

Innovative Ambience and People Management Practices in Hospitality in Fortaleza-CE, Brazil

Ambiência Inovadora e Práticas de Gestão de Pessoas na Hotelaria de Fortaleza-CE, Brasil



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ABSTRACT

The study aimed to diagnose the degree of innovation in the practice of people management in hotels in Fortaleza, through the application of the Innovation Radar, aiming to contribute and serve as a basis for the dynamization of innovation in the hotel market. Twelve managers of lodging facilities associated with the Brazilian Association of the Hotel Industry - ABIH/CE were interviewed. To achieve the objective of the work, a literature review was first carried out focusing on the universe of Innovation, and on the tools used to measure innovation. Regarding the methodology, mixed research methods were used with a qualitative, descriptive, and exploratory approach using a questionnaire and a semi-structured interview for data collection. The results indicate that the studied sample of hotels in Fortaleza is in the basic innovative stage. The product of this research was shared with all participants to contribute to access to scientific data that can help them find solutions to their

problems or even achieve greater efficiency with increased productivity and competitiveness through innovations.

Keywords: Innovative ambience, Hospitality, People management, Fortaleza, Brazil.

RESUMO

O estudo se controlado a diagnosticar o grau de inovação na prática de gestão de pessoas dos hotéis de Fortaleza, por meio da aplicação do Radar de Inovação visando contribuir e servir de base para a dinamização da inovação no mercado hoteleiro. Foram atendidos doze gestores dos meios de hospedagem associados à Associação Brasileira da Indústria de Hotéis - ABIH/CE. Para atingir o objetivo do trabalho, realizou-se uma revisão de literatura com foco no universo da Inovação, e nas ferramentas utilizadas para mensurar inovação. Referente à metodologia, utilizou-se métodos mistos de pesquisa com abordagem qualitativa, descritiva e exploratória utilizando-se de conversa e uma entrevista semiestruturada para coleta de dados. Os resultados apontam que a amostra cursada da hotelaria de Fortaleza se encontra no iniciante básico. O produto dessa pesquisa foi compartilhado com todos os participantes a fim de contribuir com o acesso a dados científicos que possam auxiliá-los a encontrar soluções para seus problemas ou, ainda, alcançar maior eficácia com o aumento da produtividade e a competitividade através das inovações.

Palavras-chave: Ambiência inovadora, Hotelaria, Gestão de pessoas, Fortaleza, Brasil.

INTRODUCTION

Innovation is a fundamental tool to increase the productivity and competitiveness of organizations, as well as to boost economic development, acting because of efforts to see a new opportunity within the market (Costa & Neto, 2021).

According to Dosi (1988) innovation deals with research, discovery, experimentation, development, imitation and adoption of new products, new production processes and new organizational forms. For Oecd (2005 p. 9) innovation is “the implementation of a new or significantly improved product (good or service), or a process, or a new marketing method, or a new organizational method in business practices”.



Innovation has manifested itself as a key point for business growth and combating competition, not only in the market in general, but also with regard to the hotel sector (Marcos, 2021).

The competitive significance of innovation depends on the achievement or development of specific technological skills, management, or sustainable practices. For Kim (1997) this learning process starts from technological imitation to arrive at innovation and obeys four analytical references: the global technological environment, the institutional environment, the dynamic learning process within the company and the technology transfer process.

Due to the dynamic nature of the tourism/hospitality sector, characterized by instability and variation, with many changes in the profile of consumers, seasonality, unpredictability and uncertainty, there is an environment conducive to innovation, ruptures and creativity with a tendency to adhocracy, which is the antithesis to bureaucratic organization characterized by organizational creativity and capacity for innovation. According to Robbins (2002), it is the degree of uncertainty in the environment that will affect the structure of an organization and determine its posture in the face of external adversities. Thus, it is understood that:

At the company, Planning and development activities expand its ability to generate internal knowledge, as well as to absorb important external knowledge in its innovative process, facilitating the generation of partnerships with important players in the innovation system, such as Research Institutes, Universities, competing companies and suppliers (Fuck&Vilha, 2012, p.11).

Accommodation facilities innovate as a competitive strategy with the aim of improving the consumer experience, increasing their satisfaction, and aiming for a good placement in the market, which is characterized as an increasingly abundant supply of accommodation facilities and more selective and informed customers as it ponders Sousa (2016).

The management of enterprises needs to renew its strategies and adapt them to what the market demands, thus, the organization's innovative strategy



is a way to position itself in the market against competitors in search of maximizing results (Valena, 2017).

Quantitative assessments are fundamental information in the decision process, since the indicators make it possible to establish goals in the organization's planning, allowing control and critical analysis of the results. Companies need to determine ways to measure not only the results of innovation processes, but also consider the need to innovate (Edison; Bin Ali; Torkar, 2013).

However, it is also essential to characterize innovation qualitatively, as qualitative research is characterized by being "interpretive, based on experiences, situational and humanistic", being consistent with its priorities of uniqueness and context, providing a greater amplitude to the results (Stake , 2011 , p. 41).

Innovation does not happen in the organization in isolation, there is a connection between employees, processes, technology, data collected, shared information, internal skills, explicit knowledge, prospecting and monitoring of internal and external events, all focused on for innovation. (Valentine et al., 2003). Therefore, people management is fundamental in employee engagement, as an engaged team is more likely to align with the organization's strategic planning.

It is only by strengthening these relationships that the patterns of perception of innovation probabilities occur, uniting the existing potential in the organization and the reality of the competitive universe in which it operates. Teixeira (2014, p. 99) believes "in an inseparable web of relationships built between the organization and the context in which the interactions form organizational competitive intelligence."

In this way, this research aims to diagnose the degree of innovation of hotels in Fortaleza in relation to the "innovative ambience" dimension, which



deals with the creation of a fertile environment and committed to the promotion of new ideas focused on people.

Barreto et al. (2020) characterizes topics such as knowledge management, people education, career management and talent management in the hotel industry as emerging and with a growing trend, although it points out that people management in the sector is still weakened and with little evolution.

Knowledge plays an important strategic role in innovation processes, as investments in intangible assets grow faster than investments in physical assets, so that people and companies with more knowledge are more productive and recognized (Fleury & Oliveira, 2002).

Thus, understanding whether hotel companies are effectively investing in the strategic management of people as a competitive advantage and whether or not they provide an environment conducive to innovation, with dynamic innovative capacity, in addition to tracing the innovative profile of hotels in relation to the innovative ambience is research of fundamental importance.

INNOVATIVENESS IN HOTELS

The concept of innovativeness, according to Martens et al. (2011) refers, in the scope of entrepreneurship, to a way in which organizations seek new opportunities. It is the ability of an organization to plan the development of new products and services.

Tourism/hospitality provides services with a great capacity to innovate and reinvent itself, as it deals with the reality of increasingly demanding consumers and great competition. For Hjalager (2010), innovations in tourism are classified into product or service innovation, process innovations, managerial innovations, management innovation and institutional innovations summarized as shown in the table below:



Table 1- Types of Innovations in Tourism

TYPES OF INNOVATION	CHARACTERISTICS
Product or service innovation	They consist of changes observable by customers, with the development of new products/services or improvements to existing ones, adding value or expanding experiences offered.
process innovation	They involve new flows of actions with a view to promoting efficiency and productivity, making extensive use of Information and Communication Technologies (ICTs) or forms of execution that facilitate the performance of business activities.
Managerial or Administration Innovations	They take place within the scope of leadership and people management, improving workplaces, retaining talent and encouraging the dissemination of knowledge. Transformations related to the business itself, company or network of partners.
Management Innovations	They are innovations related to relationship marketing between companies and consumers, processes or technologies for management.
Institutional innovations	They correspond to organizational structures that efficiently redirect or improve business in tourism and conform within the scope of business and territorial networks and alliances, increasing business in certain fields of tourism.

Source: Adapted from Hjalager (2010).

Service innovations usually arise to solve problems or solve unmet demands from potential customers, outlining themselves in a decision-making process about the products or services that will remain on the market as well as the way in which they will be offered to their customers. customers (Caravantes ; Panno & Kloeckner , 2005).

It is important to note that a fertile environment is necessary for the emergence of innovations, that is, the existence of a culture of business



innovation, which according to Dobni (2008) is reflected in factors such as the intention to be innovative, with a proper management structure the emergence of innovations, incentives for employees, training and promotion of academic education, good integration of employees, alignment with the objectives of innovation, creative capacity of the human resources involved and skills for improvisation.

For Klement and Yu (2008), in order to stay ahead of the competition, companies seek to improve product quality, reduce response times, meeting customer efficiency requirements and, above all, shorten the project cycle. In the table below, we list the contributions of some management practices for maintaining an innovative environment in companies:

Table 2 - Categories of Management Practices and their Contributions to Innovation

CATEGORY	DEFINITION	CONTRIBUTION TO INNOVATION
1. Market strategy and positioning	It refers to the objectives, purposes, goals, guidelines, policies, market positioning and plans that aim to guide the company's global behavior.	They allow the company to identify customer needs more quickly , prospect innovations and guide its actions to maintain its characteristics as an innovative company.
2. Internal organizational structure and environment	It refers to the organizational structure and the internal organization of the company in relation to its activities, processes and projects.	These are the practices adopted to make the environment conducive to innovation, stimulating creativity and communication between people.
3. technology management	It encompasses all practices related to research and development, as well as the acquisition and use of new technologies, products and services. Innovations adopted to improve processes are also in this category.	They allow the company to develop new technologies both in products and in processes and services; generate innovations and promote improvements in internal processes.
4. People management	All practices related to people, recruitment and selection, work organization, employee training and remuneration are attributed.	They contribute to people's commitment and involvement with innovation, through motivation, stimulation of creativity and the development of the company's internal skills.
5. partnership management	Refers to partnerships established with suppliers, other companies and customers, research institutions, among others.	It contributes to developing new technologies, providing better services, conquering new markets, developing new businesses, with the objective of satisfying the consumer and maintaining itself as an innovative company.

Source: (Cunha, 2005, p. 32).



For Sundbo and Gallouj (1998) the motivations that drive innovative processes can be external and internal so that external motivations are related to managerial, social and technological trajectories that reflect on certain services in addition to contacts with suppliers, customers and the public sector. Internal processes, on the other hand, refer to the existence or not of an innovative environment that involves and integrates workers in the strategic planning process. The way in which internal and external forces combine will reflect on the pattern of innovation.

Sundbo and Gallouj (1998) point to a convergence in the innovation of products and services with a focus on the customer, orientation towards market competitiveness and the creation of more flexible products. The authors also claim that people can play a key role in service innovation due to their personalization and strong interpersonal relationships. Accordingly, Klement (2007) tells us that human resources, more than technology, constitute one of the most relevant aspects in the differentiation of organizations in this sector.

Chen et al. (2009) mentions that a practical strategy to encourage employees to expose and think about innovative ideas will be directly related to a reward and the incentive to take risks. Correia (2014) reinforces the need for the organization itself to cultivate and promote an innovative spirit in its employees. In addition: "Innovation management has been widely recognized as key factors in improving the commercial performance of hotels" (Grissemanet al., 2013, p. 347-356). Still according to the authors, when analyzing the capacity for innovation within the hotel sector, it is important to consider certain factors, such as: the development and implementation of appropriate strategies, stimulation of workers when exposing their creative ideas and being open to listening. them.

According to Valença (2017, p. 39) for tourism companies to be more successful in the development of innovations "they must invest in human capital and establish systems that make it possible to integrate the knowledge of the different members of the organization".



Employees with high levels of performance, skills, abilities and knowledge play relevant roles in innovations. The acquisition and development of knowledge and skills occur through two processes: proactive (including experimentation and innovation that imply the generation of new knowledge and methodologies, creating new products or services) and reactive processes (which consist of the systematic resolution of problems, observation of experiences carried out by others and hiring personnel (Fleury & Oliveira, 2002).

Prajogo and Ahmed (2006) suggest an analysis of innovations based on what determines human aspects such as leadership management, people and culture management, knowledge management and creativity management, relating management to innovation performance. The same authors add that creativity management consists of encouraging the organization to generate ideas, so that the environment collaborates with creativity.

In this way, the importance of people in the innovative process is understood. Amorim and Mortara (2014) consider that with the growing demand for innovation, there is also a growing need to create effective indices to estimate and measure these processes and their results, functioning as instruments for monitoring and guidance.

There are different scales to measure innovation containing variants such as contents, dimensions, and number of assertions. Research carried out by Neto and Costa (2022) identified that in some models the innovation scales only contemplate the measurement of innovations in products and services, however in a competitive and complex environment, as is the case of Hospitality/Tourism, other innovative factors they should be considered as innovations in organizational processes and innovations in marketing strategies. Still according to the authors, the Redesist and Radar da Inovação scales were identified by the research as the most robust scale models.



For Paredes, Santana and Fell (2014, p. 6), the Innovation Radar “enables an expansion of what innovation actions are in a company and, consequently, allows a more comprehensive measurement of organizational innovation”.

The Innovation Radar proposed by Sawhney et al. (2006) consists of four anchor dimensions: the offers that a company creates (What?), the customers it proposes to serve (Who?), the processes it executes (How?) and the points of presence in the market (Where?). Eight more dimensions were incorporated to these: platform, brand, solutions, relationship, added value, organization, supply chain and network, which enabled a more complete vision of innovation.

Bachmann and Destefani (2008) added a 13th dimension to the radar, this is the “Innovative ambience” dimension, which comprises exactly the understanding of the intellectual capital of the company's employees as the main source of innovation and actions aimed at obtaining innovative knowledge, personnel management and entrepreneurship (Study object of this research). Below, a complementary table that correlates the 13th dimension and innovative activities in the hotel industry.

Table 3 - Correlations of the Innovative Ambience dimension with the hotel industry

DIMENSION _	HOSPITALITY ACTIVITIES
<p>13. INNOVATIVE AMBIENCE</p>	<p>It analyzes whether hotel management makes use of consultancies for market orientation, training and development, whether companies seek new knowledge from suppliers and customers, and whether it makes use of any formal system to gather suggestions from employees or whether it offers some form of recognition. It also seeks to know whether companies acquire technical information with payments of fees for patents.</p>

Source: Own elaboration based on Bachmann and Destefani (2008).



According to Bachmann and Destefani (2008, p.8): “we chose to include an additional dimension, called 'innovative ambience', as we understand that an organizational climate conducive to innovation is an important prerequisite for an innovative company”.

The measurement of this dimension brings information about the organizational climate of companies such as the composition of tools, processes, partnerships that contribute to leveraging people's creativity, collaborating with the culture of innovation and suggest or not the existence of an environment conducive to the emergence of innovations, since innovation is not an isolated case or event, but a management process (Sebrae, 2010).

This Radar model uses a score that quantifies the company's innovations over a three-year time interval, considering that this period would be ideal to assess the effects of an innovation. (Sebrae, 2010).

METHODOLOGY

To carry out this research, a combination of methods was used, as they enable the study of complex problems and the construction of potentially more complete and relevant results (Galvão; Pluye & Ricarte, 2018).

As for the approach, it is a sequential exploratory, qualitative study using quantitative data collection procedures to support the analysis, in which the quantitative results are mobilized to confirm or generalize the qualitative results (JONES, 2016), also called convergence study in which the qualitative and quantitative steps are concomitant (King *et al.*, 2015).

As for the objectives, the research is characterized as descriptive, as it was prepared from documents, surveys and field approaches, describing, recording, analyzing and interpreting current phenomena aiming at their functioning in the present (Marconi & Lakatos, 2007).



For data collection, an interview was conducted in which the Hospitality Innovation Radar was applied (only in the innovative ambience dimension) and semi-structured questions were answered. The double data collection was essential for this process, as it resulted in obtaining more complete and robust data on innovation in the participating enterprises.

For Boni and Quaresma (2005, p.8) the advantage of semi-structured interview techniques is "its elasticity in terms of duration, allowing for deeper coverage of certain subjects. In addition, the interaction between the interviewer and the interviewee favors spontaneous responses". In this way, as it is a time-consuming application tool, it was preferred to complete the form in an interview instead of using electronic forms to obtain quality in the collected data.

Initially, the research universe was limited to the 37 hotels associated with ABIH – Brazilian Association of Hotel Industry in the city of Fortaleza/CE. For sample selection criteria, the list of members available on the ABIH website on April 30, 2021 was considered. From this sample, twelve hotels agreed to participate in the survey, consisting of the following respondents:

Table 4 - Data on interview respondents

SAMPLE	OFFICE	EDUCATION LEVEL
H1	Sales manager	Graduated
H2	General manager	Graduated
H3	General manager	Graduated
H4	General manager	Graduated
H5	Reception Supervisor	Graduated
H6	Sales manager	Graduated
H7	executive maitre	Incomplete higher
H8	Sales manager	graduate
H9	General manager	Graduated
H10	Operational coordinator	Graduated
H11	General manager	graduate
H12	Accounts executive	Graduated

Source: Own elaboration



All participants were instructed to reserve one hour for the interview and all those who were willing to participate answered all the questions.

Prior to applying the form, it was reaffirmed that no accommodation would be identified, and each sample would be identified by a number MH1 to MH12.

It was clarified to the respondents that the innovations carried out in the last three years should be considered for analysis criteria and it was aligned that any changes that promote significant improvements in existing products, processes or services would be considered innovation (OECD, 2005) and bring some return to the company.

It is noticed that the respondents were mostly managers (75%), which reinforces the credibility and quality of the data obtained. In H5, H7 and H12, although they are not managers, they were professionals designated for having enough knowledge and time in the company to provide the requested information.

Of those interviewed, 58% have degrees in the field of Tourism/Hospitality/Hospitality Administration, 42% have degrees in a wide range of unrelated areas. According to Tajeddine and Trueman (2012), the level of education of managers influences innovative actions since knowledge makes them better able to meet customer demands. The average age of respondents is 40 years and only 33% are female.

The degree of total innovation (GI) corresponds to the arithmetic mean of the scores of each hotel in the innovative ambience (Bachmann, 2008). In this way, the degrees of innovation of each Hotel were calculated based on the evaluations of each of the five questions that make up the dimension (Néto & Teixeira, 2011). The collected data were analyzed and provided Innovation Radars with the help of the Microsoft Excel spreadsheet whose information was interpreted based on the innovation stage analysis method proposed by Figueiredo, Gomes and Farias (2010) and adapted by Valença (2017).



STAGES	DESCRIPTION
0 > 1 Operational Basic	Ability to deliver hospitality services to industry-accepted standards.
1 > 2 Advanced Operational	Offering quality services; invests in infrastructure, communication services, <i>online technologies and check-in and check-out facilities</i> .
2 > 3 innovative Basic	Offering specialized services; intermediate business with third parties, travel agencies and others; works with seniors or business groups; organize events.
3 > 4 Intermediate Innovator	Works with projects aimed at sustainability and waste treatment; Offer specialized services, such as concierge, gastronomic events and entertainment services; works on projects with universities, innovation institutions and others.
4 > 5 innovative Advanced	Participates in events to develop tourism nationally; participates in projects with local <i>trade</i> ; participates in international tourism events; participates in projects for the implementation of tourist complexes.

Table 1 - Stages of Innovation

Source: (Valença, 2017), adapted from Figueiredo, Gomes and Farias (2010)

The Innovation Radar was applied to the available sample only in the innovative ambience dimension whose constructs were based on the studies by Oliveira et al. (2011) and consist of: external sources of knowledge, collection of ideas, financing of innovation and intellectual property.

In the first part of the questionnaire, information was collected that defined the interviewees' profiles. The second part of the collected data refers to the identification of the accommodation and the third part is the Innovation Radar, with five questions that will make it possible to determine the stage of innovation that the participating accommodations are at. Information from the first and second parts was collected with the aim of trying to relate the profiles of managers and hotels to a possible culture of innovation in the company.

The Radar questionnaire used the Likert scale with five degrees of alternatives for the answers, with scores from 1 to 5 being assigned,



representing the level of innovation in the evaluated actions. “1” represents no innovation and “5” represents more than three innovations. (Valença, 2017) and consists of five structured questions and two open questions that are supported by theories and hypotheses directly related to the research topic and allows the interviewee to be free to position himself on innovations without necessarily being attached to the question asked (Minayo, 2010). The questions were adapted to complement criteria so that the information could be collected in order to capture the necessary data to achieve the objectives of the study.

For the analysis of the data collected with the open questions, measurement scales will not be assigned, the technique of content analysis (CA) was used to analyze the responses obtained, which consists of using methodological instruments that are applied to speeches for data processing in qualitative research (Bardin, 2011).

Radar is the strategic tool that allows measuring innovations in services based on scales that have already been validated by the literature. The RIHF is an adaptation of the model proposed by Sawhney , Wolcott and Arroniz in 2006, adapted by Valença (2017) in addition to the work of Bachmann and Destefani (2008). In the case of this research, we will analyze only the innovative ambience dimension.

RESULTS ANALYSIS AND DISCUSSION

The researched sample is made up of 12 means of accommodation, classified as Hotels, a hotel company that offers furnished accommodation with private bathroom and complete food service to an indiscriminate clientele upon payment of daily rates (Castelli, 2001). All the hotels in the sample have a tourist location.

Of the enterprises that make up the sample, 42% are members of hotel chains and 58% are independently managed. None of the hotels that



participated in the interview have an official classification, although according to Orfila-Sintes, et al. (2005), the categorization of hotels would partially justify the innovations implemented in the projects and could explain the intensity of the innovations.

As for size, 75% of the hotels are large (with more than 100 rooms) and 25% are small (with less than 100 rooms) and have been on the market for an average of 22 years. Only two hotels have been operating for less than 16 years (H3 and H9, which have been on the market for six years). The average number of employees per project is 62 (number affected by the reduction in staff due to the pandemic) and the average daily rate is R\$285.00.

After analyzing the collected data, the Degree of Innovation (GI) of the hotels surveyed was determined in the innovative ambience dimension and with this information, one can characterize the stage of innovation according to the scale adapted from Figueiredo, Gomes and Farias (2010). Below is a numerical representation of the innovative ambience dimension, per interviewed hotel:

Table 2 - Legend RIHF and degree of innovation innovative ambience

DIMENSIONS	DEGREE OF INNOVATION	INNOVATION STAGE
H1	3.80	Intermediate Innovator
H2	3.20	Intermediate Innovator
H3	2.80	basic innovator
H4	2.80	basic innovator
H5	2.00	basic innovator
H6	2.00	basic innovator
H7	2.00	basic innovator
H8	2.00	basic innovator
H9	1.60	advanced operational
H10	1.80	advanced operational
H11	2.00	basic innovator
H12	1.80	advanced operational

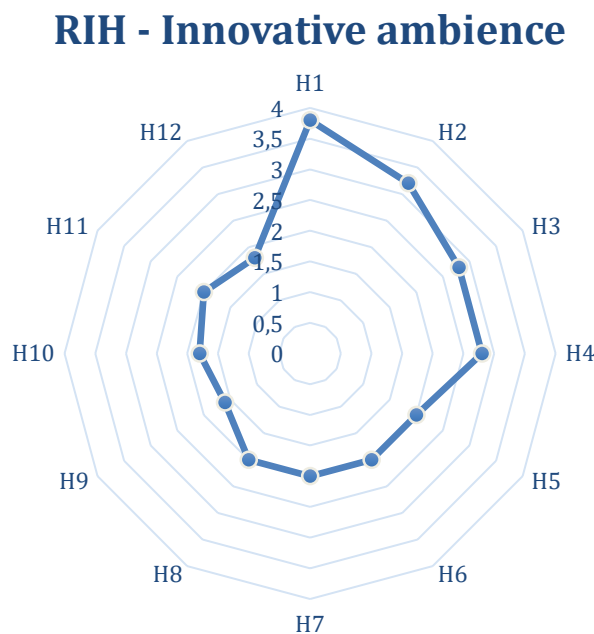
Source: Own elaboration



According to the results, the innovation degrees of the innovative ambience vary from 1.60 to 3.80 and the General innovation degree of the innovative ambience dimension of the researched sample, calculated from the average of all GI's is 2.32. According to Figueiredo, Gomes and Farias (2010) the sample is in the basic innovative stage.

The figure below graphically represents the result of the global diagnosis constructed from the averages of all measured constructs. Each vertex of the radar represents a dimension whose numerical representation is found in Table 3.

Figure 1 - Innovative Ambience Radar



Source: Own elaboration

As can be seen in the graph, hotels H1 and H2 stood out as intermediate innovators and hotels H9, H10 and H12 show the lowest degrees of innovation in People Management, fitting into the advanced Operational stage.



Considering that 58% of the sample is composed of independently managed hotels, we looked for evidence in the data to prove the relationship proposed by Hjalager (2010) that a family-run company would reduce the innovative potential. The General Innovation Degree of the independent/family hotels in the innovative ambience is 2.32 while the GI of the chain hotels is 2.31 and as we can see there are no great disparities in the dimensions when analyzed comparatively.

Thus, the results found in this study oppose the characteristics outlined by Duarte and Silva (2015), since chain hotels can be as innovative as family-run hotels, especially related to People Management.

According to complementary data collected, few hotels make use of consultancies and the investment in training, although mentioned by all respondents, is aimed at improving the quality of service and not the effective participation of employees in the creative process of innovation, with little or no expressiveness in formal systems to collect suggestions from employees and forms of recognition.

The H11 Manager noted that the Human Resources sector operates exclusively in hiring personnel and considers itself a very small company to invest in training and developing people.

Respondents in H1, H2 and H8 reported having a structure to encourage the generation of new ideas and encourage innovation, such as periodic meetings with employees, hiring business education companies, encouraging shared knowledge and holding cultural competitions, but they agreed that the entire innovative process takes place at the managerial level.

The respondents reported openness to the participation of employees in this innovative process, but only H1, H2 and H6 presented consolidated structures for this idea generation process, including awards, incentives and periodic meetings. Hotel H5 recorded that employees do not participate in the



innovative process. Among the main strategic changes/innovations in People Management that have been registered are:

- Development of people management programs focused on the process of generating ideas (Shoal of Ideas);
- Hiring professionals with different profiles for “post-pandemic” resumption;
- Change of the person of the Manager;
- Hiring a consulting company to review processes and structural reorganization of the company;
- Hiring a Human Resources company to train staff.

After applying the Innovation Radar, although the sample is considered innovative, there is still a long way to go to reach the maximum innovative potential. As already suggested by Fleury and Oliveira (2002) the importance of knowledge and people management in the innovative process, innovations in management are still timid in the face of the wide range of possibilities that investing in people can provide to the hotel service.

FINAL CONSIDERATIONS

This work aimed to understand the innovative process in the Hospitality Industry of Fortaleza in relation to the investment in people management for the promotion of innovative ideas. The results found represent a diagnosis of the environment and aim to contribute to the development and enhancement of the companies' global performance.

This is a critical dimension, and it is suggested that hotels dedicate themselves to making changes in organizational activity, in order to generate innovative ideas, establish new partnerships and business opportunities, expanding the brand, including to other domains.



According to the research results, innovations in management, mainly in people management, have been little explored in the last three years. This fact is questionable since service in tourism is fundamentally human. Thus, the lack of systematized strategies to encourage the emergence of innovations is evident.

As a limitation, the reduced number of respondents is recorded, even with the various attempts to have the greatest number of adherence possible. However, effective participation (albeit timid) resulted in quality information. Low adherence and the reasons given at the time of refusal suggested little interest in participating in research and innovation investigations and it is a culture that needs to be changed. It is important that companies are also connected to universities and research centers so that they can have access to information and thus better design their development

The low adherence to participation and the reasons given at the time of refusal is something that generates reflection, since the fact of participating and collaborating demonstrates the interest in conserving and managing the organization's innovation, as Bachmann and Destefani (2008) point out. Caires et al. (2022) add that access to external information obtained in consultancies or events, in addition to *knowledge* of new tools or institutions that can contribute to innovation, can make it more accessible.

Thus, it is of great importance to include employees in the innovative process so that innovation is not something impossible or destined for only large companies, but that it can be part of the corporate culture.

The investigation was necessary to bring science closer to society, making available the scientific data that were collected in order to contribute and serve as a basis for the dynamization of the hotel market in Fortaleza, thus it is expected that other studies seek to complement this initial diagnosis.

Thus, after verifying the analyzed scenario, the results found respond to the questioning of the general objective of the study that was proposed to be



analyzed. However, it is suggested to deepen studies on innovation with longitudinal monitoring of innovations in the hotel industry and to expand the investigation by increasing the number of respondents and varying the study territory.

Innovation is considered fundamental for keeping companies competitive in the market, contributing to greater efficiency of companies, improvements in the offered product, better market positioning and financial return. It is a demanding, laborious and expensive process that must be based on social, environmental, technological, economic dimensions and, above all, on the people who actively participate in this process.

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