

Esporte clubes, eventos e turismo: o caso dos eventos esportivos em Niterói sob a ótica dos stakeholders

Sport clubs, events and tourism: the case of sport events in Niteroi using stakeholders' views

Esporte clubes, eventos y turismo: el caso de los eventos deportivos en Niterói bajo la óptica de los stakeholders

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Resumo: O presente estudo tem como objetivo compreender a relação entre clubes e eventos esportivos no município de Niterói, Rio de Janeiro, Brasil, utilizando a perspectiva do turismo esportivo. Esta cidade, localizada na margem leste da Baía de Guanabara, em frente à famosa e agora cidade olímpica do Rio de Janeiro, é uma urbe com alto potencial turístico e sólida tradição esportiva, tendo acomodado os três primeiros clubes olímpicos do Brasil fundados na década de 1880. Em termos de desenvolvimento deste estudo, uma análise exploratória de carácter quali-quantitativa foi planejada para observar o impacto dos clubes Olímpicos e seus sucessores nos eventos esportivos de Niterói. Para tanto, entre fevereiro e abril de 2018 foram realizadas 7 entrevistas com diferentes stakeholders dos eventos esportivos com o objetivo de coletar dados oficiais e detectar a cultura de eventos esportivos da cidade nos dias de hoje. Os resultados do estudo mostraram as principais modalidades esportivas e áreas de eventos esportivos da cidade. Além disso, esta pesquisa apontou que após anos de desenvolvimento de seus clubes esportivos, mudanças na sociedade niteroiense afetaram a participação de pessoas em práticas esportivas tradicionais dentro do ambiente dos clubes. Essas mudanças influenciaram diretamente o consumo de atividades esportivas e automaticamente a rotina dos clubes esportivos e dos eventos esportivos na cidade.

Palavras-Chave: Niterói, Eventos esportivos, Clubes esportivos, Turismo esportivo, Stakeholder.

Abstract: This present study aims to understand the relationship between clubs and sporting events in the municipality of Niterói, Rio de Janeiro, Brazil, using the perspective of sports tourism. This town, located on the eastern bank of the Guanabara Bay, in front of the famous and now Olympic city of Rio de Janeiro, is a city with a high tourism potential and a solid sports tradition, accommodating the first three Olympic clubs in Brazil founded in the 1880. In terms of the development of this study, an exploratory qualitative-quantitative analysis was planned to observe the impact of Olympic clubs and their successors at Niterói sporting events. For this purpose, between February and April of 2018, 7 interviews were conducted with different stakeholders of the sporting events in order to collect official data and detect the culture of sporting events in the city nowadays. The results of the study showed the main sports modalities and areas of sporting events in the city. In addition, this research pointed out that after years of development of their sports clubs, changes in the Niterói's society affected the participation of people in traditional sports practices within the club environment. These changes directly influenced the consumption of sports activities and automatically the routine of sports clubs and sporting events in the city.

Key words: Niterói, Sport events, Sport clubs, Sport tourism, Stakeholders.

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Resumen: El presente estudio tiene como objetivo comprender la relación entre clubes y eventos deportivos en el municipio de Niterói, Río de Janeiro, Brasil, utilizando la perspectiva del turismo deportivo. Esta ciudad, ubicada en la orilla oriental de la Bahía de Guanabara, frente a la famosa y ahora ciudad olímpica de Río de Janeiro, es una urbe con alto potencial turístico y sólida tradición deportiva, habiendo acomodado a los tres primeros clubes olímpicos de Brasil fundados en la década de los 80, 1880. En términos de desarrollo de este estudio, un análisis exploratorio de carácter cualitativo fue planeado para observar el impacto de los clubes olímpicos y sus sucesores en los eventos deportivos de Niterói. Para ello, entre febrero y abril de 2018 se realizaron 7 entrevistas con diferentes stakeholders de los eventos deportivos con el objetivo de recoger datos oficiales y detectar la cultura de eventos deportivos de la ciudad en los días de hoy. Los resultados del estudio mostraron las principales modalidades deportivas y áreas de eventos deportivos de la ciudad. Además, esta investigación apuntó que tras años de desarrollo de sus clubes deportivos, cambios en la sociedad niteroiense afectaron la participación de personas en prácticas deportivas tradicionales dentro del ambiente de los clubes. Estos cambios influenciaron directamente el consumo de actividades deportivas y automáticamente la rutina de los clubes deportivos y de los eventos deportivos en la ciudad.

Palabras clave: Niterói, Eventos deportivos, Clubes deportivos, Turismo deportivo, Stakeholders.

1 Introduction

There is an old joke which says that the best thing about Niterói⁴ is the view of Rio, but a good many feel that it is neither funny nor true. While Rio de Janeiro sister city certainly enjoys panoramic vistas from the other side Guanabara Bay, there is much more to Niterói than just its outlook.

With a small, wealthy population of close to half a million people, Niteroi is the highest human development index of any city in Rio de Janeiro state (SEBRAE, 2015). Many of the people who live their commute to Rio de Janeiro by boat or across the famous Rio-Niterói road bridge which, at over eight miles long, is one of the longest in the South Hemisphere.

The municipality occupies an area of 130 square kilometers, is densely populated and brings within its limits a landscape lush and diversified, composed of urban beaches, mountains, historic sites, lakes, large buildings and public parks.

Niteroi is positioned between the 20 cities with the best quality of life of Brazil and has a doctor under inhabitant's average considered excellent by the World Health Organization, water system serving 100% of its population and the tertiary sector as primarily responsible for the economic development of the municipality (SEBRAE, 2015).

⁴ Niterói has interesting tourist attractions like Niterói Contemporary Art Museum, City Park, Serra da Tiririca State Park, Itacoatiara Beach, Fort Santa Cruz, Niemeyer Path.



Figure 1 – Niterói and metropolitan area
Source: Via Michelin (2018)

However, in recent years the municipality have gone through a process of economic recession due to the lack of investments mainly in its shipbuilding industry, factor that has generated a series of consequences for the municipal development as unemployment, low tax collection, increased violence, among other issues (NITERÓI, 2014).

Niterói, located on the eastern shore of Guanabara Bay, opposite side of the famous and now an Olympic city conurbation of Rio de Janeiro, is a urbe with a high touristic potential and solid tradition in sports, having accommodated the first three Olympic clubs of Brazil founded in the 1880s (DACOSTA,2005).

These historical sport initiatives raised under similar circumstances involving the foundation of the San Francisco Olympic Club, the oldest Athletic Club of the United States created in 1860. Surely, the mention of the clubs of San Francisco and Niterói, originally denominated as “Olympic” is due to the fact they were both organized in most parts by English immigrants and become active well before the popularization of the Olympic Games beginning in 1896 (DACOSTA, 2005).

In addition, the first Olympic clubs of the Americas were pioneers in their countries, contributing in the case of the city of Niterói for local sports influences. Actually, a first review consulting Cantarino Filho (2006) noted that Niterói has started up various sport disciplines in Brazil, as sailing, the first yacht club and the first races; rowing, pioneers clubs settled in Niterói

and the first competitions against crews from Rio de Janeiro; football, the Rio Cricket Club located in Niterói, in 1901, hosted the first football game held in the State of Rio de Janeiro; and Rugby, a sport from which the first club appeared in Niterói.

Furthermore, Niterói is also a pioneer location of Paralympic sports, as far as the Brazilian Paralympic Committee was created in that here supposedly sport cluster.

In terms of development of this study, a combining qualitative and quantitative exploratory analysis were planned beforehand in order to observe how the influence of the traditional Olympic clubs and their successors as perceived by Niterói's sport events stakeholders. The following two objectives were defined:

- to investigate whether the main sport disciplines in Niterói are “Olympic” and the impact of “new sport disciplines” in the Niterói's sport events calendar;
- to examine in which tourist venues were held the sporting events in 2017.

An open-ended interview schedule was used, consisting of prompt questions aligned with the aims of the research.

2 Sport events, tourism and sport clubs

Sports events are fundamental motivating factors for the phenomenon of tourism and figure prominently in the development and commercialization of products from many international destinations (GETZ, 2008). More precisely, tourism and sport are two cultural phenomena that intertwine with various opportunities generated by their relationships, especially in the context of events (HINCH & HIGHAM, 2001; GETZ, 2008).

Until the end of the nineteenth century, sporting practices were constituted by local and informal pastimes, related to traditional and/or religious festivals, without any governmental interference, except for activities that ensure exclusivity of certain practices for local elites, such as hunting, or for the encouragement and improvement of strategies related to military combat. Since then, the diversification, popularization and development of the sport have undergone the need to build common protocols and to organize events and competitions, which has given rise to a series of organizations, established at national and international levels dedicated exclusively to management and development of the sport (BUENO, 2008).

Literature review proposed by Horne & Manzenreiter (2006) shows that there are convergence amid three main reasons for the breadth and the planetary dynamism of the Olympics and the FIFA World Cup as mega events while the International Exposition led to a minor scene. First, the advancement of communication technologies made possible the emergence of the phenomenon of audience around the world. Secondly, the international transmission of these events and the appeal of the sport as a fundamental activity for the human being stimulates the construction of a link between the exclusive rights of broadcasting, sponsorship and wide possibilities of merchandising. The third point relates to how "mega" sporting events have been perceived by the local governments, design promotion of cities and countries in terms of economic, socio-cultural and environmental heritage and sport.

The tradition of the modern Olympic Games that occur since 1896 includes the construction of memory and of symbolism attached to the place where they took place (TAGSOLD & NIEHAUS, 2013). Historical accounts suggest that from at least 776 BC the ancient Olympic Games attracted spectators, many of whom travelled from various parts of Greece to the competition site at Olympia (STANDEVEN & DE KNOP, 1999). In this sense, Carvalhedo (2002) reports that the Olympic Games in Ancient Greece encompassed travel and visits as a primitive form of tourism involving the participating cities.

DaCosta (2002) proposes that the symbolism associated to Olympia and the respective Games happened and remains alive up today due to the fact of being a traditional destination of travelers; also they watched the competitions participating in the myth of Olympia which had become and still is a *lieux of memoire*, French expression meaning "place of memory", that is a location referenced by events of athletic competitions and religious rituals. The same author attributes to contemporary French historian Pierre Nora (1989) the theoretical proposition of the *lieu de memoire* as connected to the creation of memory by visits and displacements concerning special geographic and historical places.

Given to Nora's theorization that also suggests the relation of tourism with the construction of collective memory, it is not surprising that Pierre de Coubertin has included tourism in his sports classification as ascertained in a text published in 1916 (MÜLLER & TODT, 2015).

In this regard, DaCosta (2002) follows Coubertin and interprets the theory of *lieu de*

memoire applied to Olympic mega events as a cultural proposal in which the sport is present by expanded views in terms of location and circumstances. To summarize, the relationship between sport and tourism is supposedly legitimized by historical data presented by Olympic facts and ideas.

In addition, at the end of the year 1999 the International Olympic Committee and the World Tourism Organization have signed an agreement of cooperation, where both institutions concluded about the important relationship between tourism and sport. Since then both agencies began to work together to consolidate the sport tourism as a product and held the first World Conference on sport and tourism in Barcelona in 2001 (LATIESA & PANIZA, 2006). However, previous to the 1990s, sport was treated as a “general or even accidental context for tourism research” (HINCH & HIGHAM, 2001, P. 45).

Higham (2005) presents that limited forces in contemporary society produce such substantial and heterogeneous travel flows as sport, while Kurtzman and Zauhar (2003) debate that as the themes of contact among tourism and sport have increased abruptly and the mutual benefits for both are relatively observable and their relationships very compatible.

Although an applicable context to validate existing theories from multiple disciplinary contexts, questions have been raised about the predisposition of the sport tourism field to generate new theory (GIBSON, 2005). In addition, sport tourism has been condemned for being rather descriptive, at times atheoretical and lacking a core disciplinary grounding (WEED, 2014).

However, Weed (2014) argues that sport tourism research, especially at the destination level is underpinned by various epistemological standpoints, consisting of a range of theories and methodologies that are constantly evolving.

Sports events have been used to attract and retain mobile capital in the time beyond the genuine event. Still, some studies show that outcomes from events hinge on the ways they are used according to the previous establishment of their purposes (BAADE & MATHESON, 2002; CHALIP & LEYNS, 2002). Recurrently, the benefits foreseen by the host communities of sports events do not occur due to an unsatisfactory planning and execution of event goals, failing the strategic management of the sports events (CHALIP & LEYNS, 2002).

Higham (1999) recommended that groups wishing to develop sport tourism have to focus on regular season sports or hosting smaller scale sports events. He advised, “the tourism and

economic development opportunities presented by sporting occasions of a more modest scale are generally positive”. He furthermore presented the idea that small scale sport tourism may “comply with the principles of sustainable tourism more so than sporting mega events” (HIGHAM, 1999 p. 87).

To demonstrate this suggestion Higham (1999) pointed out that small-scale sport tourism tends to generate a reliable flow of visitors, use existing infrastructure, be an appropriate size for the community, and to require very little in the way of public funding (GIBSON ET AL., 2012).

In the case of Niterói, several small and medium-sized sporting events have been historic developed within its territory using the natural characteristic of the city, its relief, climatic, economic and social conditions, part of them based in sport clubs.

Sports and recreational clubs are the basis on which formed the national sport. In the case of Brazil can be considered one of the most prominent socio-cultural phenomena seen that emerged in the 19th century and still have reach in the community (GALATTI, 2010).

The elite clubs it was molded in accordance with the practices of the commercial bourgeoisie (19th century) and the industrial bourgeoisie (20th century) (GALATTI, 2010). The popular clubs, more numerous and proactive in comparison with elite’s clubs used represent initiatives linked to the community necessities or local interests, usually with the competitive sporting character positioned in the background (GALATTI, 2010).

The city of Niterói is one of the most important sports clusters in Brazil, primarily because it was where British and German clubs were located in the 1850s (CANTARINO FILHO, 2006). It can be explained by a successful combination of leisure sports and competition as a lifestyle in a typically beach city (FARIA JÚNIOR, 2010).

The creation of clubs rooted in the community and the existence of foreign communities that brought in innovations and examples, also contributed to make Niterói a sports cluster (CANTARINO FILHO, 2006). The proximity of the clubs and the fact that players and sports participants attended the same beaches, neighborhoods and the sea proper for navigation may also have produced stimuli and identities that may have spread around the city in a phenomenon that is very typical of sports and of its invented traditions (DACOSTA, 2005).

It is then not surprising that the pioneer Brazilian activities of tennis and sailing took place in Niterói, which already had a club named “Olympico” – Clube Olímpico Ganabarensense back in

1883 (CANTARINO FILHO, 2006).

In the midst of a number of sports clubs, most of them created between the last decades of the 19th century and the early 20th century, Niterói currently has about 50 clubs (FARIA JÚNIOR 2010). It follows that initially the clubs were mostly concentrated in a cluster immediate the coastline of the city, however today there are a number of clubs spread over the territory, included the neighborhoods of low per capita income with major social imbalances (FARIA JÚNIOR 2010). In general, are sports clubs of different aesthetic, social, ideological features and in some cases, dedicated almost exclusively to a single sport.

3 Sport events, tourism and stakeholders

Report produced by Sebrae (2015) describes Niterói as the city with the highest rate of inequality among its inhabitants when compared to other cities in the eastern fluminense area.

Recently, the formulation of Director Strategic Plan "Niteroi que Queremos 2013 - 2033" offers from a structured planning based on targets delineated, retrieve the process of economic development and social inclusion of the municipality (NITERÓI, 2014).

Regarding the areas of tourism and sports, the Director Strategic Plan of Niterói set as challenges the leverage of the natural vocation for the sport and boost economic growth from traditional activities of city such as tourism (NITERÓI, 2014).

However, all this attractive potential has been slightly explored since the city does not strategically position itself in the sense of promoting and capturing sporting events that can move the tourism industry still based on travelers who do not stay overnight in Niterói (BARBOSA ET. AL, 2011).

Despite protocol information which presented Niterói as a municipality with tourist potential, in addition to agreements with public agencies in other cities such as Rio de Janeiro, and even considering its wide natural and cultural heritage, the truth is that the articulation of the various municipal actors is slight expressive (BARBOSA ET. AL, 2011).

Such fragility can be expressed by the scarce promotion and commercialization of tourist itineraries that increase the opportunity for systematic exploration of the city's broad attractions. Barbosa (2010, p. 11) argued that the specific situation reflects the need to elaborate a formal marketing plan with the collaboration of several stakeholders, necessarily based on research on

tourism demand, with budget and planning defined and with indicators of performance.

Several authors have noted the lack of coordination between sport and tourism organizations and the resultant market failure (CHALIP, 2001; DEERY & JAGO, 2005; WEED, 2006). Though, opinions diverge as to exactly which organizations should correct the failure and how rectification should be accomplished. For example, Freeman (1984) cited by Moital et.al (2013) pointed out that first of all is important to identify and describe who the stakeholders are, so one has to define what they are. In an event's environment, Goldblatt and Nelson (2001) and Bowdin, Allen, O'Toole, Harris, and McDonnell (2008) say that stakeholders are individuals and organizations with a genuine interest in the results of an event. A related meaning is presented by Reid and Arcodia (2002), who delineate event stakeholders as persons or groups that are affected or could be by the existing event.

In a tourism destination framework, the positions of stakeholders, their connections with other stakeholders, and the groups or clusters of organizations in the various sub-sectors of the destination will all impact on the power dynamics that can influence or impede the success of the process (Beritelli & Laesser, 2011).

Saito and Ruhanen (2017) say that study of power in tourism stakeholder relationships and collaboration is not new. However, less attention has been paid to examining how a stakeholder, or an alliance of stakeholders, exerts their power and influence in order to achieve the shared objectives of a tourism destination.

4 Methodology and data analyses

To achieve the aims of this exploratory empirical study, a quantitative-qualitative approach to data collection and analysis was adopted for three reasons (CRESWELL, 2003; MILES ET AL., 2014):

- (1) the research related to a new topic on which there was a paucity of extant research;
- (2) the research sought to understand the perspectives of research participants;
- (3) the study analyzes official data report from local public authority.

Qualitative data were collected through in-depth, semi-structured interviews with sport event stakeholders, coupled with quantitative analysis of Niteroi sport event reports which

presented relevant information about number of sport events, types of sport disciplines, wide of sport events, venues and sport event by month.

In agreement with this study's exploratory nature, and one of their aims of exploring stakeholders perceptions, a purposeful maximum variation sampling strategy was adopted to recruit interviewees. The intention of this approach was capturing and describing central themes "that cut across a great deal of variation" (PATTON, 2015, p. 283), by interviewing stakeholders from different sectors of local sport tourism (e.g. sports secretary, tourism trade, local sport associations, universities, sponsors, event organizers). Potential interviewees, relevant touristic venues and sport disciplines were recognized through an examination of official Niterói sport event reports 2017.

A total of seven prominent stakeholders took part in the study, and their selection was based on Murphy et al. (2005) proposal presented by Moital et al. (2013) that the sample should be varied about the type of stakeholder, including representatives of an economic, political and operational events sector. A brief description of each of the interviewed stakeholders is shown in Table 2. In recognition of the multiplicity of actors, the "emergence of regularities" (Lincoln and Guba, 1985, p. 265) in stakeholders' perspectives was used as grounds to conclude data collection. Interviews are a "good way of accessing peoples' perceptions, meanings, definitions of situations and constructions of reality" (PUNCH, 2014, P. 145). The analysis was centered on the extent to which stakeholders shared a similar view on sport club presence in Niterói sport events as well as an attempt to understand the possible reasons for similarities and discrepancies.

The interviews and public official reported resulted in a mass of data, from which a preliminary list of emergent codes, or labels designed to capture and condense the meaning of raw data, were generated (MILES ET AL., 2014). Throughout this initial, "messy" stage of analysis, key contextual observations about the interviewees were recorded as well as analytical notes reflecting on possible connections between codes (MILES ET AL., 2014).

Overlapping or connected codes were then grouped, resulting in a smaller number of distinct thematic categories that were still reflective of the raw data (NEUMAN, 2011). Finally, the major thematic categories relevant to addressing the qualitative aims of the paper were identified and arranged for reporting (CRESWELL, 2003). In accordance with the ethics

approval for this research, data were de-identified, and to protect the identity of participants, codes are used and entitles names are not disclosed in the reporting of results.

Table 1 – Profile of the Stakeholders Interviewed

Stakeholders	Profile and Explanation of Choice
S1	This stakeholder is a businessman in events area. Has organized special sport events in different sport disciplines
S2	This stakeholder is a public enterprise who provide a number of services in Niteroi tourism and leisure sector.
S3	This stakeholder is responsible for the provision and development of sport and leisure facilities and public strategies in Niterói.
S4	This stakeholder is a public university with tourism and sport degree programs. Has carried out a series of investigations in sport tourism area.
S5	This stakeholder is a representative sport event sponsor. Has sponsored several special sport events in the city.
S6	This stakeholder is representing the tourism industry. It has been involved with different kind of sport event and has been able to observe how the events has affected the tourism industry
S7	This stakeholder is a member of the Niterói Clubs Association and represents more than 15 social clubs.

5 Findings

5.1 Descriptive results – Niterói sport events reports

The analysis of the data gathered with/from the public authority of Niterói showed a total of 47 sport events approved in the official planning from the Municipal Secretary of Sports and Leisure of Niterói (SEL) for the year of 2017.

These events which were approved by the municipal authority were characterized by the heterogeneity of sports disciplines, sports structures, participating public/audience, location and strategic objectives.

Running was the discipline with the highest number of events, followed by surfing and rugby. However, the event with the highest individual impact on tourism of the city was the Itacoatiara Pro 2017, the Brazilian edition of International Bodyboard Championship, due to its capacity of attracting audiences, generating income and international media to the city. Another

event with renown was the Circuito Banco do Brasil de Voleibol de Praia, given the national relevance the competition possesses.

The Olympic disciplines were prominent within sports event in Niteroi in 2017 with approximately 72% of events, mainly if considered the proportion and diversification of events in running (21 events) which in this study were grouped and inserted with the Olympic disciplines. It is interesting to notice that surfing, as a recently integrated discipline into the Summer Olympic Games calendar, also has a relevant impact on the sports events of the city, totaling 7 competitions. It should be mentioned that traditional sports disciplines, with a relevant history in the sports context of Niteroi, such as rowing, sailing, tennis and football did not have large scale events which were approved by the city authorities.

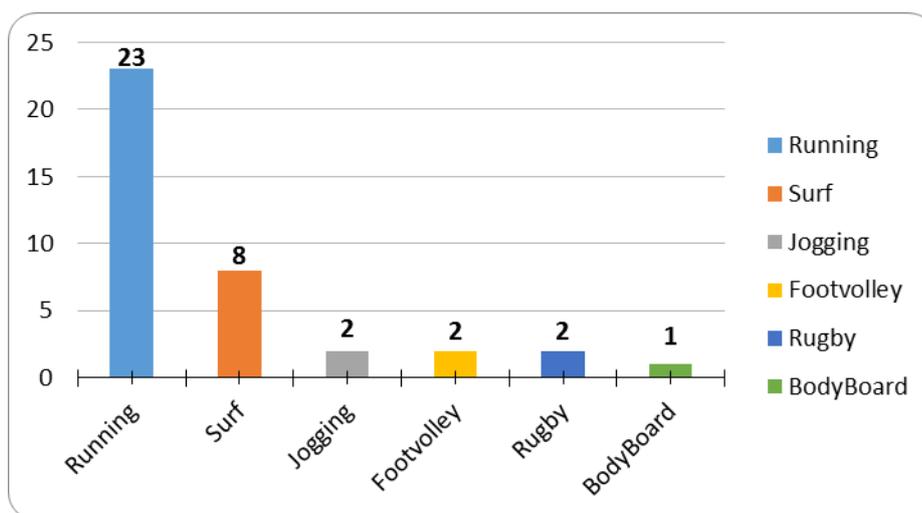


Fig. 2. Main sport events by disciplines in Niteroi 2017
 Source: SEL (2017)

The main areas used for sports competitions in 2017 were Icaraí, Gragoatá, São Francisco, Itaipu, Boa Viagem and Itaquatiara. Icaraí attracted events of different sports disciplines, while Gragoatá, São Francisco e Boa Viagem were marked by events of running. Itaipu and Itaquatiara concentrated the majority of events related with water sports such as surfing. It should be added that more than 95% of sports events in Niterói happened along the coast (Guanabara Bay and the promenade).

Despite holding national and international events, the vast majority of events were of a local character (21 events) and regional (12 events), totaling more than 70% of sports events.

Finally, there is a certain homogeneity in relation to the months in which the events take place, except for the month of December when the offer of events was smaller.

Table 2 – Niterói official sport events in 2017

Sport discipline	Sport event	Venue	Scope	Month
Footvolley	1º Torneio de Futevôlei da Praia de Piratininga	Piratininga	Regional	January
Running	Treino Bota a Preguiça pra Correr	São Francisco	Local	January
Running	Corrida Social	Gragoatá	Local	January
Multi disciplines	Curta a Praia - Globo TV	Icaraí	Regional	February
Running	Circuito Fun and Run – Etapa Caminho Niemeyer	São Francisco	State	February
Multi disciplines	Supera – Ginástica para o Cérebro	Icaraí	Local	February
Running	Fala Menos e Corre mais	São Francisco	Local	February
Running	Nit Ultra Run	Gragoatá	Regional	March
Rugby	Campeonato Brasileiro de Rugby	Icaraí	National	March
Running	Corrida e Caminhada Solidária	Gragoatá	Local	March
Running	Corrida no Túnel	São Francisco	Regional	March
Capoeira	Capoeira Terra Nossa do Mestre CID	Icaraí	Local	April
Water polo	Copa Mares de Polo Aquático	Itaipú	State	April
Running	Corrida Endorfina Run	São Francisco	Local	April
Hiking	Caminhada do dia internacional da Saúde	Icaraí	Local	April
Running	1ª Meia Maratona de Niterói	Charitas	Regional	April
Beach volley	Circuito Brasileiro de Volley de Praia	Icaraí	National	April
Footvolley	Sexto torneio MF Futevolei	Icaraí	Regional	May
Beach tennis	Copa Rio de Beach Tennis	Piratininga	State	May
Running	TrailRunning – Circuito Nit2Sports	Engenho do Mato	Local	May
Running	Night Run – Icaraí Beach	Icaraí	Regional	May
Running	Corrida Social	Gragoatá	Local	May
Surf	1ª Etapa Circuito ASN - Surfe	Piratininga	State	May
Minifootball	Panamerican Minifootball Confederation	Gragoatá	Internacional	June
Surf	1ª Circuito Nova Geração	Itacoatiara	State	June
Bodyboard	Itacoatiara Pro – Mundial de Bodyboard	Itacoatiara	Internacional	June
Multi disciplines	Esporte Saúde e Inclusão	Charitas	Local	June
Surf	2ª Etapa Circuito ASN - Surfe	Itacoatiara	State	July
Surf	1ª Etapa Projeto Surf Campeão	Itaipu	Local	July
Running	AJ Circuito Race	Boa Viagem	Local	July
Running	Off And Run	Pendotiba	Local	August
CrossFit	Wod Sunset	Caminho Niemeyer	National	August
Running	Live and Run	Boa Viagem	Regional	September
Running	Night Run Icaraí Beach	Icaraí	Regional	September
Multi disciplines	Campeonato Universitário de Praia	Icaraí	Local	September
Surf	3ª Etapa Circuito ASN - Surfe	Itacoatiara	State	September
Running	Corrida da Diversidade	Boa Viagem	Local	September
Surf	2ª Etapa Projeto Surf Campeão	Itaipu	Local	September
Surf	2ª Circuito Nova Geração	Itaipú	State	October
Rugby	Campeonato de Rugby	São Francisco	Regional	October
Running	Corrida das Crianças	Gragoatá	Local	October
Running	Nit Running	Boa Viagem	Local	October
Surf	3ª Etapa Projeto Surf Campeão	Itaipu	Local	November
Running	Music Run Fest	Gragoatá	Regional	November
Running	AJ Circuito Race	Boa Viagem	Local	November
Surf	3ª Circuito Nova Geração	Itaipu	State	November
Running	Night Run Icaraí Beach	Icaraí	Regional	December

Source: SEL (2017)

5.2 Qualitative results – sport events stakeholders

This section presents four relevant thematic categories derived from the qualitative data analysis:

- The role of Niteroi clubs in sport events calendar;
- New design of sport events;
- Lack of communication with the public power, universities, sponsors and other sectors of the community;
- Social changes parameters.

5.3 The role of Niterói clubs in sport events calendar

Data highlighted two primary concerns among interviewees:

(1) The sport clubs of Niterói are not very relevant in the context of touristic events in the city.

(2) Sport clubs in Niterói ignore the possibilities that events can generate for their organizations.

Interviews carried out with stakeholders showed that the sports clubs of Niteroi do not have a strategic positioning in relation to the touristic events of the city. According to some of those interviewed, the lack of time and of technical capacity of club managers, added to the absence of political will of partners and the risks of economic losses are the main elements that inhibit a more proactive attitude of these associations.

“The clubs do not have any interest in organizing major events” (S1). “The clubs do not have the expertise required for the organization of special events” (S6). “The clubs give preference to the organization of internal events, using their own facilities, with almost no contact with the outside environment” (S7). “Some clubs directly related with disciplines such as sailing and tennis organize interesting events with the participation of different clubs of the region, although little is publicized about such events for the community as a whole” (S3)

5.4 New design of sport events

Another point mentioned by the stakeholders was the new consumption pattern of sport events. Some stakeholders pointed out that many clubs and their managers do not understand the potentiality of sport events for attracting the public, sponsors and new members, bringing movement into the internal environment of their associations.

There is a lack of knowledge that a sport event is wider than the sport competition, requiring an entertainment proposal that is wider and more connected with a new generation of consumers.

Some of the stakeholders interviewed said that young entrepreneurs involved with new sport disciplines such as beach tennis, crossfit and Polynesian canoe, have presented, without the mediation of traditional sport clubs in the city, new projects of well-planned and interesting projects, in accordance with the needs of the current market.

“Young sport entrepreneurs of the city have been able to better capture the needs of sponsors by organizing more complex events” (S5). “The clubs need to better understand how potential partners behave on the market” (S1).

“Organizers of surf and bodyboard events have been able to successfully approach different companies of the city” (S2).

5.5 Lack of communication with the public power, universities, sponsors and other sectors of the community

The lack of communication between clubs and other stakeholders involved in touristic sport events in the city became evident during the development of the interviews. For example, there is a large gap between the needs of sponsors and the proposals of events offered by clubs. According to some of those interviewed, many clubs have lost their capacity of articulation with society for having spent a long time confined within their physical space and bylaws.

Although there is a unanimous understanding of the tradition and relevance in sports of clubs in Niterói, the relationship with the public sector is many times restricted to short-term partnerships with smaller clubs for local events. There is also a noticeable lack of communication between clubs and the tourism trade, as well as a superficial relationship between sport clubs and universities, mainly regarding courses and the sport tourism sector.

“The vast majority of organizers do not understand how universities can contribute to the evolution of their events” (S4). “There are several inconsistencies between the needs of clubs, event promoters and the objectives of universities represented by their professors” (S7). “Many sport events financed by the city do not generate any results for the local community due to the lack of perception, by local authorities, as to how they can articulate the possible benefits” (S1).

5.6 Parameters for social changes

In the last decades, many sport disciplines have transformed, adapting to the globalized world, the consumer society and to the new, fast and demanding means of communication.

Nevertheless, many sport clubs in Niterói continue to divide themselves between traditional aspects of their management and functioning and the current demands for diversification of their products, professionalization of their technical workers and closer relationships with the community.

In the case of Niterói, some stakeholders interviewed mentioned a rise in the number of gated communities with leisure areas, the consumption of electronic games and the desire for open air sport disciplines, away from the walls of clubs, such as skate, beach tennis and running, all as relevant factors for the current difficulty of clubs to develop their activities.

“It seems that the new generation does not wish to leave their gated communities or the comfort of their bedroom to practice sport disciplines in clubs” (S7).

“It is evident in the city the growth of sport consultancy companies in activities such as running and functional training” (S3). “Some clubs have sought to attract self-employed/independent professionals to manage specific sport disciplines in their clubs, and this strategy has generated a new source of income for the organizations” (S7).

6 Discussion

The perspectives of sport events stakeholders are worth understanding since stakeholders play a critical role in the expansion of events and consequently influence the delivery of anticipated benefits to event host destinations (KENNELLY, 2017). Previous researches indicate that strategic pre-event planning increases the likelihood of events delivering positive outcomes (CHALIP, 2004; O'BRIAN & CHALIP 2008; PEREIRA ET AL, 2015).

Stakeholders are regularly connected with sport events for different reasons, which results in diverse and potentially conflicting views regarding how the events should be run, particularly the size, venue and design of the event proposal (MOITAL ET AL, 2013). The resources and contributions needed to effectively run an event calendar in the long term require the engrossment, collaboration, and goodwill of different stakeholders (GETZ AT AL., 2010).

Gibson, Kaplanidou, and Kang (2012) showed the importance of a portfolio of six small-scale events to the tourism development of the host community. A portfolio approach is desirable to capitalize on a set of events in order to maximize synergies among them and their benefits to host communities (PEREIRA ET AL., 2015).

This study showed that Niterói's stakeholders outside tourism area might have limited awareness of, or interest in the ways their events can be used for sustainable tourism development and are therefore unlikely to consider tourism outcomes in their pre-event planning. It was realized an apparent difference in objectives and vision between the tourism/economic stakeholders and the sport/clubs and university.

S1, S5 and S6 placed greatest emphasis on attracting and satisfying participants and overcoming logistical challenges in event delivery. Their central goal was creating positive event experiences, as satisfied customers were an important source of competitive advantage in Niterói and Rio de Janeiro crowded marketplace. S2, S3, S4 pointed out the view that sport events and clubs must contribute more with community development in sports than leverage tourism marketing goals. Kennelly (2017) alluded that these stakeholders should offered minimal support to maximize the tourism development outcomes they may already be delivering.

In fact, small-scale sports events have been recognized as a significant way to develop competences to host major events, and to complement the scale of the touristic events hosted by the community (Chalip, 2005; Higham, 1999; Higham & Hinch, 2002).

Hence, it is vital to monitor and analyze activities to perceive issues and act to inhibit damage to stakeholder relationships (MOITAL ET AL, 2013) which could jeopardize the sustainability of the sport event system (PEREIRA, 2013). Ryan (2002) cited by Moital et al. (2013) further highlighted this by arguing that not only should stakeholders be identified but nurturing relationships with them and between them should also be a key management endeavor.

The overall conclusion of this research was that all stakeholders pointed out a lower impact of sport clubs in Niterói's sport events life. While all stakeholders supported the necessity of change in the local tourism event planning, it has been made apparent that each stakeholder had their own reasons for adjustments. Weed (2006) suggested that a 'bottom-up' approach may produce greater success, as sustainable sport tourism collaborations are only likely to arise if organizations are encouraged "to draw up their own agenda for liaison, which they feel they have ownership of" (p. 268) (KENNELLY & TOOHEY, 2014).

Barbosa et. al. (2011) presented that it is insufficient to the public authority of Niterói to goal regional tourism development if the municipality presents structural and conjectural deficiencies. Despite the existence of some actions aimed at the development of tourism, this research revealed the lack of a consistent tourism planning that includes strategies for sport tourism and specific actions directed to support the traditional sports clubs of the city.

Deery and Jago (2005) proposed that governments have an important role to play in the success of sport tourism. They emphasized that government-driven coordination is necessary because of the diverse array of smaller businesses involved in sport tourism.

7 Conclusion

The results of the study have shown that sports clubs from Niterói highlighted its urban area as a powerhouse of different sport disciplines. Moreover, it was also demonstrated the construction of a sports culture forthcoming Niterói's coastline, including neighbors like Icaraí, Gragoatá, São Francisco, Itaipu, Boa Viagem and Itaquatiara favoring until the present days the holding of sport events, as well as attracting athletic participants and tourists for coexistence in that common ground.

However, after years of development of its sport clubs' changes in the contemporary society affected attendance for traditional sports practices inside the clubs environment.

The change of parameters of contemporary society in the last 30 years, led by the phenomenon of globalization, has affected a number of habits of people and your relationship with the community. These changes influenced directly the consumption of sports activities and automatically the routine of sports clubs.

In case of Niterói, it is important to point out that some traditional Olympic disciplines have misplaced for various factors the impact and attractiveness during the 20th century, highlighted rowing, ornamental jumping and soccer.

Traditional clubs that offered these modalities ended up being extinct or abandoned such sports. However, other disciplines as running, outrigger canoe, crossfit, body boarding and beach tennis have attracted an increasing number of fans and sponsors, often associated with minor private sports companies that offer a more personalized service and in accordance with the needs of a new generation.

The study also showed that despite all the sporting history of Niterói clubs, its tradition, location and capacity for insertion in the society, the impact of these associations on the local Olympic sport has been diminished.

This is due to several reasons that may vary in intensity from club to club, such as reducing the number of members, breaking the culture of participation, life in the club, boosted by the expansion of residential condominiums, the advent of electronic games and the practice of new disciplines, "free" in outdoor spaces.

Other key points are the reduction in the amount of financial resources for infrastructure investment, lack of training and exclusive dedication of its managers, changes in the socio-economic profile of the partners, lack of articulation with other segments of society (including other sports clubs), internal political interests, not updating sporting disciplines, decrease the level of internal and external competitions (local and regional level).

Obviously, the most traditional sports clubs in Niterói have sought to restructure, creating alternatives to overcome internal crises and again reposition among its partners and the local community. These transformations, although incipient, go through the improvement of its statutes, new lines of private financing, exchange of knowledge among managers, professionalization of their departments, expansion of sports disciplines by outsourcing for sports professionals and sponsorship of Olympic disciplines.

The study highlights several opportunities for future research about the relationship among sport events, tourism and stakeholders. For example, whereas this research focused on sport events stakeholders' perspectives, future studies might consider only the viewpoints of tourism stakeholders or sport events sponsors.

Finally, it is important to say that Niterói has not ceased to be a reference city in sports practice, in revealing high-performance athletes, incorporating modalities, nor your community abandoned the tradition of sports and leisure practice. However, it is important for sport and tourism managers to review priorities at this sport cluster in order to rethink products and experiences that may highlight the natural potential of the city and its clubs.

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