

Managing, Marketing, and Maintaining Maritime and Coastal Tourism

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This chapter provides an overview of the perspectives from previous research on nautical tourism and identifies relevant gaps that should be addressed in future studies. The chapter characterizes policies and practices related to nautical tourism in the European Union and Portugal, taking into account their framework in the context of maritime and coastal tourism, and also in the context of the Blue/Sea Economy. Such analysis seems particularly relevant given this sector's strong dynamism in job creation and wealth generation on any of these scales of analysis.

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This chapter proposes an analysis of the relationship between HRM and the sustainable development of organizations in the coastal and maritime tourism sector. Tourism has contributed to both GDP and employment increases, mainly in countries with coastal areas. Tourism growth in coastal and maritime areas negatively impacts the landscape and environment in the various coastal regions, raising pressures to go green. Two factors that have delayed the existence of comprehensive studies in this sector is the enormous diversity of activity areas covered and the pluridimensionality of this theme. The goal of green human resource management is to promote the performance of organizational environment through greater involvement and employee's commitment to the environment. This chapter develops and deepens the analysis of the relationship between green human resource management and the sustainable development of organizations in coastal and maritime tourism and environmental sustainability.

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José António Velho Gouveia, University of Coimbra, Portugal

The multiple aspects of safety and security of people have always deserved the highest importance in human society. Today, the world faces huge, general instability with constant global risks and threats in daily life. Instability and insecurity jeopardize the economy and social relations at all levels. Those involved in economic activities like tourism have always understood safety and security are essential conditions for development. Coastal and maritime tourism are very vulnerable. This chapter covers the safety and security of the tourist in activities he can perform in coastal and maritime territories and the risks and threats he can face there. Authors present a Portuguese situation on the subject, and give ideas to minimize insecurity from both points of view (safety and security) in coastal and maritime tourism.

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Portugal has 1,860 km of coastline and therefore has always had a strong element of value and cultural expression in the sea. This chapter presents a study that gives meaning to key cultural elements in Portuguese sun-and-sea destinations, integrating their heritage value and intangible cultural significance. Authors show how two large groups of heritage elements associated with the sea can be integrated into forms of visitation and leisure (lighthouses, forts and coastal garrisons). These heritage elements increasingly integrate tourism, diversifying and valuing it. Adding to these elements of material heritage, it is also important to refer to elements of intangible expression that are a reference for the life of the populations connected to the sea. Particular attention will be paid to the Xávega Art, and to the Rendas de Bilros handicraft, considering their inventory and safeguard.

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The discussion on coastal hotels' green products is usually one-sided, with a focus on supply or on demand. In this investigation, authors perceive the way both sides think concerning to green products and to what extent exists a correspondence. Supported in a quantitative study in a coastal hotel sample and in another qualitative and quantitative study on a sample of tourists, two models are tested. The results suggest that coastal hotel green strategies should be more market-centric than just complying with regulations. The tourist model permitted to perceive that tourists who are more sensitive to environmental issues are willing to pay more and recommend green hotels, but this relationship should be better understood by coastal hotel decision makers to align their green strategy and communication.

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Croatia has more than a thousand islands, a small number of which are inhabited and provide for a good livelihood throughout the year. Some of the islands are only occasionally inhabited, while others are uninhabited and have no or poor traffic links. Nevertheless, the islands are resources of exceptional value to Croatia. To date, little has been done to tap their potential: their authenticity and development have been poorly protected and fostered, and even hindered. Sustainable development, the harmonious union of people and nature that ensures that natural resources are used only to limits that are neither threatening nor causing depletion, is particularly important for islands, which is why they require the highest level of environmental protection. To ensure this, only activities that do not conflict with these guidelines should be especially encouraged. This chapter proposes measures for revitalizing islands. The chapter identifies opportunities for furthering island development by implementing low energy model.

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Responsible Nature Tourism Development Models: The Case Study of Whale Watching in the Azores 113

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Recent decades have revealed profound changes in population leisure paradigms, strengthening social representations attributed to the enjoyment of natural spaces and leading to the growth of informed, demanding, and conscious visitors. Responsible nature tourism assumes a continuous growth in tourism destinations and their marketing strategies. Without the attractiveness of the hot-water islands, the Azores follow a development model towards differentiation factors based on the quality and notoriety of the destination privileging, among others, specialized markets anchored in this territory's main resources and potentialities. The current expression of whale watching in these islands, assumed as one of the main representations of nautical tourism in the region, seems to raise important questions about the real impacts of its practice. This chapter proposes to synthesize this segment as a case study, presenting a successful and recurrent sustainable product and several valorisation strategies to promote its responsible development.

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Álvaro Lopes Dias, Instituto Superior de Gestão, Portugal

This chapter is developed in the context of over-tourism in the city of Lisbon (Portugal). There is widespread concern about managing this situation, which involves decentralization. The attraction of tourists to other tourist centers far from the city center has been accomplished by creative solutions. This research analyzes the perception of creative entrepreneurs in relation to this capacity of attraction. Moreover, authors compare two tourist centers of the city: coastal and non-coastal. Results from in-depth interviews show advantages and disadvantages of the coastal location.

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- Innovative Tourism Partnership Models: The Case of Nautical Stations in Portugal and Spain..... 151
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Ana Isabel Rodrigues, Department of Management, Polytechnic Institute of Beja, Portugal
Pedro Manuel Cravo, Department of Management, Polytechnic Institute of Beja, Portugal

This chapter provides a deeper insight into the concept of a nautical station. More specifically, it tries to determine the importance of partnership models defined by digital platforms as a tool for a cooperation strategy in the development of new products; such is the case of nautical tourism in Portugal, a coastal nation in southwestern Europe. With this objective in mind and framed by the concept of the nautical station as a starting point, a descriptive analysis explores this topic. The case of Spain, with the development of the Nautical Resorts Association, is a model for best practice that must be not replicated but adapted to the situation in Portugal. This chapter advocates that nautical tourism, as a strategic tourist product for Portugal, will gain more prominence and strength if supported by a collaboration model between the various stakeholders of the tourism system framed by partnership models.

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The Nautical Station concept is achieved through the establishment and/or assertion (depending on the extent of maturity) of a tourist destination arranged from maritime products that value, in a unified way, all the resources of a territory (foundation, environment, and sociocultural roots) and all the touristic offer already existing in this regional area. It combines a set of nautical activities that forms the central element of product management, based on a local/regional partnership, according to a set of quality criteria to be defined by the certifying entity, which in the Portuguese case is Forum Oceano – Association of Maritime Economy. This chapter analyzes the development of the certification process of the Portuguese Nautical Stations, the theoretical model that manages it, and its application to reality based on the study case constructed by the Nautical Station of Sines, one of the first 15 certified in Portugal.

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- Products in Maritime and Coastal Tourism: The Case of Coasteering 187
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Coasteering is a recent nautical, nature, and adventure tourism activity with prospects for both services providers and regions of practice. In coastal settings with promising natural features, coasteering allows diversifying the supply of activities and experiences with large emotional value. Knowledge about this product, together with key aspects for structuring the tourist experience and its commercialization, are relevant to regions where coasteering can add value for both tourism and leisure. The main objectives of

this chapter are to characterize coastering and to analyze its potential as a tourism product. The analysis of cases in the United Kingdom and in Portugal supports the definition of proposals for the evaluation of this product in diverse coastal settings in these countries.

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Nautical Tourism in the North Atlantic: The Development of Yachting in the Azores Islands 204

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Claudete Oliveira Moreira, CEGOT, Universidade de Coimbra, Portugal

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The archipelago of the Azores only recently (late 20th century) began to select tourism as one of the levers for the development of the territory. Although nature tourism is the main tourist product, other products have been determined to complement the territory's characteristics. Among them is nautical tourism, specifically yacht tourism. This tourism segment generates multiple economic opportunities, directly and indirectly. In the Azores, development of nautical tourism centered on the expansion and construction of marinas, providing seven of the nine islands with at least one such structure. Construction of the new marinas did not decrease the number of yachts and crew using the old ones. In fact, these numbers increased in practically all marinas and islands. Most yachtsmen are European, and an average of almost four people per yacht visit the Azores between April and October.

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The Cruise Industry in the World 223

Miguel Marques, Coimbra Business School (ISCAC), Portugal

The cruise industry is one of the most important growth sectors in the entire tourism market. The number of cruise passengers has been increasing in the last 9 years. The market is still growing, despite the global economic instability. North America is the primary market for cruise activities. There is still enormous potential to be found in the worldwide cruise market. The European cruise sector is number two and it is a growing market. The biggest European country is Great Britain. Various interest groups are trying to increase familiarity with the cruise product to grow the market. The fact the cruise market displays strong growth even under difficult circumstances (in times of instability) breeds confidence for the future. The cruise industry can make a huge positive contribution to tourism destinations and generate economic benefits, which makes it a very interesting market for coastal regions. The chapter studies the status of the cruise industry in the world and the future foreseeable evolution of this industry.

Chapter 14

Portuguese Lighthouses: A Way to Diversify Tourism in the Coastal Territories 233

Mónica Morais de Brito, CEGOT, Instituto Politécnico de Beja, Portugal

The tourist competitiveness of coastal areas is directly related to their ability to innovate in the different ways of using them and with the creativity that allows them to make a difference in the face of global competition and reduce seasonality. It is in this context that the Portuguese lighthouses and their innumerable potentialities arise, without neglecting their primary function related to the safety of navigation, to become tourist accommodation, taking advantage of its heritage value, its history, and its stories, and its privileged geographical location, or in places of visitation, in the scope of Coastal Tourism

and Cultural Tourism. This chapter analyzes Portuguese lighthouses, identifying those with the greatest potential as accommodation units and/or places of visitation. The author proposes strategies, although brief and subject to future development, aiming at the tourist production of these public infrastructures and the diversification of the offer in terms of Coastal Tourism.

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| Tourism Marketing: The Promotion of Coastal Tourism Around Maritime Activities..... | 249 |
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Tourism is one of the most important economic activities in some countries. However, the coastal and maritime activities could be an interesting segment to explore in accordance with good promotion of the destination. Tourism marketing is a tool available for the managers that could establish a great connection between the visitors and the destinations, particularly if the promotions focus on the blue and the green economy. With some specific procedures, it is possible to take advantage in a competitive market that needs clear rules about the environment.

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Tourism is considered an important tool for the economic growth of territories. However, in an increasingly competitive market, for destinations to stand out from others, it is crucial to build their image considering attributes that are important not only for tourists but above all, for local communities and stakeholders. Additionally, for territories to preserve their functional and symbolic dimensions, it is important to invest in clustering and networking strategies that may strengthen them at local and global levels. In that sense, this chapter presents the trajectory of Ílhavo, a municipality in central Portugal, that reformulated its territorial strategy by defining the sea as the core element that links its past, present, and future. Furthermore, the chapter describes the implementation of the aforementioned strategy, from 1998-2018, reflecting on their implications in terms of brand image and tourism development.

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Preface

The sea and the coastline, because of their diversity and natural and landscape richness, are scenery and raw material for many tourist products: Tourism of Sun and Sea, Nautical Tourism, Sports Tourism, Nature Tourism, among others, each of them can still unfold in countless by-products and activities that have as their common denominator the resource, but almost never the planning and the strategy that guide its development. It is not uncommon for one coastal territory to find a strategic plan for the Tourism of Sun and Sea and another for Nautical - and, perhaps, if the creativity of its managers does not surprise us yet with any other - in a plurality well revealing of the tourist potential of the Sea and the coastline, but also of the little integrative logic with which it is thought and produced touristy.

This diversity in look and management pushes us into unusual everyday situations that almost always result from the incapacity of those planning and managing to manage, in an integrated way, the use for different uses of the same resource. There are several episodes in which bathers and surfers, boaters and amusement equipment “fight” for the same space, giving rise to the intervention of the authorities, unnecessary if anticipated, by a formal framework for multiple purposes.

It is urgent and obligatory to learn how to manage in an integrated way the different tourist products and activities that have in the sea and the coastline their raw material and their space of development. Moreover, it is necessary to think about the tourist use of these territories in the scope of the Blue Economy, because its growth is, without risks, a national design. As far as GDP is concerned, Maritime and Coastal Tourism is on the podium of the winning sub-sectors, accompanied by the sea food chain, the ports, and maritime services, but with a more pronounced growth curve. This plurality also presents itself as a challenge in the area of sustainable land management, appealing to the creativity of those responsible for its planning and development.

In the world, Maritime and Coastal Tourism has been growing significantly and continues to have a huge potential for development, especially in the less conventional by-products, that goes beyond the Sun and Sea. they can contribute to an increasingly less seasonal and therefore more sustained use from the Blue Economy point of view. According to the European Commission, the extraordinary beauty, cultural wealth and great diversity of EU’s coastal areas have made them the preferred destination for many holidaymakers in Europe and abroad, making coastal and maritime tourism an important tourism sector. Employing over 3.2 million people, this sector generates a total of € 183 billion in gross value added and representing over one-third of the maritime economy. As much as 51% of bed capacity in hotels across Europe is concentrated in regions with a sea border. As part of EU’s Blue Growth strategy, the coastal and maritime tourism sector has been identified as an area with special potential to foster a smart, sustainable and inclusive Europe. It is the biggest maritime sector in terms of gross value added and employment and, according to the Blue Growth Study is expected to grow by 2-3% by 2020. In 2012,

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Cruise tourism alone represents 330,000 jobs and a direct turnover of €15.5 billion and is expected to grow (European Commission, 2019).

Numerous projects promote networking, collaborative work, entrepreneurship, and innovation, in an integrated logic that views the sea and the coastline as a lever for the tourism development of the territories. The successful realization of this promising scenario requires changing mindsets, behaviors, and even the current legal framework, in order to be able to respond effectively to the many underlying challenges. Security issues as regards the length of the bathing season period and the human resources financing model for this purpose; the articulation between the different entities with jurisdiction over the sea and the coastline; the integrated strategic planning of Maritime and Coastal Tourism; the technological development that supports the concept of Smart Beach's, but above all, people capable of meeting these and many other challenges, are imposed by the development of Maritime and Coastal Tourism.

This book is intended for all those who see this tourist product as an opportunity for themselves, their organization and their territory, in particular for destination marketing managers, academics, students, port managers, coastal cities managers, public managers, and tourism entrepreneurs. Aims to contribute to the academic debate around the challenges and opportunities generated by the various tourism products that have in the sea and the coast the main tourist product. The book differentiates and adds value through the integrated approach with which to view the different tourist uses of the sea and the coast, focusing on innovative themes and giving a new style to the conventional themes. It brings together different scientific areas in the same work, applying the logics of multidisciplinary and interdisciplinarity to sea tourism, its planning and its management. The book associates to Maritime and Coastal Tourism the concepts of innovation, entrepreneurship, eco-efficiency, and sustainability, applying them to its different dimensions: planning, management, marketing, human resources, and event management, in a unique work.

The chapter “Nautical Tourism: Research Perspectives, Politics, and Practices” written by Mafalda Patuleia, João Vaz Estevão, and Mónica Morais de Brito presents us with an overview about the central topic of this book. They provide an overview of the perspectives which have been taken by previous research on nautical tourism, as well as to identify relevant gaps that should be addressed in future studies. Moreover, the authors also seeks to characterize the policies and practices related to nautical tourism in the European Union and Portugal, taking into account their framework in the context of maritime and coastal tourism, and also in the context of the Blue/Sea Economy. Such analysis seems particularly relevant given this sector's strong dynamism in job creation and wealth generation on any of these scales of analysis.

In the Chapter 2 Isabel Duarte discusses the topic of human resources management for sustainable sea tourism. She proposes an analysis of the relationship between human resources management and the sustainable development of organizations in the coastal and maritime tourism sector. In the context where tourism growth in coastal and maritime areas has a negative impact both on the landscape and on the environment, Isabel proposes the need of green human resource management to promote the performance of organizational environment through greater involvement and employee's commitment to the environment. In this chapter she developed the analysis of the relationship between green human resource management and the sustainable development of organizations in coastal and maritime tourism and environmental sustainability.

Safety and security dimensions were brought by José António Velho Gouveia in Chapter 3. He alerts to the world's general instability in which global risks and threats are a constant in the daily life. This instability and insecurity surely cause great concern and jeopardize the economy and social relations

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at all levels. The author specifies the case of tourism, where safety and security have always been understood as essential conditions for its development. In this chapter, José covers the topic of safety and security of the tourist in coastal and maritime territories and the inherent risks and threats. He concludes with some ideas that can contribute to minimizing insecurity from both points of view (safety and security) in coastal and maritime tourism.

In Chapter 4, Norberto Santos, Claudete Oliveira Moreira, Rui Ferreira, and Luís Silveira explore the theme of Sea Tourism Heritage in the context of the Portuguese coastal territory. This chapter presents a study that gives meaning to key cultural elements in Portuguese sun and sea destinations, integrating their heritage value and intangible cultural significance. The authors show how two large groups of built heritage elements, associated with the sea, can be integrated into forms of visitation and leisure (lighthouses, forts and coastal garrisons). These heritage elements increasingly integrate tourism, diversifying and valuing it. The authors defend that by adding to these elements of material heritage is also important to refer elements of intangible expression that are a reference for the life of the populations connected to the sea.

Chapter 5 was written by Álvaro Lopes Dias, Ricardo Lopes Ferro, and Francisco Espasandín Bustelo, and is entitled *Eco-Innovation in Coastal Hotels: Is there a match with tourist perspectives?*

The authors brought a two-sided quantitative perspective about the perception of eco-innovative solutions from both tourists and hotels and to what extent exists a correspondence. Their results suggest that coastal hotel green strategies should be more market-centric than just complying with regulations. The tourist model presented by the authors permitted to perceive that tourists who are more sensitive to environmental issues are willing to pay more and recommend green hotels, but this relationship should be better understood by coastal hotel decision makers in order to align their green strategy and communication.

By exploring the topic that little has been done to tap into Croatian islands potential, Mirjana Marija Kovačić and Astrid Zekić, Faculty of Maritime Studies presented the chapter «Some experiences of coastal managing: Low-carbon development of Croatian islands». The purpose of this chapter is to put forward measures for revitalizing islands and to identify opportunities for furthering island development by implementing low energy model. They defend that these islands are underexplored in their authenticity and, at the same time, the development have been poorly protected and fostered, and even hindered. Sustainable development, the harmonious union of people and nature that ensures that natural resources are used only to limits that are neither threatening nor causing depletion, is particularly important for islands, which is why they require the highest level of environmental protection. To ensure this, the authors defend that only activities that do not conflict with these guidelines should be especially encouraged.

Tiago Lopes and Francisco António dos Santos da Silva studied, in Chapter 7, the case study whale watching in Azores islands, as a successful and recurrent sustainable product and presenting several valorization strategies to promote its responsible development. The current expression of whale watching in these islands, assumed as one of the main representations of nautical tourism in the region, seems to raise important questions about the real impacts of its practice. The authors showed that Azores follow a development model towards differentiation factors based on the quality and notoriety of the destination privileging, among others, specialized markets anchored in this territory's main resources and potentialities.

Chapter 8 was presented by Maria de Fátima Ramos Leão and Álvaro Lopes Dias within the context of over-tourism in the city of Lisbon (Portugal). Using a qualitative approach, they studied how to attract tourists to other tourist centers far from the city center using creative tourism solutions. Their research intended to analyze the perception of creative entrepreneurs in relation to this capacity of attraction.

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Moreover, we intend to establish a comparison between two tourist centers of the city: a coastal and a non-coastal. The results obtained through in-depth interviews allow them to perceive that there are advantages and disadvantages of the coastal location.

Chapter 9 is dedicated to the concept of a nautical station. Marta Isabel Amaral, Ana Isabel Rodrigues, and Pedro Manuel Cravo analyzed partnership models using digital platforms as a tool for a cooperation strategy in the development of new products. Using a descriptive analysis, the authors studied the case of Spain, with the development of the Nautical Resorts Association, considered as a model for best practice. In this chapter the authors advocate that nautical tourism, as a strategic tourist product for Portugal, will gain more prominence and strength if supported by a collaboration model between the various stakeholders of the tourism system framed by partnership models.

Chapter 10 is dedicated to the concept of Nautical Station. Entitled *Nautical Stations: catalysts for sustainable tourism development – the case of the Sines Nautical Station*, the chapter was presented by Mónica Morais de Brito and Andreia Sobral Cordeiro. The authors defend that Nautical Station combines a set of nautical activities that forms the central element of product management, based on a local/regional partnership, according to a set of quality criteria to be defined by the certifying entity. Using the case of Forum Oceano – Association of Maritime Economy, the authors analyzed the development of the certification process of the Portuguese Nautical Stations. They also introduced the theoretical model that manages it and its application to reality based on the study case constructed by the Nautical Station of Sines, one of the first fifteen to be certified in Portugal.

The case of Coasteering as a recent nautical, nature and adventure tourism activity was brought by Francisco António dos Santos da Silva, Maria do Céu Almeida, and Bárbara Pereira Gonçalves, on Chapter 11. According to the authors, coasteering allows diversifying the supply of activities and experiences with large emotional value. Knowledge about this product, together with key aspects for structuring the tourist experience and its commercialization, are relevant to regions where coasteering can add value for both tourism and leisure. Using case studies from the United Kingdom and Portugal the authors defended proposals for the evaluation of this product.

Chapter 12 is titled “Nautical Tourism in the North Atlantic: The Development of Yachting in the Azores Islands.” The authors are Luís Silveira, Norberto Santos, Claudete Oliveira Moreira, and Rui Ferreira. They explore yacht tourism in Azores. They defend that this tourism segment generates multiple economic opportunities, directly and indirectly. The development of nautical tourism in Azores was centered on the expansion and construction of marinas, providing seven of the nine islands with at least one such structure. The results show that the construction of the new marinas did not condition the increase in the number of yachts and crew using the old ones, since these numbers increased in practically all marinas and islands.

Chapter 13 is about the “Cruise Industry in the World.” Miguel Marques, the author, Miguel Marques, the author, says that the cruise industry is one of the most important growth sectors in the entire tourism market. To support this statement, it sets out a number of facts and evidence. The number of cruise passengers has been increasing in the last 9 years; the market is still growing, despite the global economic instability. North America is the primary market for cruise activities. There is still enormous potential to be found in the worldwide cruise market. The European cruise sector is number two and it is a growing market. The biggest European country is Great Britain. Various interest groups are making efforts to increase familiarity with the cruise product, in order to grow the market. The fact that the cruise market is displaying strong growth under difficult circumstances even (in times of instability) brings confidence for the future. The cruise industry can make a huge positive contribution to tourism destinations and

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generate economic benefits, which makes it very interesting market for coastal regions. The paper studies the status of the Cruise Industry in the World and the future foreseeable evolution of this industry.

The theme of the lighthouses is introduced by Mónica Morais de Brito in Chapter 14. She defends that tourist competitiveness of coastal areas is directly related to their ability to innovate in the different ways of using them and with the creativity that allows them to make a difference in the face of global competition and reduce seasonality. The author recognizes that Portuguese lighthouses have innumerable potentialities: to become tourist accommodation, taking advantage of its heritage value, its history and its stories, and its privileged geographical location, or in places of visitation, in the scope of Coastal Tourism and Cultural Tourism. In this chapter she performed an analysis of Portuguese lighthouses, identifying those with the greatest potential, as accommodation units and/or places of visitation, and to propose a set of strategies, although brief and subject to future development, aiming at the tourist production of these public infrastructures and the diversification of the offer in terms of Coastal Tourism.

Chapter 15 is titled “Tourism Marketing: The Promotion of Coastal Tourism Around Maritime Activities.” In this chapter Nuno Miguel Castanheira Almeida discusses the importance and strategies to promote and communicate coastal and maritime destinations. He argues that tourism marketing is a tool available for the managers that could and should be used to establish to improve the connection between the visitors and the destinations, particularly if the promotions focus the blue and the green economy. With some specific procedures, Nuno defends that it is possible to take advantage in a competitive market that needs clear rules about the environment.

Chapter 16 presents the sea as a core element to territorial strategy. Paulo Teixeira Costa and Medéia Veríssimo, in the chapter “The Sea by Tradition: From the Slogan to the Brand – Exploring a Successful Case of Territorial Strategy Anchored in the Sea and Tourism,” defend that the territories should preserve their functional and symbolic dimensions. To do so is important to invest in clustering and networking strategies that may strengthen them at local and global levels. Using the case of Ílhavo, a municipality in the central Portugal, they explain the reformulation of the territorial strategy by defining the sea as the core element that links its past, present and future. Furthermore, the chapter describes the implementation of the aforementioned strategy, from 1998-2018, reflecting on their implications in terms of brand image and tourism development.

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