

## **Tourism of events in Campos do Jordão: CJCVB strategies to attract events**

### ***Turismo de eventos em Campo do Jordão: CJCVB estratégias para atrair eventos***

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*Artigo recebido em: 10-05-2017*

*Artigo aprovado em: 31-05-2017*

## ABSTRACT

The aim of this paper is to present Campos do Jordão, on the easternmost edge of the state of São Paulo, as a privileged city because of its strategic position, climate, fauna and flora. Of all the city's tourist services, the attraction and promotion of events carried out by the Campos do Jordão and Region Convention & Visitors Bureau (CJCVB) were the only ones analyzed. The methodology used, supported by the exploratory descriptive program, was based on data supplied by the CJCVB and bibliographic research. Besides having several adequate spaces for the operationalization of events, the city also offers the events participants a large number of hotel beds, which emphasizes the contribution of the CJCVB to the generation of revenue from the events attracted and supported in the periods of 2006-2008, 2009, 2010, 2011, 2012, 2013, 2014 and 2015. A change is evident in the profile of current events in the city, since, in addition to the already consolidated business events, Campos do Jordão has recently hosted sports events, relying on its natural areas, as much as highlighting the city's creative ability to innovate in order to increase its economical results and reduce the effects of seasonality.

**Keywords:** Campos do Jordão. Tourism of Events. Convention and Visitors Bureaus.

## RESUMO

O objetivo desse artigo foi apresentar Campos do Jordão, situada no extremo leste do estado de São Paulo, como sendo uma cidade privilegiada pela sua posição estratégica, clima, fauna e flora. De toda sua oferta turística, analisou-se o segmento de eventos na cidade e seu fomento via captação realizada pelo Campos do Jordão e Região CVB (CJCVB), utilizando-se de uma metodologia amparada no programa exploratório-descritivo, baseando-se nos dados fornecidos pelo CJCVB, como também em pesquisa bibliográfica. A cidade conta com várias opções de espaços adequados para a operacionalização de eventos, bem como, a abundante oferta de leitos hoteleiros, para seus participantes, evidenciando-se a contribuição dessa entidade na geração de receita proveniente dos eventos captados e apoiados nos respectivos períodos (2006-2008, 2009, 2010, 2011, 2012, 2013, 2014 e 2015). Percebe-se uma mudança de perfil de eventos na cidade, pois além dos já consolidados eventos de negócios, a cidade tem captado também eventos esportivos, contando com suas áreas naturais, e esses eventos sediados no município destacam-se como uma oferta inovadora e criativa para melhorar os resultados econômicos e minimizar os efeitos da sazonalidade.

**Palavras-chave:** Campos do Jordão. Turismo de Eventos. Convention and Visitors Bureaus.

## 1. INTRODUCTION

This paper presents the city of Campos do Jordão, in the state of São Paulo, Brazil, so called by the State Law 1471, of October 29, 1915. It is currently considered a tourist resort, with temperate tropical climate that compares to the Alpine region of Davos Platz, Switzerland.

Campos do Jordão has been through four chronologically well-marked evolutionary cycles, and it is nowadays in its third and fourth cycles. In the two last cycles, tourism and environment, we can notice that the city is experiencing some difficulties with tourist activities, with low rates of hotel occupancy, in contrast to the rising one-day tourism. Such reality requires rethinking the tourist activity as a whole, which demands planning and creativity as, according to Alencar (1998), creativity is a vital factor for long-term innovation and success of any activity or organization. To the author (1998), creativity occurs in the social context and depends on thinking processes deeply rooted in culture in the form of norms, traditions and values, among other aspects, that affect its expression.

Therefore, there is a perceptible attempt at expanding the segment of events, which already has an established structure in the city. Notably, business tourism, the most developed market of events in the city, usually attracts a great flow of people through congresses and conventions especially on weekdays and periods of low season. However, taking advantage of the natural beauty of the city, the market of sports events has been increasing over the last years.

At such moments of search for a new market, creativity, identified as a critical human skill focused and strengthened in favor of the success of the organization, can make a difference, for it helps deal with changes, uncertainties, instabilities and competition, systematically improving innovation (Alencar, 1998).

In this regard, Montes and Coriolano (2003) stress that the promotion of a city image by means of events is becoming more and more common, contributing to the economic development, as well as creating a positive image of the host city as it increases tax revenues, and allowing for the stability of employment levels. To make tourism of events a successful activity, though, it is necessary to guarantee the support, comprehension and partnership of the state, the city, the event promoter, the mass media and the sponsors. To Coutinho & Coutinho (2007) events are tourism multipliers because they usually imply the involvement of two people (the participant and their

companion), significantly help reduce seasonality, create a positive image of the host city and mobilize the tourist trade and service providers, generating employment, immediate revenue and flow of foreign currency into the city.

In this sense, creativity and innovation can contribute to the rethinking of tourism in the city. So, we should contemplate the study of processes and relational combinations between external stimuli and memory sites, between positive and negative emotions and between production actions and consumption responses while institutional forms of creation and accumulation of wealth significantly applicable to Tourism as an economic activity of deep social significance (Machado, 2011).

Ever since its foundation, in 2003, Campos do Jordão and Region Convention & Visitors Bureau (CJCVB<sup>1</sup>) has devised strategies to attract events to the city. The privileged situation of Campos do Jordão, at only 180 km from São Paulo and 340 km from Rio de Janeiro, also contributes to the organization of events, usually small and medium-sized ones. The excellent climate conditions and biodiversity of the city are also determinant factors for the occurrence of events, sports events mainly, and this is the context explored in this paper.

## 2. METHODOLOGY

This is an exploratory descriptive case study about tourism of events in Campos do Jordão. It is based on bibliographic research and treatment of data provided by the Campos do Jordão Observatory of Tourism<sup>(\*)</sup>, which is just a small part of the set of data previously divulged at a public event held in the Espaço Dr Além on April 19, 2016, to introduce the Observatory of Tourism to the city.

Taking advantage of the tourist potential of the city and aware that Campos do Jordão needs to review its tourist efforts and concentrate on the strengthening of complementary sectors such as the events one, this study sought to analyze the data collected by the Tourism Observatory in search of a more clear view of that market.

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<sup>1</sup> Apolitical, nonprofit organization that aims to the promotion and widening of the region's tourism potential, increasing the number of tourists coming for business and holiday, supporting the attraction of events and encouraging tourism equipment, projects and partnerships with focus on improving this destination's quality and competitiveness. (Meeting Planner, 2014, p. 9)

<sup>(\*)</sup> Aiming to develop a more competitive tourism sector, the Campos do Jordão Observatory of Tourism monitors the economic, environmental and social impacts of tourism using data collected by entities directly or indirectly involved with different segments of tourism in the city. CJCVB is one of those entities and contributes data on tourism of events to that common database. (Translator's note)

### 3. THE EVOLUTION OF CAMPOS DO JORDÃO

Some historical reports emphasize that the first occupants of the region were Indians running away from the Portuguese and looking for a place of difficult access to settle. After some years, the white man comes to the region and the history of Campos do Jordão starts being told. There are several narratives of the formation of the city.

However, on behalf of a better understanding of how it evolved, its formation is divided into four cycles: The Gold Cycle, from 1703 to 1873, the Cure Cycle, from 1874 to 1940, the Tourism Cycle, from 1940 to 1980, and the Environment Cycle, from 1980 on. Nevertheless, those cycles do sometimes coexist, as it happens with those of Tourism and Environment, generating modifications in the city that will be described later on.

The Gold Cycle, the first one, begins with the *sertanista*<sup>(\*)</sup> Gaspar Vaz da Cunha, known as Oyaguara (Fierce Wolf in the indigenous language), who, coming from Vale do Paraíba on his way to Minas Gerais looking for gold, is the first explorer to pass by the region of Campos do Jordão, around 1720. Later on, in 1771, Ignacio Caetano Vieira de Carvalho, from Taubaté, climbs Serra da Mantiqueira<sup>(\*)</sup>, settles down with his children, founds Fazenda Bom Sucesso and obtains a *carta de sesmaria*<sup>(\*)</sup> from the Governor of the Capitania<sup>(\*)</sup> of São Paulo (Academia, 1988). After Ignacio Caetano's death, in 1823, his inheritors mortgage and sell the lands to Brigadier Manoel Rodrigues Jordão, who names them Fazenda Natal as the purchase occurred close to Christmas time. Once more, in face of the owner's death, his inheritors subdivide the lands and sell the property to numerous purchasers (Academia, 1988).

The first cycle of development of Campos do Jordão finishes here and, from this point on, any new actions will serve as basis for the second cycle, the Cycle of Cure, between 1874 and 1940. This phase starts with Matheus da Costa Pinto, a Portuguese from Pindamonhangaba, who, on April 29, 1874, acquired a large tract of land on the banks of the river Imbiri. There, he established a little shop, a hotel, a chapel

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<sup>(\*)</sup>*Sertanista* (backwoodsman): a specialist in the ways of the Sertão (undeveloped interior) of Portuguese America. (<http://www.encyclopedia.com/humanities/encyclopedias-almanacs-transcripts-and-maps/sertanista>. Accessed November 16, 2016 (Translator's note)

<sup>(\*)</sup>*Serra da Mantiqueira*: Mantiqueira Range (Translator's note)

<sup>(\*)</sup>*Carta de Sesmaria*: Document conceded to new settlers by the King of Portugal, which granted them the ownership of abandoned lands in exchange for the promise to cultivate them. ([www.aulete.com.br/sesmaria](http://www.aulete.com.br/sesmaria)). Accessed November 16, 2016. (Translator's note)

<sup>(\*)</sup>*Capitania*: (Captancy) Military rank (Translator's note)

and a school, thus founding Vila de São Mateus do Imbiri, precursor of the city of Campos do Jordão. April 29, 1874 became the official date of the city foundation.

Years later, Brazil's epidemics in the 20<sup>th</sup> century, mainly tuberculosis, became a challenging element to the social order. Fear of contagion, unhealthy housing conditions and popular uprisings due to sanitary interventions presented strong concerns to public administration, supposed to be able to organize and keep surveillance of the spaces and social subjects (Hammerl, 2011). In 1911, Campos do Jordão started to receive tuberculosis patients, searching for a cure in the city's climate. Already predicting an increase in the demand, Emílio Marcondes Ribas and Victor Godinho designed the creation of a Sanitary Village (Academia, 1988).

Therefore, the initiatives that originated the Cycle of Tourism were strengthened under the auspices of the separation between tourists and patients and under the incentive of chemotherapy and outpatient treatment. However, it should be remembered that initiatives to promote the city as a leisure destination had been adopted since the beginning of the 1940's. Therefore, it was an ongoing process, that is, the gradual decline of the sanitary function facilitated the unfolding of the already existent leisure-city function to become more powerful. (Hammerl, 2011)

In Campos do Jordão, we can observe that not only the private sector, but also the public administration, invest on tourist developments. Once such interest became a fact, in 1944, the State Government inaugurated the Grand Hotel, which included a casino that only admitted healthy people as stated in the Decree-Law 11891, of 1941. Following the example of the Grand Hotel, other high standard establishments were built, such as: Hotel Toriba (1943), Hotel Rancho Alegre (1946), Hotel dos Lagos (1946), Hotel Vila Inglesa (1947) and Refúgio Alpino (1947) (Hammerl, 2011). It was a prosperous period for hotels in Campos do Jordão, all of them focused on the most precious attraction, gambling (later prohibited).

Duarte, Barbosa & Bruna (2007) explain that the way of traveling around changed in following decades as the destination became a commercial product amongst many others, turning the city into a mere merchandise, not a destination. Rezende (2004, *apud* Duarte *et al.*, 2007, 10) stresses that tourists' search for events and night activities came to be characterized by the preference for commercial sites over historical cultural spaces.

In other words, Campos do Jordão went through a phase of self-discovery, development and exploration as a tourist destination. However, the massification and seasonality of tourism combined with the increasing overcrowding, the insufficient urban infrastructure to attend all the needs and the decrease of quality of the urban spaces resulted in a period of saturation of that activity and, consequently in environmental damages (Duarte *et al.*, 2007).

Such ecological problems led the city to the Environmental Protection cycle in the decade of 1980. Faced with the aggressive process of development suffered by the Resort, ecological awareness encouraged the edition of institutional instruments and the community mobilization towards the implementation of an environmental protection policy in Campos do Jordão (Sato, Tabata & Takahashi, 2011). These aspects culminated in the end of the Cycle of Tourism and the beginning of the Cycle of Environment. However, it is important to note, as stated by Machado (2011), that creativity and tourism coexisted in that scene. Such coexistence should be based on the identification and characterization of the components of a system and the interactive relation between them, while a cause-and-effect relationship.

#### 4. EVENTS AS BUSINESS IN CAMPOS DO JORDÃO

Events started playing a significant part in the composition of the touristic product intrinsically attending the demands of the entertainment market, leisure, knowledge, relaxation and many other motivations. Differently from hotels, transport and tourism agencies, events work on their promotion and utilization as a whole, becoming a center of attraction towards which gravitate the interests of all those who travel to take part in an event, and local tourism ends up participating actively in the process (Canton, 2009). Because of that, Getz & Page (2016, p. 593), “[...] events have become a core element of the destination system where accommodation, attractions, transport and ancillary services have been utilised or specifically developed”.

Montes & Coriolano (2003) claim that tourism of events is one of the segments of the tourist “industry” that improves every day, being practiced by people who attend events as much varied as possible with the objective of discussing themes of different interests at congresses, symposiums, conventions, fairs, gatherings, meetings and seminars among others. The authors stress as advantages related to this kind of tourism

the fact that it is less sensitive to price, with shorter, more frequent and over the week trips, less subject to seasonality.

In practical terms, when it comes to tourism of events as a market to be explored, the results of creativity and innovation blend together into a sole process targeted at entrepreneurship and the achievement of goals as most of them focus on strategies of survival and/or of anticipation of market needs. Therefore, it can be claimed that creativity and innovation are concepts already integrated into the vocabulary of the economic world and contribute to the inclusion of changes in economy and consequent economic development (Schumpeter, 1989 *apud* Nunes, 2011, 281).

For cities that have idle capacity in the hotel industry, as is the current case in Campos do Jordão, tourism of events can contribute to increase the sector's occupancy rates and sustainability as a business. Along the same line, Coutinho & Coutinho (2007) explain that the city can find a great opportunity of developing and warming up its economy through the promotion of events. Hoeller (2002, *apud* Coutinho & Coutinho, 2007, p. 3) reports that the attraction and promotion of events are considered the sector that offers more economic and social return to event host countries and cities.

Canton (2009) explains that we can divide tourism of events in as many types as the nature and category of the events that justify them. In this perspective, the participants in each kind of event favor and potentialize the destinations that have adopted it. On average, a tourist of events triples their daily expenses and extends their stay to five days in the destination, differently from the tourist of leisure, who spends on average US\$80 and has a three-day stay (Coutinho & Coutinho, 2003).

In the specific case of business tourism understood as “all the activities that result in traveling under the responsibility of a legal entity [...] that absorbs all the expenses anticipated in its policy on travel expenses [...] with the intention of ensuring its productivity while away from its working habitat”<sup>2</sup> (Wada, 2009, 215), the result can be even more far-reaching.

The above-mentioned author explains that we can subdivide business tourism in corporative travel (individual, on a routine basis), corporate events (if individual, with objectives and dates common to a group of participants) and incentive trips (basis

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<sup>2</sup>“conjunto de atividades que resultam em viagens sob a responsabilidade de uma pessoa jurídica [...] que absorve todas as despesas previstas em sua política de viagem [...] com intenção de garantir sua produtividade enquanto esteja fora do seu habitat de trabalho”



for promotional campaign established by the company). In the present paper, with Campos do Jordão as basis of data analysis, the focus falls on the second group, the events one.

To Gonçalves (2008), authenticity is one of the most relevant elements to be considered in the discussion of creativity applied to tourism. Apparently, successful cities have achieved their affirmation through the identification and strengthening of those local factors that cannot be imitated and thoroughly differentiate them from other places. It is essential, then, for Campos do Jordão to find and value its most genuine and authentic assets.

Currently, Campos do Jordão has several specific spaces to hold events from hotels and lodges to leisure and convention centers and a number of social and sports clubs and other facilities, such as: Tarandú Leisure Center, Campos do Jordão Convention Center, Center of Events André Franco Montoro, Auditorium Cláudio Santoro, Tennis Club, Soccer Stadium Benedito Vaz Dias, Sports Center Armando Ladeira and Vila Abernécia Events Center.

The constant organization of different kinds of events is evident in the city. Lately, however, sports events, a market niche in constant rise, stand up mainly because of the relationship between nature and sports they provide for their participants. That typology of events is attracting investors who see tourism of sports events as an alternative media to disseminate their image and narrow bonds with their clients, real or potential.

Carneiro (2000) stresses that the emotion of the sports show unconsciously transfers to both supporters' and fans' minds, which highlights the fact that sports allow for the feedback of image as what stays in memory is the sponsor's brand and product in association with the emotional ingredients of the sport.

## 5. CAMPOS DO JORDÃO AND REGION CONVENTION & VISITORS BUREAU

Ever since its foundation, Campos do Jordão and Region Convention & Visitors Bureau has sought to consolidate the city as a destination. Its main objective has always been the professionalization of leisure tourism and tourism of events. For that purpose, it counted on the support of associate companies and of the Room Tax<sup>3</sup>

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<sup>3</sup>Hotels and similar establishments daily charge the Optional Room Tax to the guest, that is, the guest pays for their hotel rate + R\$2.90 (BRL) daily as Tax of Tourism, which is then transferred to the

collection, despite not being compulsory. The Room Tax collection and the associates' monthly fees pay for administrative expenses and actions to promote the tourist destination.

Among the predominant activities of Convention and Visitor Bureaux (CVBs) stand out marketing and sales actions (Getz, Anderson & Sheehan, 1998, p. 331) and Morrison, Bruen & Anderson (1998, p. 338), define CVBs functions as follows:

- Develop an image to position the city in the market place as an attractive destination for meetings and visitors;
- Co-ordinate the constituent elements of the industry and public sector;
- Work with meeting and group planners;
- Represent both buyers (demand) and sellers (supply) so that an autonomous organization is required in order to avoid conflicts of interest;
- Provide leadership for the industry.

On the other hand, among the services offered by CJCVB, as a services provider, we can highlight: preparation of destination's application dossiers, organization and reception of technical visits designed to select premises and equipment, recommendation of and contact with service providers, lodging pool structuration according to event's profile and specific needs, collection of price list and structuration by 'price adhesion' or 'price survey', reservation of event-customized online platform, organization of customized tours and, according to event's audience profile, organization and coordination of 'friendly restaurant', 'friendly commerce' campaigns, and 'hospitality table' service within events, availability of tourism information material at events' premises, presentation of petitions for public sector's support, establishment of partnerships with airport services for transfers between São Paulo and São José dos Campos airports and Campos do Jordão, with the Campos do Jordão Youth Philharmonic Orchestra for cultural shows, as well as partnerships with local producers and artisans at events and elaboration of complete events follow-up (Meeting Planner, 2014).

The analysis of data collected from the events attracted and held by the Campos do Jordão and Region Convention & Visitors Bureau in the years 2006-2008, 2009, 2010, 2011, 2012, 2013, 2014 and 2015 focused on the already solidified segment

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Convention Bureau. ([http://www.visitecamposdojordao.org.br/cvb-room\\_tax.html](http://www.visitecamposdojordao.org.br/cvb-room_tax.html)). Accessed on November 08, 2016.

of business events, as well as on the emergent segment of sports events. The results of that analysis are presented below.

## 6. RESULTS

Chart 1. demonstrates the importance of CJCVB to Campos do Jordão not only in the attraction of events to the city, but also in the increasing number of events over the years: in 2015, the number of events was six times larger than in the period of 2006-2008.

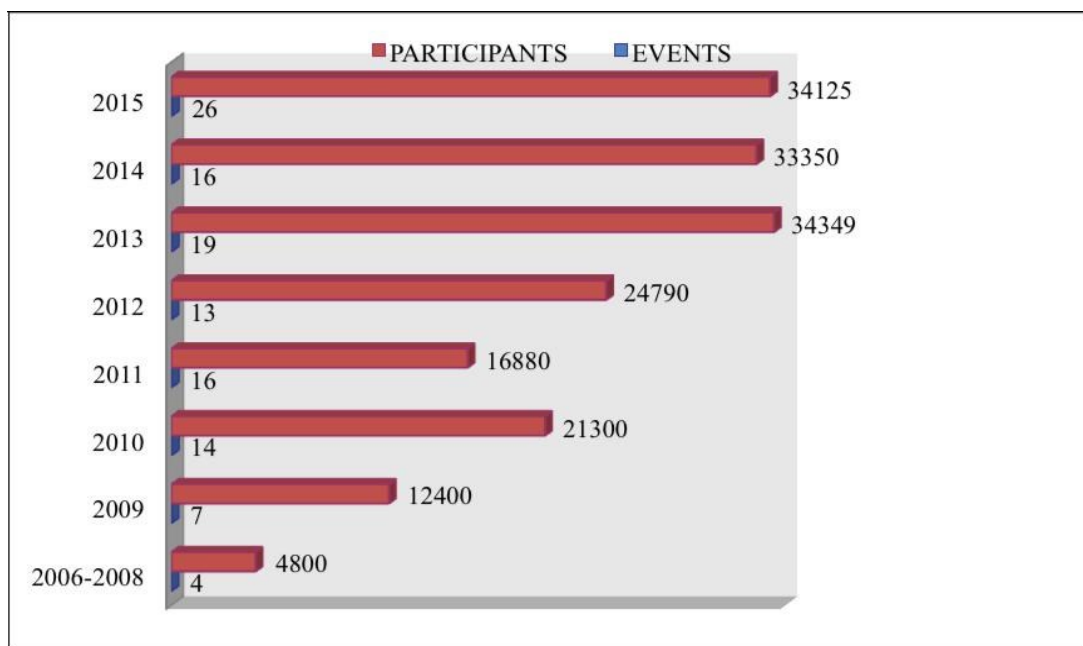


Chart1. Number of Events and Participants  
Source: Campos do Jordão e Região CVB (2016)

Chart 1. Also shows a progressive increase in the number of events participants, in spite of some oscillations: 19 events in 2013 attracted a larger number of participants (34.349) than 26 events in 2015 (34.125). Participants' companions were not considered, as their number is approximately 40% higher than the totals per period.

Chart 2. shows the number of participants versus the number of room nights respectively presented in those periods (number of participants inscribed multiplied by the number of days of the event, divided by two, in case of double rooms). It is noticeable the progressive increase in the number of participants that generated an average of 2 room nights for the period of 2006-2008, and 1.5 room nights for the other periods, for participant. In the periods of 2006-2008, 2009, 2010, 2011 and 2012 the

participants spent a daily average of R\$350.00<sup>4</sup> (BRL). As for the periods of 2013, 2014 and 2015 they spent on average R\$437.16<sup>5</sup> (BRL) per day.

The data analysis also supplied relevant information on the average duration of the events in the respective periods: 2006-2008, 4 days, and 2009, 2010, 2011, 2012, 2013, 2014 and 2015, 3 days each.

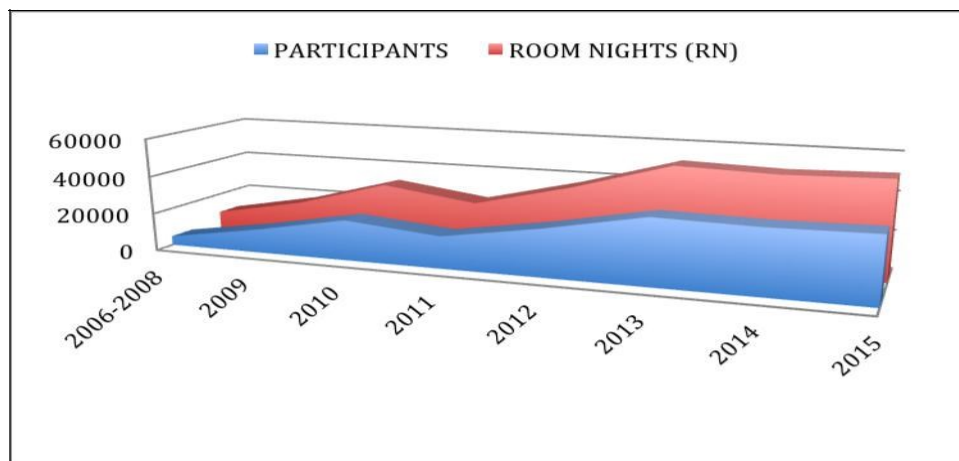


Chart 2. Number of Participants x Room Nights  
Source: Campos do Jordão e Região CVB (2016)

The second column of Table 1. Below shows the average number of tickets (number of participants inscribed: Chart 1.) multiplied by the number of days of the event (third column of Table 1.) multiplied by 2 (lunch and dinner).

Table 1. Number - Ticket and Days

YEARS	AVERAGE N. (TICKET)	N. DAYS
2006-2008	153.600	16
2009	74.400	24
2010	127.800	40
2011	101.280	49
2012	148.740	36
2013	206.094	54
2014	200.100	52
2015	204.750	73

Source: Campos do Jordão e Região CVB (2016)

The increasing market of sports events stands up in the data analysed, in spite of the fact that all the first five events of that tipology occurred only in 2012. In the

<sup>4</sup>Sources: Fipe (Fundação Instituto de Pesquisas Econômicas) and Embratur (Instituto Brasileiro de Turismo).

<sup>5</sup>Sources: ABEOC (Associação Brasileira das Empresas de Eventos), SEBRAE (Serviço Brasileiro de Apoio às Micro e Pequenas Empresas) and Observatory of Tourism.

other years, however, there was a perceptible increase: 10 events in 2013, 13 in 2014, 16 in 2015 and 21 in the first quarter of 2016. Another interesting aspect is the average stay period, one day in the first year, 2012, but three days in 2015. The average amount of expenses of about R\$350.00 (BRL) did not show any oscillations in the registered years.

Calculations presented in the data gave a new dimension to the direct economic impact of the events assisted and supported by CJCVB on the city in the respective periods. At last, CJCVB reported the total revenue in the periods: R\$219,398,639.52 (BRL) (the number of event days multiplied by the average daily expenses). Therefore, it can be concluded that events are of utmost importance to promote the touristic activity in Campos do Jordão, thus constituting an excellent alternative to face the challenges the city has been experiencing in the touristic area.

## 7. CONCLUSION

It is clear that events are agents of improvement on the touristic activity in Campos do Jordão, since they encourage the use of existing spaces for their organization and the occupancy of hotels, and generate revenue to food and drink establishments. Most frequently, events are held in periods of low touristic demand in the city, which enhances the use of the touristic infrastructure otherwise idle, and contributes to soften the effects of seasonality. We share the same beliefs as Oklobzija (2015) such as events are important motivators of tourism, and they greatly influence the development of a destination. Their roles and impacts within tourism have been well documented in tourism related literature, but it was only a few decades ago that “event tourism” became established as an independent discipline in both the tourism industry and in the research community; event studies were considered an unnecessary and perhaps irrelevant idea until the academics doing event-related research published great number of papers and books on the subject of events, as well as established journals and conferences that are specialized in events. Therefore, the evolution of tourism and tourism several segments in Campos do Jordão need to be analyzed, carefully studied and evaluated in order that an effective long term strategy focused on results may be designed, leaving short-sighted approaches for minor actions, with less impact in the city.

This is an important area for Brazil. According to Mtur (2017), last year we had more than 900 events happening in Brazil, mostly with cultural and artistic characteristics (303), religion celebration (149) and gastronomy subject (101). Rio de Janeiro and São Paulo are the most important cities with events, but other cities are growing in this area, such as Curitiba, Salvador and Campinas. The creation of a Convention & Visitors Bureau in Campos do Jordão enormously contributed to the increase and improvement of events in the city, in the same way bureaus help promote cities as tourism destinations.

Note that the attraction of those events to Campos do Jordão must be understood as an innovative action in the sense that, at the same time that it minimizes seasonal effects, it also appears as a creative activity that allows for the exploitation of that tourism segment in the city. In this sense, it is also noteworthy the increase in the number of appropriate spaces for events in the city and the fact that a lot of the events attracted happened there more than once due to the abundant offer of beds in the city.

Once the city already has a solidified, well-known structure for business tourism, it is worth noticing the evolution of a new events typology, sports events, taking advantage of the city's climate and natural environment, as innovative factors to the promoters of those actions. In spite of the evolution of the sector of events, the city still needs to prepare to meet future challenges, mainly in what concerns the professionalization of that sector, but this is a new area of study to be explored.

Every destination that wants to improve its tourist attractiveness should make detailed plans for the development of tourism. These plans should not only incorporate, but also, focus on strategic planning of events if they want to realize the full potential of event tourism. The events that take place in a certain destination should be systematically planned and developed, and should be established as tourist attractions, catalyst for further development, image builders and animators of the destination. The more recognizable events the destination has, the more it is attractive for the tourists. The key of their success lies in the support of the accommodation facilities of an appropriate standard, the high level of cooperation between tourist agencies, the availability of specific information about events and follow-up activities, and most importantly, proper marketing activities (Oklobzija, 2015).

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