, Legislative Decree 287/08, Legislative Decree 298/06, Legislative Decree 33/76, Legislative Decree 34/99, Legislative Decree 42/09, Legislative Decree 47/06, Legislative Decree 5/98, Legislative Decree 52/06, Legislative Decree 56/97, Legislative Decree 69/73, Legislative Decree 73/99, Legislative Decree 76/06, Legislative Decree 77/06, Legislative Decree 86/92, Legislative Decree 893/09, Legislative Decree 90/99.
Definition of the National Tourism Policy	Decree Law 55/1966

*Table 3 – Relationship between Documents and Topics Treated (Source: Own elaboration)*

Public Policy	Topic
Law 10.683/03	Creates the Ministry of Tourism
Law 11.514/07	Provides on the guidelines for the preparation and execution of the 2008 Budget Law and makes other provisions
Law 11.560/07	Supplemental Credit
Law 11.771/08	Provides on the National Tourism Policy, Creates the National Tourism Plan, Institutes the National Tourism System, Interministerial Committee for Tourist Facilitation
Law n° 8.838/93	Supplemental Credit

<i>Public Policy</i>	<i>Topic</i>
Resolution of the House of Representatives nº 4/03	Creates the Permanent Committee on Tourism and Sports in the House of Representatives
House of Representatives Resolution nº 54/14	Splits the Committee on Tourism and Sports to compose the Committee on Tourism
House of Representatives Resolution nº 57/56	Creates a Parliamentary Inquiry Commission to study the problems of tourism in Brazil
Bureau Act 3/10	Creates the Regional Tourism Development Commission
Provisional Measure 1.795/99	Creates the Ministry of Sports and Tourism attached to the Government Council, which has among its objectives the national tourism development policy
Resolution nº 1/05	Binds the Committee on Regional Development and Tourism as a standing committee of the Senate

*4.1.2 Institutional analysis of TPP according to Pimentel's model (2014).* Only in 1958<sup>7</sup>, through Decree No. 44,863, that the Brazilian Commission of Tourism (COMBRATUR) was established, an organ of consultation on matters of tourism directly subordinated to the Presidency of the Republic that had as main objectives the coordination of activities aimed at the development of domestic tourism and foreign influx, the supervision of measures related to the movement of tourists and the simplification of records and inspection in relation to the traveler and his property, therefore being functions of development and management of national tourism. After the institution of COMBRATUR, EMBRATUR (Brazilian Tourism Enterprise, in portuguese) and CNTur (Tourism National Council, in portuguese) were established, specialized in carrying out tourism studies related mainly to the movement of tourists.

Thus, due to the need for professionals capable of discussing tourism-related issues and improving the quality of tourism services, the course in Tourism was authorized and recognized as part of the educational offer of different universities. In order to strengthen studies in tourism, cooperation agreements in the area of Tourism were

signed with other countries – Hungary, Nigeria, Portugal, India, Jamaica, Costa Rica – encouraging collaboration in studies and research between Universities and Research Centers in Brazil and abroad. Budgetary reinforcements were also granted to enable research in tourism.

In summary, policies related to the authorization of operation and recognition of tourism courses and tourism cooperation agreements abroad that included research and exchanges of professors, researchers, and students were found in greater quantity. Also identified were policies related to the formulation and coordination of the National Tourism Policy, supplementary credits for the development of tourism research, and the establishment of Ministries, Commissions and Councils aimed at regulating tourism activities, as is the case of the Ministry of Tourism, to mention the most relevant.

It was observed that most of the public agencies that sign the Public Policies do not have a specific qualification in Tourism, which can be translated into an impediment in the elaboration and implementation of adequate plans due to the absence of specialists in the subject. According to Galindo (2011) until some time ago, the opinions

<sup>7</sup> Since 1939, with the creation of the Council of Immigration and Colonization through decree No. 3691, the first efforts to promote the study of issues related to tourism in Brazil arose, with the aim of developing the sector, as well as studying the organization and creation of an official tourism agency. In 1956, through Congressmen Resolution No. 57, a Parliamentary Inquiry Commission was established to study tourism problems and "propose legislative measures indispensable to the development of this industry in Brazil". Through this resolution, it sought not only to study tourism with the objective of developing it economically, but also to study the subject of tourism with the intention of proposing legislative measures and facilitating the National Congress to draft laws that would allow the nation to take advantage of the country's tourism capital, but its work was for a period of 6 months.

could only be prepared and signed by Tourismologists, today municipal secretaries and other entities without technical knowledge in the area or in the tourism sector can sign them.

It was found that none of the policies considered as part of the sample at any point have among their proponents and/or participants a Formal Tourism Research Structures or among their objectives the inclusion of the same in the public policy cycle.

#### 4.2. Main results of the EFIT analysis

Six EFITs were analyzed, out of a possible 106, based on the following criteria: (a) History and trajectory of the research group; (b) Main changes throughout the group's history; (c) Research lines or areas developed by the group, their choice and reasons; (d) Social Objective; (e) Sources of funding; (f) Composition of the group as to human resources; (g) Human Resources Recruitment process; (h) Work process, routines and forms of socialization of new members to the group's culture; (i) Partnerships with other institutions; (j) National and International Visibility; (k) Activities carried out abroad; (l) Strategies to strengthen the group; (m) Participation in the public policy cycle.

*Table 4. List of EFITs Analyzed  
(Source: Own elaboration)*

n <sup>o</sup>	Group	Institution	Leader
1	EFIT 1	Federal University of Juiz de Fora	L1
2	EFIT 2	Federal University of Minas Gerais	L2
3	EFIT 3	Federal University of Ouro Preto	L3
4	EFIT 4	Federal University of Paraná	L4
5	EFIT 5	Federal Technological Institute of Ceará	L5
6	EFIT 6	Federal University of Minas Gerais	L6

As a result, it was found that most EFITs have a low level of structure, which affects their level of production, visibility abroad, obtaining funding sources, and stability in the group of researchers. Only two of the groups have a solid structure, identity, and a high degree of cohesion. While the intervention of the analyzed EFITs in

the agenda of Tourism Public Policies at the federal level the result is almost null. Only one of them (EFIT6) has participated once in the public policy cycle, evaluating sports policies at the municipal level. The other five EFITs have not participated in any of the stages of the cycle, neither at the federal, state or municipal level.

Analyzing the answers given by the group leaders regarding the participation in the TPP cycle, we have two main reasons that justify the absence of this participation: 1) the group has no interest in participating in the design of Tourism Public Policies (case of EFIT2 and EFIT4) although there are groups (EFIT1; EFIT6) that aim to participate in the Public Policy cycle, that have developed projects and even presented useful information to decision makers about the region's needs (EFIT1) their work has not been systematically considered part of the public sphere – possible result of the lack of recognition of the group by society or by political interests on the part of decision makers.

The results obtained in the analysis of the EFITs show that their level of consolidation is still very low. Most of them have funding problems that limit their activities. They also face a lack of identity on the part of the members towards the group; this lack of identity has as a consequence the little collaboration among researchers. However, the limitations of the group itself – physical space, lack of adequate working material – also affect the relationship among group members. The lack of adequate conditions for research does not allow the creation of a routine of activities and the establishment of a correct division of labor, essential characteristics to create a collective identity, which will lead to consolidation.

In general, the term "convergence" means to head toward the same point or to concur in a certain place. That is, the characteristic of two or more elements to converge in a certain place or state. This concept can be used in different ways according to the context. In the academic field, convergence requires that individuals have knowledge from different areas, enabling the emergence of ideas and approaches from



different disciplinary fields to provide solutions to different problems more effectively.

Of the groups analyzed, 4 present a minimum degree of consolidation, and two groups – EFIT1; EFIT6 – are the ones that are effectively in this process. Consequently, there is a lack of convergence in the analyzed EFITs, since they are groups that have a very low impact in the resolution of problems related to tourism in their surroundings, and therefore are still far from making a contribution to problems in other areas. It can be inferred that the high distance that exists between TPP and the academic sector – in this case the research groups – are indications of the lack of convergence.

#### 4.3. Cross-referencing the results of the EFIT versus TPP analysis

When comparing the information obtained by the groups and the national tourism policies, we see that the dialogue between the tourism research centers in Brazil and the Federal Public Agenda is minimal.

The Social Systems Structure Model of Action (Pimentel, 2012) points out that the proximity and sharing of a physical and social space can generate interaction and this, in turn, the constitution of groups with a common identity, generating, in turn, cohesion and capacity for action, which is presented under the form of power relations, hierarchy and a specific organizational form for carrying out actions in the world. In the present case, there seems to be evidence that this thesis occurs at the local level, but not yet – at least with the analyzed EFITs –, at the national level, which suggests that they do not participate in this social space in the national public sphere. This may be related to the ongoing process of internal consolidation of the EFITs themselves, which, therefore, were unable to take on broader flights.

In the case of the analyzed EFITs, identity is a characteristic that 4 EFITs still cannot establish, let alone consolidate as a cohesive group. EFIT1 and EFIT6 have shown to have an established identity and a high degree of cohesion. They are

groups with a research history, with a group of researchers that share the group's objectives and the leader's ideology. Recently they have acquired strength and visibility at the national and international level. It is important to note that this visibility is not limited to the academic field; due to their structure and leadership, the groups have also acquired visibility in the public sphere. There is evidence to suggest that the identity and cohesion of the EFITs is a determining factor for them to participate in the public policy cycle (exercise power) helping to explain why the degree of participation of the groups analyzed in the tourism public policy cycle is so incipient, although it is not the only reason, is one of the most important.

On the other hand, based on the levels and categories of public policy analysis proposed by Pimentel (2014) it was possible to identify that there is still no participation of EFITs at the proposer or subscriber levels. The results also show that the Ministry of Tourism participates little in TPP and that the financial incentives granted by the State to conduct research are scarce. Furthermore, instead of having some kind of direct and stable contact between TPP, at the federal level, universities and research centers (EFIT), developing a kind of stable collaboration, there seems to be, on the contrary, a pattern, which starts from the Mintur itself, of unsystematic and discontinuous actions (Potón et al., 2021) and of carrying out consultancy contracts, as typical *modus operandi* that suggest a disconnection from the EFIT and its participation in the TPP.

Thus, the influence of the EFITs (of the academic sector) in the public policy cycle does not depend simply on factors that are specific to the EFITs, but also on the importance that the State gives to the production of this type of institutions, as well as on the different supports it establishes for the realization of their research activities.

For this reason, it is considered indispensable that the public sector encourages a greater participation of tourism specialists in Tourism Public Policies, in order to guarantee that the proposals made are based on technical knowledge and real information about the sector, and thus

ensure a better consolidation of the plans and programs implemented.

### Conclusion

The main objective of the present research was to identify whether the Formal Structures of Tourism Research (EFIT) in Brazil are in dialogue with Tourism Public Policies. Specifically, it sought to defend the premise that organized collective action in the educational sector can be considered a useful tool for the creation of adequate public policies in tourism, since entities dedicated to research and the production of knowledge in tourism would be the most likely *locus of* finding specialists with both theoretical and practical knowledge, necessary to assist in the political cycle of public policies.

The results showed that of the 119 TPP analyzed, related to the theme of education and research, in Brazil, from 1930 to 2018, none was proposed by any EFIT. There was also no direct relationship between the production of the 6 EFIT analyzed and the design of the TPP at the federal level. Therefore, it appears that there is a disconnection between the agendas of national TPP and EFIT in the Brazilian case and that these do not participate in the cycle of Tourism Public Policy. On the other hand, this does not mean that there are no relations between TPP and EFIT at other levels (state and municipal, for example), which still needs to be investigated; but only that at the federal level the aforementioned dynamic is observed.

This study, like all others, has limitations. One of them refers to the analytical logic and the explored hypothesis, which are exclusively related to the relationship between TPP-EFIT and at the federal level. This does not imply, therefore, that: a) there are no relationships outside the studied pattern, namely, TPP with individual qualified agents or b) or with collective qualified agents that are not EFIT, or c) with non-qualified individual or collective agents; or, finally, that d) at local and regional levels there may be another form of relationship between EFIT and TPP and

even that the latter can use other mechanisms, internal or external, to be carried out without going through the help of EFIT.

The second relates to the data used. With regard to TPP in federal level, there is a gap between the EFIT, since it is possible that there is participation of the EFIT at the federal or municipal level, as demonstrated in the case of the EFIT1 and EFIT6. In addition to contracts between MINTUR and consulting companies (e.g. FGV, Sebrae) which are administrative acts of that folder and were outside the systematic scope of the search defined in the database of the analyzed official repositories. This research is limited to information referring to the period 1939–2018, in this period of time the public policies that involve Universities in conducting research that benefit the tourism sector are minimal and focused on market analysis, enhancing Brazil as a tourism destination and develop the activity in the economic sense.

As for the EFIT data, difficulties were found with the small sample of EFIT respondents, which forced us to carry out a qualitative study with a small sample (initially the intention was to carry out a census with all EFITs, but due to the relatively low result “non-response” to the survey by the leaders of the groups contacted). In addition, there was also omission of information by the leaders who were not interested in following the interview in its entirety. Both situations made the analysis of EFIT difficult. Finally, the selected EFIT sample was limited to working with EFIT that actually carry out research, that were linked to a public High Education Institution and whose predominant area of study is Tourism. This does not rule out the possibility that there are other research groups that have an active participation in the public policy cycle.

Despite this, the study advances in the sense of examining a previously virtually underexplored area and pointing out systematic evidence of a mismatch between the EFIT – centers for research and knowledge production in tourism – which, in theory, should be the most qualified actors to give their opinion and provide qualified

information to support decision-making, and national Tourism Public Policies.

Additionally, external elements, which transcend the initial logic of this study, and, therefore, were not considered, such as the country's level of development, level of scientific and technological development in the tourism area, and the degree of development of the tourism sector (among others) impose political, economic and social problems and encourage universities to participate in public affairs to cooperate in the search for solutions. It is important to encourage and strengthen this participation in the public policy cycle. Tourism research groups are spaces capable of reinforcing the links between research and public decision. It is proposed to promote greater cooperation between the University, Formal Structures for Research in Tourism and the State. Collaboration between these agents can contribute to the development of the tourism sector through the formulation of public policies that ensure better responses to the sector's problems and needs.

Among the advantages offered by the EFITs is that they are institutions linked to universities, a characteristic that grants them prestige, academic legitimacy and credibility, thus being able to increase the political and public impact of their research. When developing researches that aim not only to generate knowledge, but also to solve real social problems that help to find concrete ways to solve specific problems, problems that

the State would generally have to answer. In other words, EFITs are institutions capable of helping the State in decision-making.

To quote Urrutia (2008) a State benefits from having organizations – whether research groups, agencies, *think tanks* – as this allows them to obtain information, knowledge and innovation. EFITs can be a reliable channel between public decision makers and society, due to their neutrality and political independence. This is not to say that other types of participation are not important. The articulation of the State, with the citizenry, businessmen and with tourism professionals, as well as with those organizations specialized in tourism studies, is necessary for a better articulation of the National Tourism Policy, among them the EFITs.

Finally, it appears that the PNT 2018–2022 that the Ministry of Tourism intends to expand and improve tourist studies and research through the structuring of a network of Tourism Observatories, in addition to strengthening the existing ones. Currently, it is clear that there are observatories in different states of Brazil – Rio de Janeiro, São Paulo, Paraná, Minas Gerais, Rio Grande do Sul, Distrito Federal, among others. It is recommended to monitor Tourism Public Policies in the coming years to confirm whether the EFITs are effectively gaining recognition from the public sector and receiving the necessary support to carry out their production.

### References

1. Aguilar, L. (1992). *Problemas públicos y Agenda de Gobierno*. México.
2. Altimira, R., & Muñoz, X. (2007). El turismo como motor de crecimiento económico. *Anuario Jurídico y Económico Escurialense*, XL(40), 678-710.
3. Bardin, L. (1977). *Análise de conteúdo*. Lisboa: Edições 70.
4. Boyer, M. (2003). *História do turismo de massa*. Bauru: EDUSC.
5. Campodonico, R., & Chalar, L. (2010). Turismo uma ciência em construção. *Anais do VI Seminário de pesquisa em turismo do Mercosul*. Caixas do Sul: Universidade de Caixas do Sul.
6. Christian, L. (2000). Tourism Research in the United States. In: *Canadian Transportation Research*. University of Saskatchewan, 428-442.
7. Durand Villalobos, J. P. (2011). Grupos de Investigación Consolidados en la Universidad de Sonora. *XI Congreso Nacional de Investigación Educativa*.
8. Fourastié, J. (1979). *Les Trente Glorieuses: ou la révolution invisible de 1946 à 1975*. Paris, Fayard.
9. Friedberg, E. (1993). *Le Pouvoir et la Règle*. Paris: Editions du Seuil.

10. Grau, N. C. (2007). La rendición de cuentas y el control social. Una aproximación conceptual. *Documento de Trabajo. Centro Latinoamericano de Administración para el Desarrollo (CLAD)*.
11. Grediaga, R. (2000). Profesión académica, disciplinas y organizaciones. *Procesos de socialización y sus efectos en las actividades y resultados de los académicos mexicanos*. México: ANUIES.
12. Hagstrom, W. (1965). *The Scientific Community*. New York: Basic Books.
13. Hamui Sutton, M. (2005). *Procesos de conformación y consolidación de grupos de investigación: factores materiales y simbólicos que convocan y dan sentido a los grupos*. México. Tesis doctoral, Colegio de México.
14. Hobsbawn, E. (1998). *Historia del siglo XX*. Trad. J. Faci, J. Ainaud e C. Castells. 3 ed. Argentina: CRITICA.
15. Lickorish, L. J., & Jenkins, C. L. (2000). Introdução ao Turismo. *Tradução Fabíola de Carvalho S. Vasconcellos*. Rio de Janeiro: CAMPUS.
16. Meader, R. G. (1953). Sponsoring organized university research. In: Bush & Hattery (Eds). *Teamwork in research*. Washington: American University Press.
17. Osborne, D., & Gaebler, T. (1994). *Un nuevo modelo de gobierno: cómo transforma el espíritu empresarial al sector público*. México: Ediciones Gernika.
18. Page, T. (1966). Selecting the research team. In: Bush & Hattery (Eds). *Teamwork in research*. Washington: American University Press.
19. Pelz, D. C., & Andrews, F. M. (1966). *Scientists in organizations: Productive climates for research and development*. John Wiley.
20. Picó, J. (1987). *Teorías sobre el Estado de Bien Estar*. Ed. Siglo XXI, 1987.
21. Pimentel, M. P. C. (2011). *A Institucionalização do Turismo em Âmbito Municipal no Brasil*. Dissertação de Mestrado. Lavras: Universidade Federal de Lavras.
22. Pimentel, M. P. C. (2014). Uma discussão teórico-metodológica para a análise de políticas públicas de turismo no Brasil. Em: *Gestão Pública do Turismo no Brasil: teorias, metodologias e aplicações*. Caixas do Sul, RS. EducS, 317-331.
23. Pimentel, T. D. (2012). Espaço, Identidade e Poder: esboço de uma teoria morfogênica e morfostática para a sociologia das organizações. *UFJF. Programa de Pós-Graduação em Ciências Sociais/PPGCSO*.
24. Pimentel, T. D. (2017). Institucionalização Do Subcampo Acadêmico do Turismo no Brasil: Uma Análise da Dinâmica Interna dos Centros de Pesquisa em Turismo e sua Contribuição na Formulação de Políticas Públicas. *Relatório de Pesquisa*. Universidade Federal de Juiz de Fora.
25. Pimentel, T. D. (2016). Mapeamento dos Centros de Pesquisa e da Oferta Educacional de Cursos de Turismo no Brasil e no Exterior: notas preliminares para delimitação do campo turístico mundial. *Relatório de Pesquisa. Conselho Nacional de Desenvolvimento Científico e Tecnológico / CNPq e Pró-reitoria de Pesquisa da Universidade Federal de Juiz de Fora/PROPESQ-UFJF, Minas Gerais (MG)*.
26. Pontón, M. B. Z., Emmendoerfer, M. L., & Silveira, S. de F. R. (2021). El final de una política pública: análisis del ciclo político del proyecto destinos inductores para el desarrollo turístico regional (DIDTR) – Brasil. *Revista Brasileira de Políticas Públicas*, 11(1), 495-518.
27. Rey-Rocha, J., Martín-Sempere, M. J., & Garzón, B. (2002). Research productivity of scientists in consolidated vs. non-consolidated teams: The case of Spanish university geologists. *Scientometrics*, 55, 137-156, 2002. doi: 10.1023/A:1016059222182.
28. Rocha, R. (2009). A gestão descentralizada e participativa das políticas públicas no Brasil. *Revista Pos Ciências Sociais*, 1(11), São Luis / MA.
29. Rodríguez, J. M., & Almeida, M. (2009). *Nuevas tendencias y retos en el sector turismo: un enfoque multidisciplinar*. Madrid: Delta.
30. Salazar Vargas, C. (2011). *Políticas Públicas*. Instituto de Ciencias Jurídicas de Puebla. Editorial Mariel.

- 31.Santos, E. (2017). Administração do desenvolvimento: a disciplina em busca da relevância ou a relevância em busca da disciplina? *VI Colóquio Internacional da Epistemologia e Sociologia da Ciência da Administração*. Florianópolis, SC.
- 32.Shecci, L. (2006). Introdução: percebendo as políticas públicas. 2012. URL: <https://ufabcipp.files.wordpress.com/2013/11/digitalizar0010.pdf>.
- 33.Souza, C. (2006). Políticas públicas: uma revisão da literatura. *Sociologias*, 8(16), 20-45.
- 34.Uroz, J. (2010). La llamada crisis del modelo del Estado de Bien-Estar: reestructuración y alternativas. *Miscelánea Comillas*, 68(132), 299-311.