

Handbook of Research on Entrepreneurship, Innovation, and Internationalization

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Chapter 6

Perceptions of Entrepreneurial Ecosystem in Tourism Sector: A Study in Municipality of Setúbal

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ABSTRACT

Tourism is a strategic sector for the Portuguese economic and social development in general, and for Setúbal municipality in particular. Consequently, the existence of an effective ecosystem that promotes competitive business is crucial for the region. This chapter considers how the entrepreneurial ecosystem concerning tourism sector is perceived and operates in this Portuguese municipality. The authors chose a case study research strategy, in addition to documental analysis, through which we selected 45 stakeholders to participate as a focus group, related to the entrepreneurial activity in tourism in the municipality. The evidence shows that Setúbal municipality has relevant ecosystem elements, which are determinant for the development of the tourism entrepreneurial activity in this region. However, it is not functioning systemically in a way that can generate more effective results in the entrepreneurial activity. This result is also related with the fact that tourism activity in the region is in an initial phase and it is expected that, with its continuous development, the entrepreneurial ecosystem will also grow and become stronger, being able to create more synergies that will support new businesses.

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Perceptions of Entrepreneurial Ecosystem in Tourism Sector

INTRODUCTION

There is a trend in public policies that inspires the creation of entrepreneurial ecosystems involving different types of social actors, as a tool to promote local development. This process requires regional environmental conditions, particularly the presence of important elements identified in this chapter, as well as an effective combination among them.

It seems that entrepreneurship ecosystems have not received significant research attention in the field of tourism (Xiao, 2006; Xiao & Smith, 2007). However, because of the importance of the tourism sector to in the development of both local and national economies, it is important to understand the functioning of the entrepreneurial ecosystems in regions where this sector is relevant. The present study tries to understand how tourism entrepreneurial ecosystem is perceived and operates in Setúbal municipality.

This study pretends, specifically, on what tourism entrepreneurial activity is concerned:

1. To know the environmental region' conditions for its development;
2. To identify the elements that, combined, promote its development in the region;
3. To verify the region' capability to develop innovated tourism products and services;
4. To understand its constraints;
5. To understand if the adequacy of entrepreneurial ecosystem elements in the region;
6. To understand the existence of networks and collaborative relationships in the region able to promote its development.

We believe that the results presented in this study can contribute to useful insights about the basic conditions needed in Setúbal region, to build a local entrepreneurial ecosystem, and develop a climate of cooperation among stakeholders.

LITERATURE REVIEW

Entrepreneurship

There is no universally recognized definition of entrepreneurship. According with Morrison, Rimmington and Williams (2011), entrepreneurship can be related with: an economic function; ownership structure; degrees of entrepreneurship; size and life-cycle of firm; and a resource base. These economists are concerned with the subject of entrepreneurship because they see it as a means of stimulating the economy through the personal initiative in the creation of firms and jobs. The authors also understand a relation between entrepreneurship and ownership structure or the creation of a new enterprise. This approach excludes firms which have a different ownership structure, such as the shareholder-owned corporate groups, charities, or public-sector organizations because the process of entrepreneurship is not applied by, such organizations. However, authors also refer that entrepreneurship can be related with degrees of entrepreneurship and they notice that some efforts have been made to categorize the degree of innovative and creative behavior of entrepreneurship according with growth factors such as market size, return on personal investment, number of employees, and increased diversity of products/services. Also, for

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these authors size and life-cycle of firm are important for the understanding of entrepreneurship. They refer that many firms seem to start out as dynamic and small entrepreneurial businesses and later they become mature, slower and more bureaucratic. Finally, they consider resources also relevant for entrepreneurship. For the authors this perception assumes that, within our social and economic system, there is an initial stock of entrepreneurial resource waiting to be mobilized.

Regardless the different perspectives on entrepreneurship, it is consensual that entrepreneurial activity is an important issue for economic and social development. The effort on this activity can explain regional disparities in economic growth.

In fact, the literature on entrepreneurship is vast, and there are different perspectives. According with Carvalho e Costa (2015) some perspectives associate entrepreneurship to innovation and use the figure of the entrepreneur to explain the concept of entrepreneurship (Drucker, 1985; Schumpeter, 1934), others relate entrepreneurship to the identification and exploration of new opportunities (Kirzner, 1973; Shane and Venkataramann, 2000), others link entrepreneurship to the new organizations' creation and focus on the process through which an organization is created (Gartner, 1989). Literature on entrepreneurship can still be organized into two streams according to Liao and Welsch (2005). The first stream focuses on the person, and on an individual's propensity and ability to undertake entrepreneurial projects. Research on the propensity to undertake is primarily concerned with the psychological and behavioral characteristics of entrepreneurs. The second stream emphasizes the influence of the environment in stimulating and promoting entrepreneurial initiatives, that is, in the influence of the market, politics or economic fluctuations and their impacts on entrepreneurship.

The studies about entrepreneurship start to increase during 1970s and 1980s and their focus was on issues related with entrepreneur's motivation, personal characteristics, or key components of the entrepreneurial process such as business planning, raising capital or managing employees. This early research paid to much attention to the entrepreneur or the company, ignoring important external factors such as the emergence of new market opportunities or the role of networks in supporting company growth.

Meanwhile some changes have occurred, and researchers understood that the focus should move from personality traits and internal motivations of entrepreneurs to external factors that influence business growth. This change of focus was supported by the real-life experience of high growth companies and the rise of technology-rich entrepreneurial ecosystems like Silicon Valley, Seattle and Boulder. These regions gave important clues concerning the importance of the role of local business culture in creating an "entrepreneur friendly" environment.

However, regional economic and institutional conditions differ, depending on how regions influence the entrepreneurial process. New firms are directly influenced by their locality, and its survival depends on their adaptability and capability to maximize entrepreneurial efforts, within a specific environmental setting.

The current research has analyzed this process in the context of local or regional entrepreneurial ecosystems; a concept coined by Moore (1993), that Isenberg (2010, p. 43) describes as "a set of individual elements - such as leadership, culture, capital markets, and open-minded customers - that combine in complex ways" to promote the entrepreneurial activity. Entrepreneurship researchers view regional ecosystems as providing both short-term and long-term benefits. Over the short term, entrepreneurial ventures are more likely to start and grow in regions with strong ecosystems. Over the long term, this virtuous cycle feeds on itself.

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Entrepreneurial Ecosystem

An ecosystem can be defined as a complex network and an interconnected system (Khan, 2013). This concept was used by Tansley in 1935 to refer to a basic ecological unit formed by the natural environment, the organisms and their relationships. Later, this concept was applied to the management field through Moore (1993), which considers that a business ecosystem is like the biological one, where companies and stakeholders build several relationships in an environment called the ecosystem.

Entrepreneurial ecosystems are receiving sharp attention from scholars and entrepreneurs. Studies have focus mainly in the components of the entrepreneurial ecosystems, frequently without an integrated and deeply approach concerning their complexity. To address this omission in ecosystems research, few authors state that entrepreneurial ecosystems can be more fully understood if considered the inherent complexity science and its conceptualization as complex adaptive systems. Though recently research on entrepreneurial ecosystems has taken on speed, the response to the concept in tourism, is still limited. However, several authors have emphasized the importance of managing a varied range of shared capabilities towards common goals, and of collaborating to co-create and co-deliver sustained value for all network partners, revealing the need for effective alignment across the tourism business (Gereffi et al. 2005, Gligor and Holcomb 2012, Halldorsson et al. 2007, Lemmetyinen and Go 2009, Pechlaner et al. 2014, Romero and Tejada 2011, Stank et al. 2011, Wong et al. 2012).

An effective entrepreneurial ecosystem is important for economic development and growth and can be determinant for tourism entrepreneurial activity. However, the understanding of their usefulness depends on the capacity to create adaptive systems, that means the ecosystems' capacity to adapt to local conditions and to environmental evolutions.

The entrepreneurial activity needs a set of interrelated elements that evolve over time, forming a dynamic system that stimulates the creation of new companies (Neck et al., 2004). This system is called an "entrepreneurial ecosystem". According to Cohen (2006), an entrepreneurial ecosystem consists of a diverse set of interdependent actors that, within a geographic region, influence the formation and eventual trajectory of the entire group of actors and potentially the economy. Teece (2007) defines the business ecosystem as the community of organizations, institutions and individuals that impact the enterprise and its customers and supplies.

Thus, an ecosystem of entrepreneurship results from the interaction between its actors that evolve together and reinforce each other (Isenberg, 2011). This network between actor contributes to the performance of a community or region (Spilling, 1996) providing opportunities for new businesses, delineating boundaries of entrepreneurial action (Thornton, Ribeiro-Soriano, & Urbano, 2011; Welter, 2011), and consequently leading to the own sustainability of the entrepreneurial ecosystem (Cohen, 2006). Also Mason and Brown (2013, p. 5) presented a contemporary concept of entrepreneurial ecosystem: "A set of interconnected entrepreneurial actors (both potential and existing), entrepreneurial organizations (e.g. firms, venture capitalists, business angels, banks), institutions (universities, public sector agencies, financial bodies) and entrepreneurial processes (e.g. the business birth rate, number of high growth firms, 'blockbuster entrepreneurship' level, number of serial entrepreneurs, degree of sell-out mentality within firms and levels of entrepreneurial ambition) which formally and informally coalesce to connect, mediate and govern the performance within the local entrepreneurial environment."

So, for Isenberg (2001) the elements that constitute the entrepreneurial ecosystem, isolated, are important but insufficient to generate and maintain the entrepreneurial activity. However, when combined, these elements can drive business creation and growth. To do this, they need to be integrated

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into a holistic system. This author also proposes a set of principles that can contribute to the tangibility and measurement of entrepreneurship in a region. Thus, the author recommends focusing on entrepreneurship and not on the job itself; geographic focus; a parallel work with the various elements of the ecosystem; a quantification and timing of the entrepreneurial activity; the creation of an independent and non-governmental team to carry out the work; the establishment of priorities and the development of actions, learning and creation of scale for the business.

In order to create an environment conducive to innovation and entrepreneurship, several national, regional, local, and university actors have been creating specific policies and projects around the world (Autio et al., 2014). And according with Autio et al. (2014) the term entrepreneurial or entrepreneurial ecosystem began to gain importance from the 1990s as a way of analyzing the actors and relationships involved in the creation and development of firms, influencing the knowledge and the formulation of policies to energize these actors and relations.

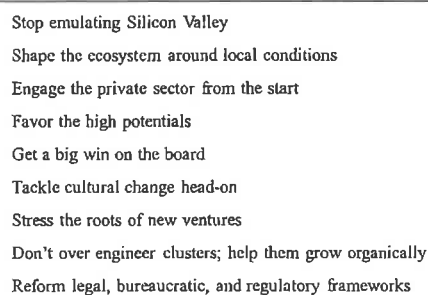
Many researches on entrepreneurial ecosystem are supported on the success of Silicon Valley ecosystem. In fact, Silicon Valley has been a laboratory for many academic researchers who seek to verify how this ecosystem was formed and started to thrive, in order to replicate its model (Neck et al, 2004). However, many models in the literature (Leslie and Kargon 1996; Miller and Cote 1987; Hall and Markusen 1985; Rogers and Larsen 1984) failed to prove the success of the replication attempt (Neck et al, 2004).

Also, Isenberg (2010) refers that there is no precise success formula for creating an entrepreneurial ecosystem. However, to this author, public leaders should to consider nine key principles to establish an entrepreneurial ecosystem (see figure 1). Moreover, he emphasis the need of an adjustment of the entrepreneurial ecosystem to each region or local and specific responsiveness to local conditions.

Current research (Autio et al 2014; Cohen 2006, Isenberg 2011, Neck et al 2004, West and Bamford 2005) has gone another way, with a greater focus on understanding the effects of certain elements of the entrepreneurial ecosystem and creating new business ecosystems which foster entrepreneurship and innovation, as well as economic development. In fact, these authors refer that beyond their benefits for job creation, entrepreneurial ecosystems also bring other regional benefits, because it promotes diversity, it encourages dynamism, and it drives to greater deal flow. Ecosystems help regions to attract a diversity of entrepreneurs, as well as more competition and innovation, vital to create new opportunities (deal flow) for workers, customers or investors.

Figure 1. Key principles to build entrepreneurial ecosystems

Source: Isenberg, 2010



- Stop emulating Silicon Valley
- Shape the ecosystem around local conditions
- Engage the private sector from the start
- Favor the high potentials
- Get a big win on the board
- Tackle cultural change head-on
- Stress the roots of new ventures
- Don't over engineer clusters; help them grow organically
- Reform legal, bureaucratic, and regulatory frameworks

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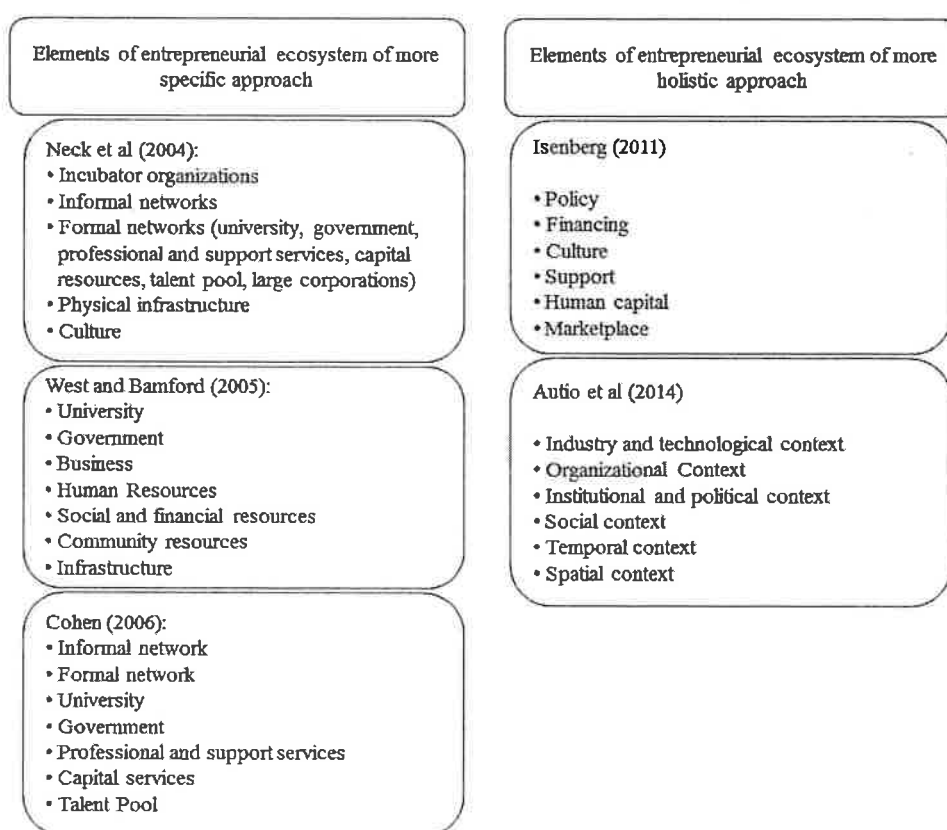
For Kantis and Federico (2011), most entrepreneurial ecosystem definitions converge to the concept of a set of interconnected actors within a specific area that includes at least: universities and R&D institutions, skilled human resources, formal and informal networks, governments, business angels and investors, professional service providers, and entrepreneurial culture, which connect in an open and dynamic way.

According with Costa, Galina and Sánchez-Hernández (2018) there are definitions of entrepreneurial ecosystem, referring more specific components (Cohen, 2006; Neck et al., 2004; West and Bamford, 2005) and others more holistic components (Autio et al. al., 2014; Isenberg, 2011). Regardless specific or more holistic definitions of entrepreneurial ecosystems, most authors agree that these ecosystems matter. They contribute both to the quantity and quality of entrepreneurial activity, and evidences reveals that regions with strong entrepreneurial ecosystems tend to have higher start-up and be more successful in creating larger numbers of high growth companies. Figure 2 illustrates these differences, comparing the elements of the entrepreneurial ecosystem proposed by several authors.

World Economic Forum (2013) identifies eight pillars with several important components to build a successful ecosystem. This report reveals that the more policy-makers understand what entrepreneurs view as important, the greater the potential for policies to be better aligned with the actions of com-

Figure 2. Elements of the entrepreneurial ecosystem proposed by several authors

Source: Authors



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panies, which are the engine of a pulsating entrepreneurial sector. The report also shows that there are three pillars of the ecosystem which entrepreneurs consider to be the most important for the growth of their companies, namely accessible markets, human capital/workforce and funding & finance. Figure 3 illustrate the pillars of entrepreneurial ecosystem.

For Stam (2014:5) the entrepreneurial ecosystem approach presents a shift from traditional economic thinking on firms and markets (and market failures) to new economic thinking about people, networks and institutions (the formal and informal rules of the game). For this author "... these entrepreneurial ecosystem approaches provide useful pointers for public policy, they even perceive the role of the government to be very central. They all also emphasize the role of intermediaries and support services (from the private sector) and cultural change, while most of them also explicitly recognize the role of talent and finance. However, they do not provide insights into the fundamental causes of entrepreneurial ecosystems (cf. Acemoglu et al., 2005) and the subsequent possibilities for public policy actions.

Figure 3. Entrepreneurial ecosystem pillars and their components
 Source: World Economic Forum, 2013: 6-7

PILLAR	COMPONENTS
Accessible markets	Domestic market: Large/medium/small companies as customers, governments as customer Foreign market: Large/medium/small companies as customers, governments as customer
Human capital/workforce	Management talent, technical talent, entrepreneurial company experience, outsourcing availability, access to immigrant workforce
Funding & finance	Friends and family, angel investors, private equity, venture capital, access to debt
Support systems / mentors	Mentors/advisors, professional services, incubators/accelerators, networks of entrepreneurial
Government & regulatory framework	Ease of starting a business, tax incentives, business-friendly legislation/policies, access to basic infrastructure, access to
Education & training	Available workforce with pre-university education, available workforce with university education, entrepreneur-specific training
Major universities as catalysts	Promoting a culture of respect for entrepreneurship, playing a key role in idea-formation for new companies, playing a key role in providing graduates to new companies
Cultural support	Tolerance for risk and failure, preference for selfemployment, success stories/role models, research culture, positive image of entrepreneurship, celebration of innovation

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Furthermore, Stam (2015) distinguish two types of entrepreneurial ecosystems: corporate ecosystems and community ecosystems. The author consider that corporate ecosystems are delimited by the legal boundaries of the corporation and community ecosystems. For a better comprehension of these two kinds of ecosystems, he refers the example of community ecosystem the existence of venture capital funds instead of finance departments, law firms instead of legal departments, universities instead of research departments or PR agencies instead of communication departments. On the other hand, he refers corporations that turn themselves into entrepreneurial ecosystems, with internal corporate venturing units, new ways of work and incentives to stimulate entrepreneurship amongst their employees (Hamel, 1999).

Lastly, Stam (2015) refers that regional policies for entrepreneurship are changing from the focus on increasing quantity of entrepreneurship to increasing quality of entrepreneurship. The entrepreneurial ecosystem approach shapes this new framework and considers these changes. For this author the entrepreneurial ecosystem approach starts with the entrepreneurial actor but highlights the context of productive entrepreneurship. And entrepreneurship is not the only output of the system, entrepreneurs is also important players in creating the ecosystem and keeping it healthy.

Networks in Tourism

Tourism is an important sector in the world, that involves several links between stakeholders like tourists, firms, national tourism offices and several infrastructures, different providers are directly or indirectly involved in tourism. In recent decades, the contribution of the travel and tourism sector to the world economy has grown each year, until reaching around 9% of the global GDP according to the World Travel and Tourism Council (<http://www.wttc.org>). Consequently, tourism development is usually considered as strategic for stimulating local economies. Tourism development not only contributes to the creation of employment, but also represents an import source of tax revenue, cultural benefits, and improved infrastructure that will in turn have positive, indirect impacts on other industries (Ko & Steward, 2002; Lankford & Howard, 1994).

Tourism sector can be understood as a network of organizations interacting to produce and deliver a service (Scott, Cooper and Baggio, 2008; Van der Zee and Vanneste, 2015) and the final tourism product is the result of a variety of services and products provided by several stakeholders that can be simultaneously competitors and cooperators (McCabe, Sharples and Foster, 2012). This sector works in a multifaced environment that involves several networks among several and different partners. According with Costa and Simone (2016: 242) in tourism sector the resources can totally be owned by the entrepreneurs themselves but frequently they can be complemented by their social network, including friends, family, co-workers and other stakeholders. For Costa e Simone (2015), this network can be useful to obtain as well as to improve business idea, advice and to get social and emotional support for the development of the business. Some author refers the role of networks for the strengthen of cognitive skills, strategic capacity and management capacity to forecast alternative configurations of internal and external resources that enable a business to create and exploit opportunities (Narayanan et al, 2009; Pandza and Thorpe, 2009). Other recognize their importance for the development of innovation, knowledge sharing and competitiveness that involve different stakeholders, helping tourism firms to be more resilient, more efficient and more prepare to a fast-changing and competitive environment (Luthe, Wyss and Schuckert, 2012).

There seems to be a consensual understanding of the relevance of collaborative networks, whether formal or informal, for the generation of information and experiences, as a facilitator of cooperation

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between companies (Martínez Fernández, 2005). These networks can contribute to the creation and development of integrated tourism products, taking advantage of synergies between companies and territories, generating opportunities for the creation of business in a collaborative format. This worthy connection has been studied in different countries, namely in Canada (MacDonald, Jolliffe, 2003) or in the UK (Novelli et al., 2006). In Spain, for example, and more specifically in the region of Extremadura, the results of the study by Romeiro and Costa (2010) demonstrate that network structures contribute to the creation of a cohesive destination, where resource sharing allows innovative local responses to the challenges of the tourist market.

In fact, the importance of networks and collaborative relationships in tourism sector are particularly relevant due with some characteristics of the sector, such as the fact that this sector is mostly composed by small and medium sized organizations, fragmented over a geographic region. Their survivance may depend on their capacity to form agglomerations of interrelated independent entities (Ammirato et al., 2015). Also important is their frequent use of both social networks (e.g., informal, personal contacts) and formal networks (e.g., associations) to support their businesses (Copp and Ivy, 2001). These types of networks can be formed spontaneously and helps in the development of new products (McCabe, Sharples & Foster, 2012). Finally, it seems that formal and informal networks influence the destination's success, because more frequent interactions might lead to more efficient information, knowledge and skills transfer and improve the competitive position of tourism firms and increase the overall tourist experience (Fuglsang and Eide, 2013).

METHODOLOGY

Considering the nature of the present study, predominantly qualitative, and the proposed objectives, a set of techniques was used. This is a qualitative methodology, with a focus on a case study. This methodological option is justified by the need to understand the phenomenon, with a high degree of depth. According to Yin (2005), the case study is an empirical investigation that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly defined.

In addition to a documentary analysis, a focus group was also created, consisting of 45 participants, who are stakeholders related to the entrepreneurial activity in tourism in the Setúbal municipality. The information gathered through the focus group aimed to collect data concerning vantages and disadvantages of the region for the tourism development, as well as advantages and disadvantages of the region for the development of tourism entrepreneurial activity. During each focus group four subjects were debated:

- Subject 1:** Perception of stakeholders concerning vantages of the region for the tourism development;
- Subject 2:** Perception of stakeholders concerning disadvantages of the region for the tourism development;
- Subject 3:** Perception of stakeholders concerning vantages of the region for entrepreneurial ecosystem;
- Subject 4:** Perception of stakeholders concerning disadvantages of the region for entrepreneurial ecosystem.

The 45 participants representatives from the tourism and economic activities of the Setúbal municipality, local development agencies, associations and cooperatives linked to the tourism sector, entrepreneurs, consultants, academics and researchers. They were organized in 4 groups coordinated in 4 tables. The subjects were introduced sequentially in each table and each the participants have 10 minutes to list 3

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advantages and 3 disadvantages. After a first presentation per group of these results, each group had 15 minutes to debate these results and select, per table, the three most important advantages and the three most important disadvantages. At the end, the debate was open to all groups through 35 minutes, and a summary of the results was prepared by each table's moderator.

In order to carry out the analysis of the collected information, it was developed an analysis of content in order to achieve the specific objectives proposed.

EMPIRICAL STUDY

Brief Description of Setúbal Regions Municipality

Setúbal municipality is bordered to the west by the municipality of Sesimbra, to the northwest by Barreiro, to the north and east by Palmela, and to the south, the Sado estuary, which separates it from the municipalities of Alcácer do Sal and Grândola. The Troia peninsula, belonging to Grândola, is situated in front of the town, among Sado's estuary and the coast of the Atlantic Ocean. Setúbal municipality, about 40 kilometers from Lisbon, combining urban and rural characteristics in all five parishes.

With a territorial area of 230.3 km² and 121,185 inhabitants the region have important industrial and service centres are concentrated.

In the beginning of the 20th century, the main city of the region, Setubal was the most important centre of Portugal's fishing industry, particularly sardines, however none of the several factories then created are operating today. Yet, maritime ports, the new marines and economic activities keep the city links to the ocean and water.

Figure 4. Localization of Municipality of Setúbal

Source: https://pt.wikipedia.org/wiki/Distrito_de_Set%C3%BAbal



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According to the censuses of 2011, Setúbal municipality had a population of active age of 58.514 people, among which 15.6% were unemployed. Among those who had jobs, 1.6% worked in the primary sector, 24.9% in the secondary sector and 73.5% in the tertiary sector. Setúbal is detachable by the pulp, paper, cement, fertilizer, pesticide, other plant protection products, thermoelectric energy, shipbuilding and naval repair industries. The port of Setúbal moved 7,008,000 tons in 2013, a growth of 950 million tons compared to 2012. In 2012, in terms of busy cargo, the port of Setúbal stood in 4th place between the ports of Portugal, with 7.4% of the busy cargo in the country.

The Entrepreneurial Ecosystem of Setúbal Municipality

The region has strong enterprises in such fields as, for example, paper and motor car industries, and holds a highly important geostrategic position, since it is a gateway to Europe. According with einforma – Diretório de Empresas (2018) Setúbal has 12 578 companies distributed by different activities. The most significant activities with mores concentration of companies are: 1) Wholesale and retail trade; Repair of motor vehicles and motorcycles with 5 44 companies; 2) Construction with 2223 companies; 3) Lodging, restoration and similar with 1667 companies and 4) Manufacturing with 1176 companies.

Setúbal municipality has the Polytechnic Institute of Setúbal, a public institution of higher education, which employs approximately 650 personnel and has approximately 6 500 students. Has two professional schools: Professional School Foundation of Setúbal (Fundação Escola Profissional de Setúbal) and School of Hospitality and Tourism of Setúbal. Has also several primary and secondary schools. The Municipal Council of Setúbal has a Business Support Office whose main objective are to promote relations with entrepreneurs or potential entrepreneurs, to provide information on financial support and incentives, formalities for the creation of companies, training, licensing, legislation and contacts. The IPS also has IPStartUp - IPS Business Idea Incubator, with capacity for 10 jobs and aims to promote the development of business ideas, to reinforce the monitoring provided by IPS teachers and technicians to the academic and local community, as well as to increase access to resources of this Institute, namely at the level its laboratories and other infrastructures. Also, the ADREPES - Regional Development Association of the Peninsula of Setúbal plays an important role in supporting entrepreneurship and development of important projects for the region. This association has supported many projects of entrepreneurs in the most diverse areas, especially in the tourism, hospitality and catering sectors. Another association that plays an important role concerning entrepreneurial activity is “Rota de Vinhos da Península de Setúbal”, a private non-profit association, which intends to promote wine tourism and value the wines of the Setúbal Peninsula. This organization contributes in the development of activities and touring routes in the territory, with the aim of organizing a differentiating tourism offer.

The Mutual Agricultural Credit Box between the Tagus and Sado is also an entity associated with this project.

In Setúbal municipality and in relation to Support and Incentives, the business sector has available a series of supports that may be relevant in the development of projects. Several programs are available namely “Investe Jovem”, “Horizon 2020”, “Linha de crédito PME crescimento 2014” and “Apoios à criação do próprio emprego por beneficiários de prestações de desemprego”. The aim of Investe Jovem program is promote the creation of new businesses by young unemployed people, by supporting the creation of own employment and micro-businesses and regulates the support to be granted in its scope. The Horizon 2020 - Community Research and Innovation Framework Program, with an overall budget of more than EUR 77 billion for period 2014 to 2020, is a specifically targeted instrument for supporting,

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through co-financing, research projects, innovation and demonstration. The target of Linha de crédito PME crescimento 2014 is PME and finally the last program is intended to assist self-employment projects promoted by beneficiaries of unemployment benefits if they ensure the full-time employment of subsidized promoters.

Finally, the municipality also has a Nest of New Business Initiatives of Setúbal that is a municipal equipment created to welcome and support new projects in the business sector. This infrastructure aims to contribute to the densification, diversification and rejuvenation of the economic activity through the reception of nascent business initiatives with a tertiary matrix (services) with innovative characteristics and growth potential. It also pretends to be an interinstitutional infrastructure that provides a qualified support to the development of embryonic companies and has an active role in the intermediation between these and all the relevant environment for the development of the activities.

Advantages and Disadvantages of Setúbal Municipality for the Tourism Development

The focus group allowed to understand the following perceptions concerning vantages of the region for the tourism development:

- Natural and cultural heritage that allows diversity of tourist offer
- Geographic location (proximity to Lisbon - which is overcrowded, Alentejo and Spain)
- Access to the region
- Meteorological conditions
- Urban growth potential and tourism support infrastructures
- Cost of living cheap compared to Lisbon
- International reputation of “Livramento market”

Also, allowed to understand the following perceptions concerning disadvantages of the region for the tourism development:

- Proximity to Lisbon (in terms of competition)
- Lack of accommodation in quantity and quality
- Lack of supply of integrated tourism products
- Bureaucracy related to legal procedures associated with tourism (APSS, ICNF, CMS)
- Lack of a strategic tourism development plan
- Lack of communication that integrates the different historical, cultural and natural resources of the region
- Image of the region associated with short-term tourism or support to the tourist activity of the city of Lisbon
- Lack of communication about the region's heritage and its potential
- Lack of qualified professionals
- Environmental constraints limiting investments in Arrábida
- High investment needs to transform the attractiveness of the riverine zone
- Lack of public and private partnerships in tourism
- Public transport (trains and buses) with difficulty of answer for eventual tourists

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Advantages and Disadvantages of Setúbal Municipality for the Development of Entrepreneurial Activity

Similarly, the focus group allowed to understand the following perceptions concerning vantages of the development of entrepreneurial activity:

- Geographic location (near Lisbon)
- Accessibilities
- Diversity of potential products for tourism (nature, beach, gastronomy, sea - water sports, wines, historical heritage, among others)
- Possibility of developing tourism activities capable of combating the seasonality of tourism (much associated with the seasons of summer and spring)
- Existence of the hotel and polytechnic school of Setúbal and qualified human resources

Finally, allowed to understand the following perceptions concerning disadvantages of the region for entrepreneurial activity.

- Proximity to Lisbon (in terms of competition)
- Lack of infrastructure to support tourism (eg cruise terminal)
- Lack of qualification and qualification of entrepreneurs with investment capacity
- Exclusion of the majority of the European Community funds available for the country
- Lack of support for, and implementation of, and recent bureaucracy
- Presence of the city council in some business areas
- Lack of support services for certain targets (for example, more qualified hotels, spa's, tourist activities)
- Existence of large companies and manufacturing infrastructures that condition the region's image as a tourist destination
- Lack of association in tourism

Table 1 presents a summary of the information collected through focus group.

ANALYSIS AND DISCUSSION OF RESULTS

The description of the Entrepreneurial Ecosystem of Setúbal municipality through documentary analysis and direct observation allowed the identification of a set of relevant elements, namely several industries (paper and motor car industries) and services companies, attractive geostrategic position concerning commercial relations to other countries and continents, public institutions of education (higher, professional, secondary and primary education), a Business Support Office of Municipal Council, an incubator of ideas, IPStartup - IPS Business Idea Incubator, ADREPES - Regional Development Association of the Peninsula of Setúbal, the existence of several programs that supports the creation of business and innovation, a nest of new business initiatives. These elements are determinant for business creation and development of innovative products and services in tourism. However, from this identification based in

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Table 1. Structured summary of focus group data

Tourism development	Data summary	Entrepreneurial activity development	Data summary
Advantages of the region	Natural and cultural heritage	Advantages of the region	Proximity to Lisbon
	Offer diversity		Accessibilities
	Accessibility		Diversity of potential products for tourism (diversity of business)
	Tourism support infrastructures		Potential development of tourism activities during all seasons
Disadvantages of the region	Cost of living	Disadvantages of the region	Presence of High and Professional education institutions
	Proximity to Lisbon		Lisbon competition
	Poor accommodation capacity		Lack of infrastructure to support tourism
	Lack of integrated tourism products		Lack of entrepreneurs with investment capacity
	Bureaucracy		Difficulty in the access to European Community funds
	Lack of communication of tourism resources		Lack support to new entrepreneurs and bureaucracy
	Lack of tourism strategic planning		Presence of the city council in some business areas
	Need for more qualified professionals		Lack of support services in tourism activities
	Environmental constraints for investments		Presence of heavy industry not attractive to investments in tourism
	High investment needs		Lack of entrepreneurs association
	Lack of public and private partnerships		
	Deficient public transportations inside the region		

Source: Authors

documental analyses it was not possible to verify the interrelationship between these elements and the synergies created between stakeholders.

Still, the focus group allowed to obtain important information in order to know the advantages and disadvantages of Setúbal municipality to the development of tourism as well as to the development of entrepreneurial activity.

Concerning advantages and disadvantages of the region for the development of tourism, stakeholders' participants of the focus group highlighted the potential of natural and cultural heritage for the creation of various tourism products in different segments. Also the unique characteristics of the Arrábida mountain, the Sado river, the region's gastronomy and wines, the identity of the city and the neighboring towns (such as Palmela and Azeitão) with a relevant historical for example, castles and forts, churches and convents, farms and wineries and Livramento market), which could give rise to a quite complete offer of tourist services, sports and lodging establishments, among others.

In addition to the advantages of the region, some important aspects were highlighted at competitive level with the Lisbon region, namely the lower cost of living, a temperate climate in most seasons and the tranquility of the region's way of life, associated with a lower population density and proximity to natural spaces (beach, river, mountains and proximity to Alentejo) that can provide more leisure and well-being. Also "Rota de Vinhos da Península de Setúbal" was referred as important players that support the development of tourism activity in the region.

Furthermore, the fact that the region is very close to Lisbon (the main gateway for foreign tourists), has good road accessibility that facilitates the arrival of visitors and that there is a great potential for urban growth and infrastructure tourism support structures (such as the cruise terminal and the marina for recreational boats) that could contribute to tourism being a sustainable activity throughout the year, reducing the seasonality associated with the sun and beach segment.

Concerning the disadvantages of the region for the development of tourism, the stakeholders identified several, some of which could also be included in the disadvantages of the region for the development of entrepreneurship.

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One of the most mentioned aspects was the proximity to Lisbon. Lisbon has a very rich heritage and is one of the main tourist references in the world and, therefore, it absorbs a good part of the tourism in national territory, reducing the potential of visits to the region of Setúbal. At the same time, public transport (trains and buses) between the region and Lisbon present some relevant constraints that reduce mobility and reduce the potential of visitors.

In addition, many of the stakeholders referred to the lack of a strategic plan for the development of tourism, as well as for the communication and dissemination of the region's natural and cultural resources. Setúbal is associated with a city's factory image due to the existence of large industries. Stakeholders also pointed bureaucracy of the legal procedures of the public entities as a relevant limit to the successful development of the tourist activity. More generally, the limitation of investments in the natural park of Arrábida and the degraded riverside frontier of the city of Setúbal were also mentioned as determinants of tourism development.

At the most specific level of tourism activity, the stakeholders mentioned several aspects that could negatively affect their development, namely, a poorly integrated supply of tourism products (especially in tourism activities that could make better use of the unique resources of the region), the existence of a small number of accommodations, which limits the capacity of absorption of new visitors, a reduced number of qualified professionals in the different areas associated with the sector, conditioning the quality of the services provided and the lack of public - private partnerships that can stimulate several business areas and make tourism a sustainable activity in the region.

Regarding the advantages of the region for the development of entrepreneurship, in addition to having mentioned again the strategic location of the region next to Lisbon and the existence of different accessibilities that allow the easy connection between both, stakeholders also highlighted the potential of development of different segments of tourist products (sun and beach, cetacean and bird watching, golf, water sports, sport fishing, trekking, history and culture, gastronomy, wines, among others) that could complement and reduce the seasonality of this activity. Also, ADREPES was referred as important player that support the development of entrepreneurial activity in the region.

Finally, the perception of the stakeholders about the disadvantages of the region for the development of entrepreneurship, focused mainly on the image of the city, very associated with the great industry, the proximity to Lisbon that was considered as the great competitor in the activity of tourism and the almost nonexistence of EU funds because the region is located in the geographical area classified as Greater Lisbon (which is considered to be the richest region in Portugal). In addition, the lack of infrastructure (such as the postponement of the construction of the cruise terminal and the marina for recreational boats) and support services were also mentioned as conditioning factors for the development of entrepreneurship activity, also mentioned was the lack of management training with reduced investment capacity (the region is characterized by having a population with a long tradition of working in large companies and with little experience in creating new businesses). The need to increase associative capacity in the different tourist activities was also referred by stakeholders. This issue is important in order to foster partnerships that allow the development of different complementary and qualified tourist products that guarantee greater added value for the various economic agents involved and for the region.

At the level of the City Council, excessive bureaucracy was also identified in legal proceedings and its performance in some activities, which limits the creation and development of companies in some segments of the tourist offer.

The inventory of resources for the development of the entrepreneurial activity provided by documentary analysis and direct observation, as well as the vantages pointed by stakeholders in what concern

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vocation of Setúbal region for tourism development as and development of entrepreneurial activity confirmed the presence of several elements, such as, support services to business, incubator, development agencies, financial support programs, cultural and natural heritage and possible development of different segments of tourist complementary products (sun and beach, cetacean and bird watching, golf, water sports, sport fishing, trekking, gastronomy, wines, among others), urban growth and infrastructure tourism support structures (such as the cruise terminal and the marina for recreational boats), several accessibilities between Lisbon and Setúbal that facilitates commercial and industrial exchanges as well as between stakeholders (companies, public organizations, financial institutions). These evidences confirm the existence of some elements identified in literature review (Autio et al, 2014; Cohen, 2006; Isenberg, 2011; Neck et al, 2004; West and Bamford, 2005).

On the other hand, the inventory of disadvantages pointed by stakeholders (lack of hospitality accommodations capacity and integrated tourism products, high level of bureaucracy, lack of communication, poor strategic planning, lack of qualified professionals, environmental constraints for investments, lack of partnerships between public and private organizations, deficient public transportation inside Setúbal regions, lack of infrastructure to support tourism, difficulty in the access to European Community funds, weak support of services in tourism activities, presence of heavy industry not attractive to investments in tourism, lack of entrepreneurs association) show a lack of interconnection of the elements of the ecosystem, jeopardizing their effectiveness in creating business and boosting the local economy.

Consequently, these disadvantages referred by stakeholders concerning vocation of Setúbal region for tourism development as and development of entrepreneurial activity did not confirm that the ecosystem elements previously identified are combined or interrelated, in fact these components are not interdependent and don't contribute together to the generation of new business creation over time. The business can continue to be created but not with the synergies creations that can generate value over time. In this sense the existence of the entrepreneurial ecosystem as described in literature review by several authors (Autio et al., 2014; Cohen, 2006; Isenberg, 2010; Isenberg, 2011; Neck et al., 2004; Spilling, 1996; Stam, 2014; West and Bamford 2005) was not confirmed.

The information from focus group, that means the lack of communication, poor strategic planning, the lack of partnerships between public and private organizations and the lack of entrepreneurs association, also allowed to understand that the role of networks and collaborative relationships for the strengthen of cognitive skills, strategic capacity and management capacity to forecast alternative configurations of internal and external resources that enable a business to create and exploit opportunities (Narayanan et al, 2009; Pandza and Thorpe, 2009) as well to understand the importance of networks for the development of innovation, knowledge sharing and competitiveness that involve different stakeholders, helping tourism firms to be more resilient and efficient (Luthe, Wyss and Schuckert, 2012). These evidences highlight the urgency of stakeholders of Setúbal region develop networks and collaborative relationships in tourism sector due with the characteristics of the sector (composed by small and medium sized organizations, fragmented over a geographic region). This urgency relates to the need of the region not only to improve entrepreneurial activity but also to differentiates through innovation in a very competitive sector, creating networks to support the development of new products (McCabe, Sharples & Foster, 2012; Thornton, Ribeiro-Soriano, & Urbano, 2011; Welter, 2011) using collaboration to co-create and co-deliver sustained value for all network that participate across the tourism business (Gereffi et al. 2005, Gligor and Holcomb 2012, Halldorsson et al. 2007, Lemmetyinen and Go 2009, Pechlaner et al. 2014, Romero and Tejada 2011, Stank et al. 2011, Wong et al. 2012).

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Finally, stakeholders also pointed the important role of ADREPES and Rota de Vinhos da Península de Setúbal. They considered that these associations support tourism entrepreneurial activity in a very regional perspective considering the resources and vocation of the Setúbal region, working together with several stakeholders namely wineries, catering and accommodation, five public institutions and a private institution (The Municipalities of Montijo, Palmela and Setúbal, the Regional Wine Commission of the Setúbal Peninsula and the Regional Tourism Entity of Lisbon). In fact, these associations seem to give an important contribute to the adaptation of the “potential entrepreneurial ecosystem” to local conditions. These evidences confirmed the opinion of Isemberg (2010) that defends 9 principles the need of this ecosystem be sensitive to local conditions, and appear to point about the possible failure of trying to replicate a Silicon Valley ecosystem model, as referred in literature review by (Leslie and Kargon 1996; Hall and Markusen 1985; Miller and Cote 1987; Rogers and Larsen 1984) failed to prove the success of the replication attempt (Neck et al, 2004).

CONCLUSION

The literature review presented different perspectives about entrepreneurship, as well as diverse approaches of entrepreneurial ecosystem. Similarly allowed to understand the importance of tourism networks for the development of tourism business.

The discussion of results reveals that Setúbal municipality has relevant elements and conditions that can promote tourism entrepreneurial activity in the region. However, these elements are not yet well interconnected, and consequently the elements of entrepreneurial ecosystem are not merged. This result is also related with the fact that tourism activity in the region is in an initial phase and it expected that with the continuous development of this activity the entrepreneurial ecosystem will also grow and become stronger creating more synergies in order to support new business in tourism.

The study also revealed that stakeholders of Setúbal region need to develop networks and collaborative relationships in tourism sector due with the characteristics of the sector (composed by small and medium sized organizations, fragmented over a geographic region), since the region needs to improve entrepreneurial activity and achieve some differentiation supported by innovation in a sector so competitive creating networks to support the development of new products.

Despite the lack of an ecosystem in all its conceptual completeness, and considering the positive evidence of the presence of important elements but the lack of a systemic functioning that can generate more effective results in the entrepreneurial activity, it is expected that in the medium term this ecosystem will gain greater robustness and could contribute in a very positive way for the dynamization of the economy in the region of Setúbal. This optimistic perspective in the future is also related with the presence of important conditions for tourism activity and consequently business in this area, but with the youngest vocation and involvement of the region in a sustainable tourism activity, were new products and services must be development (many are already developed) in order to maximize the resources, location and richness of the region and changing definitively the vocation of the region very marked by a past of tourism supply mainly supported by “sun and sea” offer, as well by an image very associated with heavy industry.

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