

Tourism of Events and the Campos do Jordão and Region Convention & Visitors Bureau (Brazil)

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The contributions of tourism of events have been the focus of several researches over time and they are frequently related to the Convention & Visitors Bureaus incentive and attraction of events. The Campos do Jordão and Region Convention & Visitors Bureau (CJCVB) has fostered tourist activities since its foundation in 2003. The present research is an exploratory descriptive case study with the objective of verifying if the contributions made by the CJCVB regarding the attraction of business and sports events actually increased the tourist potential of the city of Campos do Jordão. Therefore, it is based on data furnished by the Campos do Jordão Observatory of Tourism¹ in 2016 and first semester of 2017. The interpretation of such data, collected over the years 2006-2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, and 2016, reveals an outstanding contribution to the generation of revenue to Campos do Jordão, but it also shows the evolution of that segment, as well as the rising of the tourism segment of sports events in the city.

Keywords: Convention and Visitors Bureaus, tourism as a generator of revenue, attraction of businesses, segments of tourism, sports events

Introduction

State Law 1471 of October 29, 1915, created the city of Campos do Jordão, in the state of São Paulo,

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¹ Apolitical, non-for-profit organization that collects and tabulates data originated from several sources of information in order to foster tourism in the city (Translator's Note).

Brazil. Currently considered as a tourist resort, its main characteristic is the temperate tropical climate with cold temperatures comparable to the Alpine region of Davos Platz, Switzerland, which justifies its nickname of Brazilian Switzerland.

Recent data presented by the Campos do Jordão Observatory of Tourism for 2016 and first semester of 2017 support the continuous efforts to understand the city and verify its touristic potentialities.

Campos do Jordão characterizes as a winter tourist destination and it is estimated that 75% of its economy come from service delivery, especially those directly related to tourist activities, such as hotel management, catering, tourist attractions, and events, among others.

The city has been through four evolutionary cycles but, although the third and fourth cycles, Tourism and Environment, are co-existent; Tourism is the focus of this study. However, compared to the 1980s and 1990s, when tourism was the driving force of its economic activities, Campos do Jordão is now confronting some problems, which becomes apparent after the verification of the low rates of hotel occupancy, in contrast to the increase of one-day tourism.

As a strategy to minimize the effects of the tourism decline in the city, the tourism segment of events has been encouraged. 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, as they contribute to the economic development and create a positive image of the host city by means of tax revenue increase and stability of employment levels.

The city has a consolidated tourism infrastructure ready to hold the most different types and sizes of events, such as congresses, conventions, fairs, and exhibitions that attract a great flow of tourists/participants and accompanying persons, which amply justify the development of the tourism segment of events in Campos do Jordão. Moreover, the city has a privileged situation on the Rio de Janeiro—São Paulo axis, at only 180 km from the city of São Paulo and 340 km from the city of Rio de Janeiro, and that is another positive factor to boost that segment of tourism.

According to Coutinho and Coutinho (2007), events are tourism multipliers because they usually imply the involvement of at least two people, the event's participant and their accompanying person, which significantly help reduce tourism seasonality, mobilize the tourist trade, and propitiate the revenue of foreign currency into the city.

Still, linked to the segment of events in Campos do Jordão, the tourism of sports events has substantially developed as it benefits from the city's altitude of 1,800 meters above sea level, cold climate, mountainous relief, exuberant fauna and flora, and natural beauty.

However, proving this subject needs further exploration; the foundation of the CJCVB in 2003 improved and professionalized strategies to attract events to the city as much as broadened its scope of activity with a view to bosting Campos do Jordão as a tourist destination.

Convention & Visitors Bureau

There is a wide range of events, among conferences, meetings, and conventions, all of them incorporated into a modern industry of events promotion. "The phrase 'conference industry' is of very recent origin and is certainly not one that would have been heard until the second half of the twentieth century" (Rogers, 2013, p. 3).

Current research literature usually credits the Convention & Visitors Bureaus (CVBs) for the promotion of tourist destinations potentially attractive to the tourism segment of events and part of it even highlights the

destinations distinctiveness when linked to those organizations.

To make certain that a specific destination will actually hold a specific tourist activity however, it is necessary to celebrate partnerships between what the segments of tourism involved have to offer and the public and private sectors. The CVBs often encourage partnerships of that kind, beneficial to the tourist trade. According to Dória (2000, p. 22),

A Convention & Visitors Bureau is a center for the diffusion of information, therefore helping to improve the discernment of the companies interested in organizing events in the city and developing policies to improve the quality of the services delivered.

As for Schuler and Cesar (2014, p. 230), Convention & Visitors Bureaus (CVBs) can be understood as “[...] multi-sector organizations that propose to coordinate the efforts of the tourist agents usually associated to them for the increase of the flow of visitors in a single place” (Gehrisch, 2005).

Convention & Visitors Bureaus first appeared in North America, in Detroit, United States, in 1895, having Journalist Milton Carmichael as the instigator of their foundation. In his article “Open Arms”, published in *The Detroit Journal* on February 6, 1896, he questioned the passivity of the Detroit entrepreneurs concerning the city’s potential to hold conventions (Carmichael, 1896).

[...] For the last years, Detroit has become famous as a conventions city. Visitors come from thousands of kilometers away to take part in business events. Manufacturers from all over the country use our hotels to organize meetings where they discuss themes of their interest, and all that without any effort on the part of the community, nor any action towards giving them some support during the length of their stay among us! They simply come to Detroit because they want or need it. Would Detroit not be able to guarantee the organization of 200 or 300 national conventions over the next year, with just a joint effort? That would mean thousands and thousands of people would come from every American city, who would spend their dollars in the local commerce, so benefiting the city’s population, warming up the economy and allowing the whole business community to get the best results in their respective businesses. Would it not be more intelligent to act together for the common good instead of wearing out in a futile effort to gain advantages for their own private business? [...] (Carvalho, 2010)

Today, North American CVBs are divided into regions: Midwest US, Northeast US, Southeast US, Southwest US, and Western US, as stated by Koutoulas (2005), “Convention and Visitors Bureaus (CVBs) have become a dominant type of destination marketing organizations since the very first bureau was founded in Detroit in 1895”.

North American actions culminated in the foundation of a Destination Marketing Association International (DMAI), which operated from 1914 to 2005. Later on, it became the International Association of Convention and Visitor Bureaus (IACVB), currently known as Destinations International. “Destination Marketing Association International (DMAI) (until 2005 known as the International Association of Convention and Visitor Bureaus—IACVB), on the other hand, with a predominantly North American membership, was founded as long ago as 1914” (Rogers, 2013, p. 5).

Destinations International defines its own scope as “[...] a powerful forward-thinking, collaborative association exchanging bold ideas, connecting innovative people, and elevating tourism to its highest potential” (Destinations International, 2017).

For Getz, Anderson, and Sheehan (1998, p. 331), Convention & Visitors Bureaus have marketing and sales as their main activities but Morrison, Bruen, and Anderson (1998, p. 338) summarize their activities in this way:

- 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, the demand side, and sellers, the suppliers, so that an autonomous organization is required in order to avoid conflicts of interest;
- Provide leadership for the industry.

Still, Polivka (1996, as cited in Weber, 2001, p. 600) states: “CVBs detailed the various tasks CVBs perform for meeting planners. In an effort to solicit convention business; CVBs provide a variety of information to meeting planners, presenting both their product and the destination”.

In Brazil alone, there are tens of CVBs. However, according to Rogers and Davidson (2016, p. 12), “It is difficult to estimate the number of convention bureaux that exist around the world and their numbers are constantly growing as more and more cities market themselves as new conference destinations.” Therefore, it is easier to find each of them according to the respective region they belong to as stated by the Convention & Visitors Bureau Directory:

- United States;
- Canada;
- Europe;
- Africa;
- Asia;
- Australia & Oceania;
- Caribbean & Bermuda;
- Central America;
- Mexico;
- Middle East;
- South America.

Nowadays, conferences and conventions are a worldwide industry and Convention & Visitors Bureaus have become visiting cards for the promotion of destinies, as they draw public’s attention to the existence of services delivered with excellent standards of quality. Although Brazilian CVBs are private not-for-profit organizations, independent of government influence and funded by partners from the tourist trade and the local commerce, some of them receive public financial resources (Martim, 2003, p. 149).

Campos do Jordão and Region Convention & Visitors Bureau

In South America, Brazil pioneered the foundation of the Convention & Visitors Bureaus, the first in the city of São Paulo in 1983, followed by the city of Rio de Janeiro’s, in 1984 (Schuler, 2013, p. 31). “The dissemination of the CVB concept in Brazil was carried out by Brazilian tourism agents working for private sector businesses and operating in the international market” (Brasil Convention & Visitors Bureau, 2017).

According to Cury (2013), the foundation of the São Paulo Convention & Visitors Bureau occurred in 1983, modelled after the “Chicago CVB”, with which Ana Maria Marcondes Ferraz, a contributor on that process, had had close contact when she was working on her thesis. The Rio de Janeiro CVB was founded in the following year (oral statement 12). (Schuler, 2013, p. 35)

In the state of São Paulo, there is the Federation of the State of São Paulo Convention & Visitors Bureaus (FSPCVBs), which gathers all the twenty one Convention & Visitors Bureaus of São Paulo, as follows: Atibaia e Região CVB, ABC e Região CVB, Bauru e Região CVB, Campinas e Região CVB, Campos do Jordão e Região CVB, Franca e Região CVB, Guarulhos CVB, Ilhabela CVB, Litoral Norte de São Paulo CVB, Oeste Paulista Turismo e Eventos, Olímpia CVB, Marília e Região CVB, Piracicaba e Região CVB, Ribeirão Preto e Região CVB, Rio Preto CVB, Santos e Região CVB, São José dos Campos e Região CVB, Sorocaba e Região CVB, Terras Altas São Carlos e Região CVB, Taubaté CVB, Ubatuba CVB (Federação de Convention & Visitors Bureaus do Estado de São Paulo, 2017).

Since its creation in 2003, the Campos do Jordão e Região CVB has been “an apolitical, non-for-profit organization intended to promote and widen the tourist potential of the region, increasing the number of tourists coming for business and leisure and fostering the attraction of events” (Meeting Planner, 2014, p. 9). Today, CJCVB’s main objective is to improve the tourism of events in the city, surrounding region of Campos do Jordão, providing for the professionalization of the tourism segments of leisure and events, the celebration of private/public partnerships, and contributing to the economic development of the region as a whole and to its enhancement as a tourist destination.

To that end, the CJCVB derives its funding from associate businesses and the collection of the Room Tax. Although optional, the Room Tax of R\$2.90 per day is imposed upon guests by accommodation providers, along with regular occupancy rates. Together with the associates’ monthly fees, the Room Tax collection pays for marketing actions and administrative expenses of the tourist destination (Convention & Visitors Bureau Campos do Jordão, 2017).

The activities of the CJCVB as a service deliverer mainly concentrate on:

- Preparation of venue’s application dossiers;
- Preparation of contracts with venues and other suppliers;
- Provision of a secretariat according to event’s profile and specific needs;
- Preparation and coordination of price lists by price survey;
- Reservation of event-customized online platforms;
- Arranging customized tours according to the event’s participants’ profile;
- Arranging and coordinating “friendly restaurant”, “friendly commerce” campaigns, and “hospitality table” services within events;
- Preparation and availability of tourism information material at venues;
- Preparation and presentation of petitions for public sector’s support;
- Celebration of partnerships with airport services for transfers between São Paulo and São José dos Campos airports and Campos do Jordão;
- Celebration of partnerships with the Campos do Jordão Youth Philharmonic Orchestra for cultural shows and with local producers and artisans at events;
- Preparation of events’ follow-ups (Meeting Planner, 2014).

Campos do Jordão and Events

Campos do Jordão, strategically situated on the Rio de Janeiro—São Paulo axis² and accessed by the

² See page 2 above.

Florianópolis, is in the eastern region of the state of São Paulo. The story of the city's 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 (Fedrizzi, Mendes, & Schliemann, 2017). The excellent biodiversity, climate, and mountainous relief dictated a few characteristics in the formation of the city of Campos do Jordão, whose average temperature is 20°C (68°F) in spring and autumn, 23°C (73.4°F) in summer, but in winter it can reach 0°C (32°F).

One of the many factors that encourage the organization of events in the city is the large offer of accommodations (239 enterprises) and caterers (215 enterprises) in tandem with the city's charm, which won it a comparison to Davos Platz, in Switzerland.

According to the Campos do Jordão Observatory of Tourism (2016), the city has more than 30 tourist attractions, among them:

(a) Parks, like the Amantikir Gardens, the Enchanted Forest, the Cherry Trees Park, and the Horto Florestal (Forest Garden) State Park;

(b) cultural and educational attractions, such as the Auditorium Cláudio Santoro, the Museum Felícia Leirner, a Butterfly Vivarium, the House of Xilogravura, the Artisan's House, the Handicraft Village, the São João Monastery, the Boa Vista Palace;

(c) leisure activities and visiting places that include the Wood of Silence, the Silver Rain waterfall, the city old railroad, a mini golf course, belvederes, two breweries and three chocolate factories, chariot tours, city tours on open-sided buses, horse riding tours, quadricycles, cable cars, hiking trails, and a trout breeding farm.

Accommodation providers in Campos do Jordão offer approximately 14,318 beds, a lot of which often remain vacant. For the city, the tourism of events appears as an opportunity to raise not only the occupancy rates of accommodation providers, but also their revenues. Coutinho and Coutinho (2007) explain that the promotion of events can be a great opportunity to warm up, develop the city's economy, and further its tourist outcome as well.

Different from other segments of tourism, the tourism of events works on its own publicizing and consumption strategies as a whole, becoming a center of attraction towards which gravitates in the interests of those who travel to take part in events, and eventually making local tourism agencies participate actively in the process (Canton, 2009).

Among the multiple advantages of working with the tourism of events, Montes and Coriolano (2003) stress the fact that it usually requires shorter, more frequent and over the week trips and is less subject to seasonality and, besides being one of the segments of the tourism industry that grows every day, events have a most diverse demand.

Canton (2009) states that the tourism of events is divided into as many types as the nature and category of the events permit. In that sense, bureaus can attract numerous types of events, with emphasis on congresses, symposiums, conventions, fairs, meetings, reunions, and seminars among others.

Campos do Jordão offers a number of suitable venues to hold such events as:

(a) convention and sports centers: the André Franco Montoro, the Campos do Jordão Events Centers, and the Sports Center Armando Ladeira;

(b) other kinds of venues capable of holding events: the Auditorium Cláudio Santoro, the Tennis Club, the Soccer Stadium Benedito Vaz Dias, and the Leisure Center Tarandú;

(c) a few hotels and inns (*pousadas*), are also suitably equipped to hold events: the Avec Toi Boutique & Spa, the Blue Mountain, the Chris Park, the Frontenac, the Grande Hotel, the Leão da Montanha, the Orotour Garden, the Palazzo Reale, the Renard, the Vila Inglesa, the Pousada das Hortênsias, Pousada do Conde, and Pousada La Toscana.

Business and sports events constitute the two main fronts inside the market niche of the tourism segment of events in Campos do Jordão. However, the growth of the second front is more noticeable, mainly because of the region's climate, exuberant fauna and flora, and peculiar geographic landscape, where the Mantiqueira Range stands out.

Sports events attract investors that see that segment of tourism as an alternative marketing strategy, able to disseminate a positive image of their sponsoring firms, narrow bonds with their clients, and encourage the participation of new investors.

Methodology

This article, like the one that preceded it, *Tourism of Events in Campos do Jordão: Campos do Jordão and Region Convention & Visitors Bureau's strategies to attract events* (Fedrizzi, Mendes, & Schliemann, 2017), has the city of Campos do Jordão, in the state of São Paulo, Brazil, and its CJCVB as object of study. It is an exploratory descriptive case study based on exploratory descriptive methods and bibliographic research. The data used, retrieved from the Campos do Jordão Observatory of Tourism³ database in March 2017, was previously made public at its Annual Public Exhibition held in the Espaço Dr Além, in Campos do Jordão.

For the interpretation of data, statistical resources were used having in mind the exploitation of the Campos do Jordão tourism potential.

Results

The results shown herein originated from the analysis of data collected by the Campos do Jordão and Region Convention & Visitors Bureau and made available by the Campos do Jordão Observatory of Tourism in 2017. The data analyzed covers the years 2006-2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, and 2016 and focuses on the attraction of and support given to business and sports events by the CJCVB.

Figure 1 below shows the number of events attracted by the CJCVB. The increase in number of events over the years is noticeable, which reinforces the general idea about the contribution of that entity in Campos do Jordão. However, the data also states that 2016 was a rather bad year for the sector of events in Campos do Jordão: only 14 events happened, 12 less than in 2015 and the same number as in 2010.

Figure 2, below, demonstrates the number of events participants⁴ per year, a relevant aspect to consider in the attraction of events by the CVCVB. However, the data analyzed does not account for the number of accompanying persons; otherwise, the totals per year considered could increase in 40%.

The increasing number of participants is noticeable, with similar results in 2013, 2014, and 2015. When crosschecking the number of events attracted—Figure 1 and the number of participants—Figure 2, it is

³ 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).

⁴ In this paper, the term *participant* has the overall meaning of "anyone who registers to attend events" (Translator's Note).

apparent that the sector of events had excellent performances both in 2013 and 2014, when it registered 19 events with 34,349 participants and 16 events with 33,350 participants, respectively.

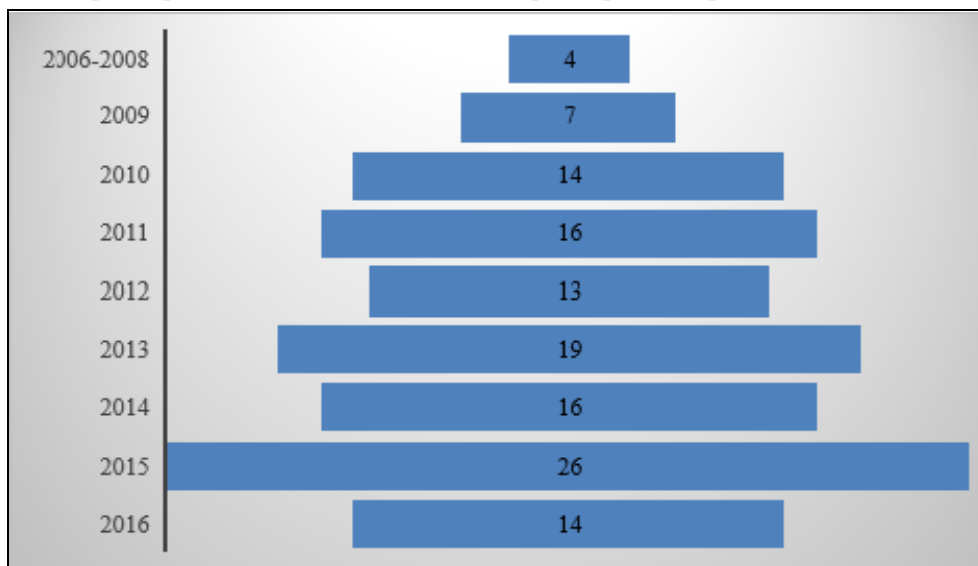


Figure 1. Number of events. Source: Campos do Jordão e Região CVB (2016; 2017).

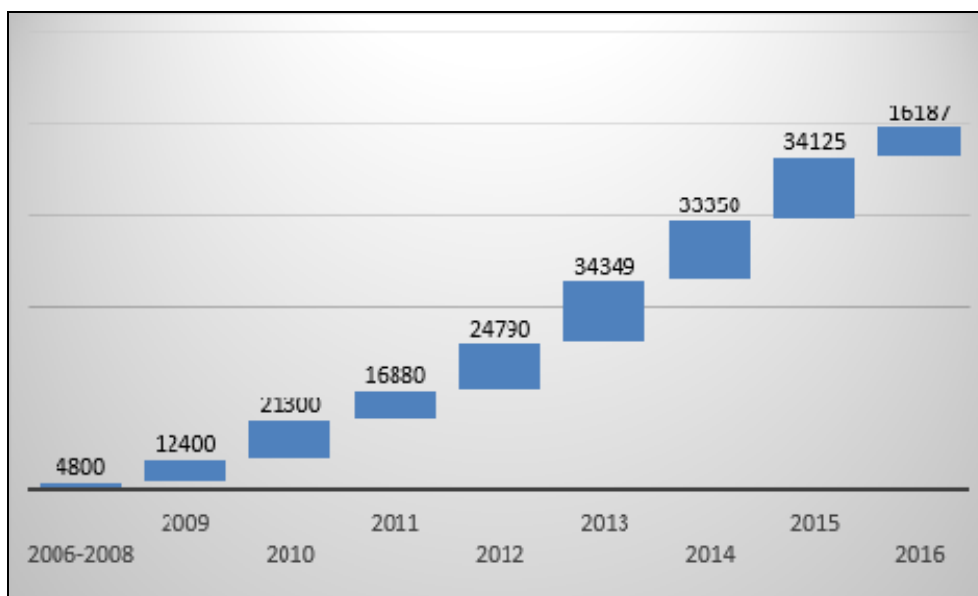


Figure 2. Number of participants. Source: Campos do Jordão e Região CVB (2016; 2017).

On the other hand, there were 26 events in 2015 with 34,125 participants, i.e., contrasted with 2014, the number of events increased significantly, but not so much the number of participants.

Finally, in 2016, 14 events took place with 16,187 participants, a decrease of 17,938 participants, i.e., besides the fact that fewer events were attracted in 2016, they had fewer than half of the participants of 2015.

Figure 3 presents the total number of event days per year versus the number of room nights, i.e., the number of participants registered multiplied by the total number of event days in that same year divided by two, in case of accommodation in double rooms. Years 2011, 2014, and 2013 reached a percentage equal to or higher than 49%, but 2015 reached 73%, the best result of all the years analyzed.

An assessment of the average number of days per event points to four days in the period 2006-2008 and three days in all the other years. The average amount of money spent on events per participant in 2006-2008, 2009, 2010, 2011, and 2012 was BRL 350.00⁵, and in 2013, 2014, 2015, and in 2016, it was BRL 437.16⁶.

Figure 4 accounts for the average number of meal vouchers used by participants per event (number of participants registered multiplied by the number of event days multiplied by two, lunch and dinner).

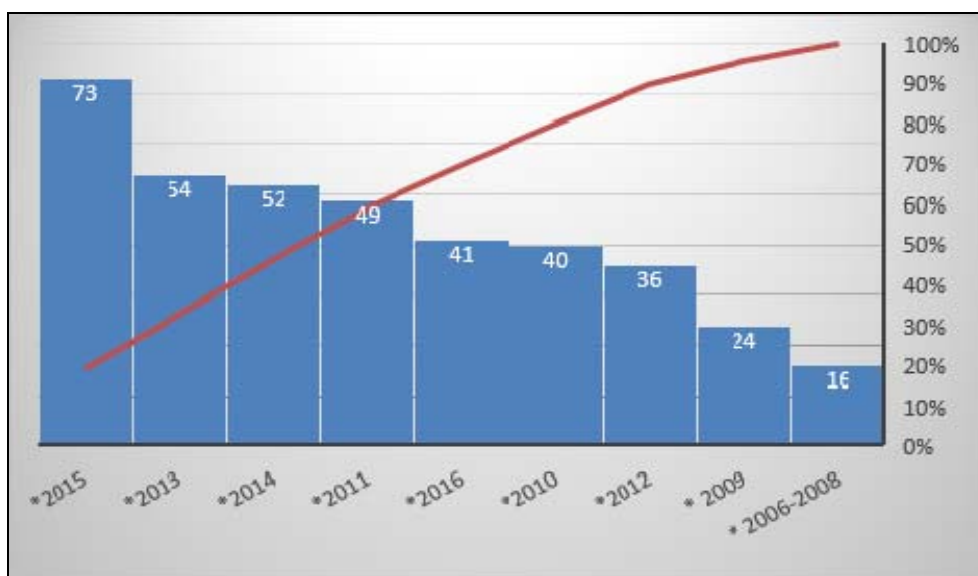


Figure 3. Number of days vs. room nights. Source: Campos do Jordão e Região CVB (2016; 2017).

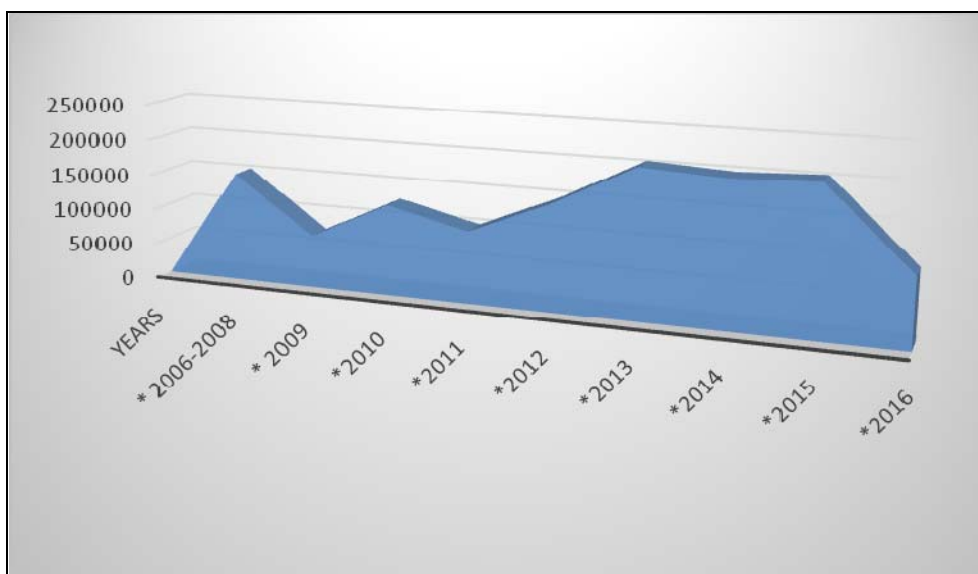


Figure 4. Number of meal vouchers. Source: Campos do Jordão e Região CVB (2016; 2017).

In Figure 4, it is apparent an unequal number of meal vouchers per year from 2006 to 2012, peak numbers

⁵ FIPE—Institute for Economic Research Foundation (Fundação Instituto de Pesquisas Econômicas) and EMBRATUR—Brazilian Institute of Tourism (Instituto Brasileiro de Turismo).

⁶ ABEOC—Brazilian Association of Event Businesses (Associação Brasileira das Empresas de Eventos), SEBRAE—Brazilian Micro and Small Business Support Service (Serviço Brasileiro de Apoio às Micro e Pequenas Empresas), and Observatory of Tourism.

in 2013 (206,094 vouchers), 2014 (200,100 vouchers), and 2015 (204,750 vouchers) and a decrease in 2016 (97,122 vouchers).

Figure 5 shows the revenue generated per year considered and the total sum of BRL 240,627,566.28 reinforces the contribution of the segment of events to the revenue collection of Campos do Jordão.

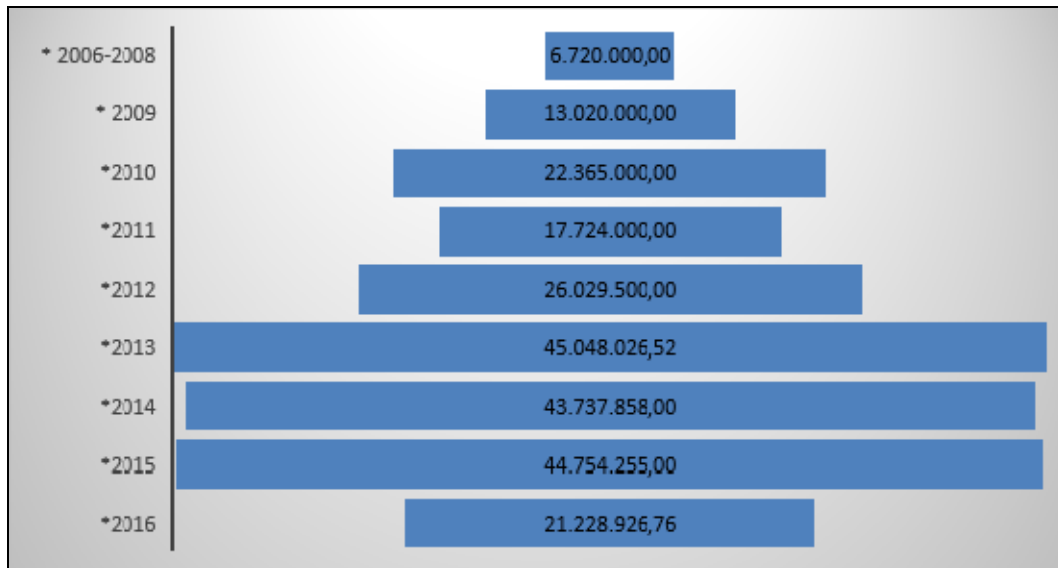


Figure 5. Total revenue. Source: Campos do Jordão e Região CVB (2016; 2017).

Even though the first official reports on sports events held in Campos do Jordão were issued no earlier than 2012, the general analysis of events held in the city included that segment of events as well.

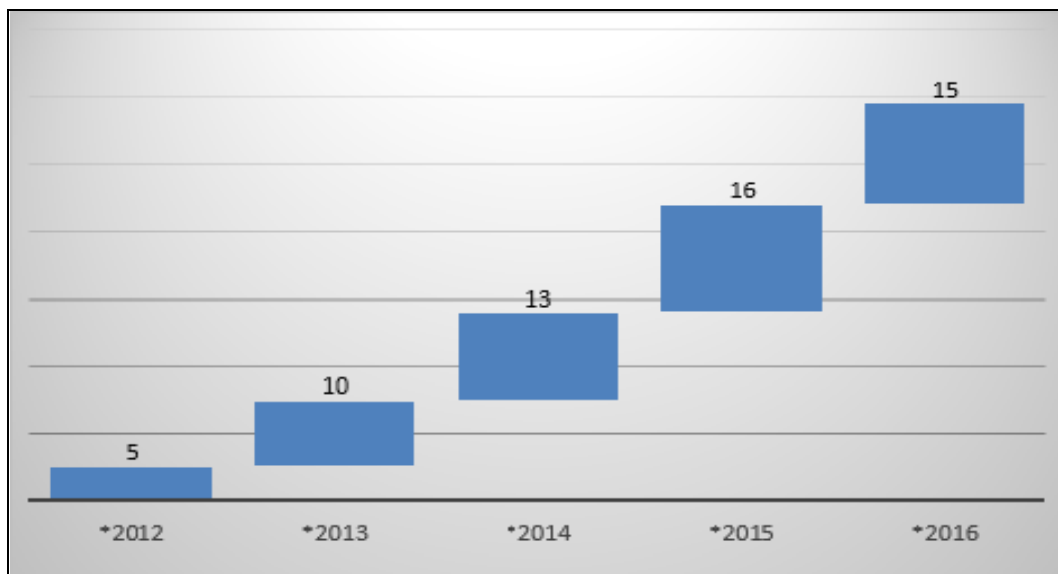


Figure 6. Number of sports events. Source: Campos do Jordão e Região CVB (2016; 2017).

Figure 6 presents the number of sports events every year from 2012 to 2016, with a total of 59, which stresses the contribution of sports events for the CJCVB's attraction of events total number. The 2016 slump in business and event tourism in Campos do Jordão (Figures 1 to 5) probably reflects the economic crisis that

struck Brazil that year. However, the tourism segment of sports was not affected in the same way as, in 2016, there was just one event less than in 2015.

When the analysis of the segment of sports events is at stake, the various types and the total number of events are specially relevant. Between 2012 and 2016, the following types and totals were registered: Adventure Running (1 event), Cross-Country Running (1 event), Cycling (4 events), Mountain Biking (MTB) (9 events), MTB Downhill (2 events), Mountain Running (25 events), and Street Running (17 events).



Figure 7. Number of participants vs. total revenue. Source: Campos do Jordão and Region CVB (2016; 2017).

Figure 7 displays two interpretative fronts. The first, at the bottom of the columns, provides the total number of participants per year—quite constant over the years, with a peak in 2014. The second interpretative front, at mid-height of the columns, shows the total amount of money spent by all the participants per year, based on the average BRL 350.00 spent by each participant/athlete.

Although the total revenue in all the years considered amounts to BRL 18,141,200.00, it does not include the organizational expenses with people, businesses, and accompanying persons.

Conclusion

The events attracted by the CJCVB not only contribute enormously to the collection of revenue in Campos do Jordão, but also to the enhancement of the tourist activity as they stimulate the use of spaces specific to hold different types of events and the occupancy of hotel facilities, which otherwise would remain empty.

In what concerns the occupancy of hotel facilities, it is important to stress that many of the events attracted take place in off-season periods, allowing the use of the city's tourist attractions, therefore reducing seasonality. Moreover, participants rarely attend events all by themselves and all of them make use of the city's gastronomic facilities.

The foundation of a Convention & Visitors Bureau in Campos do Jordão in 2003 improved and professionalized the creation, promotion, attraction, and support of events in the city, made evident by the

increase in quantity and quality of the events attracted to Campos do Jordão, and by the gradual consolidation and recognition of business tourism.

Another important finding concerns the exploitation of sports events supported by the city's geographic landscape that stimulates sports such as mountain climbing, mountain running, road cycling, street running, mountain biking, cross-country running, and adventure running to flourish.

However, in spite of the evolution of the tourism segment of events, with peak numbers in 2013, 2014, and 2015, the revenue collected in 2016 was 50% less than that of the previous years, only comparable to the revenue of 2010 (Figure 5), which inspires some concern about that tourism segment.

Therefore, aware of the fluctuation in the industry of events—business and sports events, the city must prepare to face new challenges. Once again, the CVCVB's role will be to continually stimulate professionalization in the sector, improve strategies to attract events, and foster partnerships between the public sector and the private sector.

Once established that tourism is one of the economic pillars of Campos do Jordão, it is crucial to carry out constant assessment studies and analyses of the actions taken by the tourism segments, prioritizing strategies capable of furthering business and events tourism in the short and long term.

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