



PROJECT LARANJEIRAS

RIO DE JANEIRO,
BRAZIL

JUSTIFICATION REPORT

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PREFACE

The inspiration for the chosen topic of my graduation assignment, comes partly from my minor from Semester 5: Placemaking & Shaping Destinations. During this minor there was supposed to be a field-trip to Brazil, however due to the Covid19 situation this got cancelled. I have a great interest for different cultures and the international market. Therefore, via one of the lectures of my minor I got in contact with my current graduation commissioner in Brazil. In spite of the fact, that the assignment has taken place online, I still am very grateful to have had the experience. I have gained a lot of understanding and knowledge on the Laranjeiras neighbourhood, its own identity & culture. Additionally, I have also met some amazing people with great passion for their neighbourhood and community.

I would like to thank Celiane (the lecturer in question), my commissioner Maria Domingo Lurdes, and all the cooperative Brazilian Stakeholders which have greatly contributed to my project. I am happy to say, that I truly felt included in the atmosphere of the neighbourhood and its uniqueness. Finally, I would like to thank Kristel Zegers for her great supervision, support and stimulation towards the process and progress of my graduation assignment.

EXECUTIVE SUMMARY

Project Laranjeiras has been initiated from scratch over the past 17 weeks. It has become clear, that the Laranjeiras neighbourhood in Rio de Janeiro Brazil could benefit from a more sustainable form of tourism.

The neighbourhood is on-route towards the Cristo Redentor statue, however the current tourism flows pass through the area without making use of local services or facilities. Therefore there are not a lot of positive impacts as a result of these existing tourism flows on the neighbourhood and its community. In fact, some negative impacts can be said to be a lack of the stimulation of the local economy, as well as inconveniences for the locals such as traffic jams. In spite of this, the neighbourhood shows a lot of potential to stimulate the attraction of a more sustainably aware tourist. There are lots of facilities, activities, sights and hidden gems available in the area, which can provide a truly local oriented experience for tourists. In addition to this, there are several development related neighbourhood projects ongoing in Laranjeiras, which aim to improve on the quality of life and business.

Through means of the individual stakeholder meetings and collaborative session, it has become clear which stakeholders can play a role within the project. Their knowledge, thoughts and resources towards the initiation of sustainable tourism initiatives have been gathered and combined. Additionally, their neighbourhood involvements in relation to the social, economic and environmental impacts have been determined.

As a result, sustainable tourism initiatives have been commenced. These initiatives relate to raising the awareness for the local culture, stimulating more conscious ways of transportation and making the area more and easier accessible for tourists. They are believed to help stimulate the attraction of a sustainably aware tourist, whilst leaving a positive impact on the quality of life and business for the local community.

Eventually, it is believed that the right stakeholders have been found to help initiate the sustainable tourism initiatives for the Laranjeiras neighbourhood. The stakeholders which have been brought together, can be said to have formed a transitioning network for the project.

For the continuation of the project, it is important to expand the transitioning network and keep stimulating the communication between the stakeholders. In order to realise the sustainable tourism initiatives, the next step would be for the stakeholders to expand the network by combining their connections and resources. This way, the right stakeholders could be found to help realise the implementation of the sustainable tourism initiatives.

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INTRODUCTION

"The following information has been subtracted from my graduation plan to introduce, and give a better understanding of the project."

Project Laranjeiras originated from scratch through a combination of the desire, knowledge and network of my commissioner Maria Domingo Lurdes, and my determination to help her initiate it.

Maria is a professor at Universidade Veiga de Almeida and an inhabitant of Laranjeiras. The project dives into the sense of place of the Laranjeiras neighbourhood, in Rio de Janeiro Brazil. The project focusses itself on finding the right stakeholders to help initiate sustainable tourism related initiatives. Through the concept of placemaking and improving on the social, economic and environmental impacts of the neighbourhood, the goal would be to attract a sustainably aware tourist to the area. The approach towards the project, has been from both placemaking and sustainable tourism related perspectives.

Laranjeiras is located in the south east of Rio de Janeiro, has a surface of 2,5km² and has around 45.554 inhabitants (Wikipedia, 2021) (for more area information see appendix A.1, page 3- 4). The neighbourhood is located on-route towards the Cristo Redentor Statue. The statue is known to be one of the most famous touristic highlights in both Brazil, and the world as it has been classified to be one of the seven world wonders by UNESCO in 2012 (UNESCO, 2012). However, currently most of the tourists that are being attracted by the statute only pass through the neighbourhood without making use of its local facilities and services (Lurdes M., personal communication, 2021).

For this reason, the area cannot said to be economically, socially or environmentally benefitting from these tourism flows.

Momentarily the tourists that pass through the area, are for example only causing inconveniences for the local community such as traffic jams, littering and money leakages (Lurdes M., personal communication, 2021). This could be said to be a shame, as there are a lot of unique aspects to the neighbourhood which show great potential for possible development. In addition to this, there are multiple small local projects ongoing, which are aspiring to improve on some of the social, economic and environmental impacts (interview transcripts can be found in appendices).

In spite of this, there seems to be no clear cohesion or clarity on how the tourism problem could be tackled or improved on. Therefore, the problem definition is to see: Which stakeholders can come together, to initiate initiatives that can stimulate the attraction of a sustainably aware tourist to Laranjeiras?

Followed up by the main research objective for the project:

"Getting insight in which stakeholders can help to initiate sustainable tourism initiatives, in order to help improve on the quality of life of the locals, by creating more awareness for its rich local culture, businesses and community in a sustainable way".

In order to achieve the above stated goals, some research questions have been formed which have to be answered along the way.

The main research question can be said to be:

"Which are the most important stakeholders, that can help to initiate a form of sustainable tourism in Laranjeiras?"

Some subquestions that can help to answer this question are:

- What would considered to be sustainable tourism according to the stakeholders, and how do they think that this could be initiated?
- What are the different positions of the stakeholders in terms of their connections to the neighbourhood and the project?
- Which stakeholder(s) can add value to which of the social, economic and/or environmental impacts?
- What is unique about the neighbourhood according to the stakeholders?

The chosen competency domain for project Laranjeiras is Stakeholder Management. Multiple stakeholders would need to be involved throughout the different phases of the project, in terms of both the supply and demand side. However, my research is mainly revolving around the supply side of the stakeholders, whilst taking the demand side into account. Besides this, the approach of the project has been focused towards creating a local stakeholder network.

THEORETICAL FRAMEWORK

To begin with, the approach and structure of project Laranjeiras have been revolving around the concepts of: Stakeholder Management, Placemaking and Sustainable Tourism.

The realisation of the project has been divided into different phases or also known to be loops. Therefore, the set-up of this report has been inspired by the Stakeholder Management Roadmap (Stakeholder Management Sharepoint, BUAS 2020-2021)(see appendix B.1, page 4. This Roadmap explains the different stages of a Stakeholder Management related project. According to the Stakeholder Management Roadmap, the project can be divided into 4 different loops: Scanning, Collecting, Giving Meaning and Activating.

In terms of the Laranjeiras project these loops translate itself into a deeper dive of the problem, desk-research on both topics of placemaking and sustainable tourism, field-research by means of individual stakeholder meetings and a collaborative stakeholder session, and in the end the creation of possible sustainable tourism initiatives.

As mentioned above the concepts of both Placemaking and Sustainable Tourism helped to structure the project.

Placemaking exists out of a co-creative community based process (see appendix B.2, page 5). In the case of project Laranjeiras, this has made complete sense as the aim was to find out which stakeholders could be put together to create a local collaborative network.

The idea has been to see whether these collaborations could lead to initiatives that can help to attract a more sustainable aware tourist to the neighbourhood.

'Placemaking is the process of creating quality places, where people want to live, work, play, shop, learn and visit.' (Wyckoff, 2015)

The creative placemaking model in figure 1 below, points out the factors which have to be considered, to achieve a form of placemaking which could contribute to improving the quality of place of a location. The idea behind this model is to establish a local creative collaboration, by giving new and more meaning to the existing and potential new resources of a place.

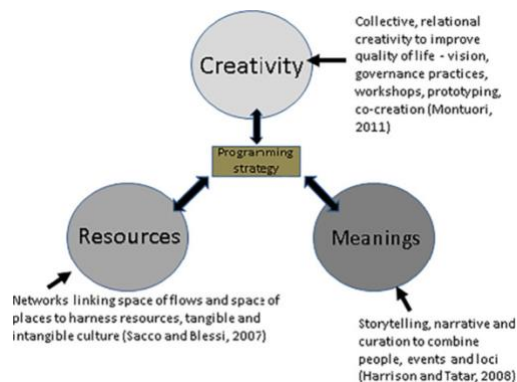


Figure 1. Placemaking Triangle, Creative Placemaking (Richards, 2020)

The aim for this specific method of placemaking, has been to stimulate both local support and possible tourism flows.

This model has been very much in-line with the approach of project Laranjeiras and helped to give more structure to it. This has come forward out of the individual stakeholder meetings and creative session (more about this can be read in the result section of the report, page).

To break down the model, the meanings part of the model represents the individual stakeholder meetings. This includes the stakeholders' connections to the neighbourhood and their knowledge on the problem the area has been facing in terms of tourism. Then comes the resources part, which relates to the already existing projects where the stakeholders take place in, and their ideas towards possible improvements on social, economic and environmental impacts. Lastly, the creativity part translates itself in the collaborative session, where sustainable tourism initiatives have been created by the stakeholders.

The foundation of the concept of sustainability, consists out of the three pillars: Social, Economic and Environmental impacts (see appendix B.3, page 5). In the case of sustainable tourism this translates itself into either positive or negative impacts on the destination and/or local community.

A form of tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNWTO, n.d)

In order to make sure that the negative impacts can be minimised whilst the positive once can be maximised, all involved stakeholders of sustainable tourism development related initiatives should be actively involved and informed at all times (UNWTO,2005).

In the beginning of project Laranjeiras mainly the social- and economic aspects of sustainable tourism were addressed. The goals were to raise awareness for the neighbourhoods culture and its community, as well as try to stimulate the local economy and its businesses. However, along the way it became clear that there were also environmental impacts which could be taken into account. For example, the different types of transportation of tourists and have them taking part in responsible activities.

As mentioned earlier, the aim has been to find out which stakeholders could be brought together to form a type of neighbourhood transitioning network. There are different tools and methods which have been used to manage this stakeholder process. A few examples of the tools and methods which have been applied will be pointed out and explained.

To determine which stakeholders would fit the project, a stakeholder overview was created (see figure 1, loop 1 scanning, page). This overview revolves around the concepts of demand, supply and stakeholder involvement in terms of the neighbourhood. A method which can be said to have had a partial influence on this process, is the Power and Interest Matrix (see appendix B.4, page 5).

The Power and Interest Matrix is a tool which shows the different needs and influences that stakeholders can have towards a project and its process.

In the case of the Laranjeiras project these needs, resulted in the interest for the possibilities of area development for the locals and sustainable initiatives for the attraction of tourists. The power and influence side of the stakeholders has shone through their determination, resources and knowledge towards the topics in question.

Individual stakeholder meetings have taken place, and all the gathered information had to be analysed. This process existed out of diverging and converging information.

Figure 2 below shows the forcefield analysis, a tool which has been partly used, for the analysis of the individual stakeholder meetings.

	Power resources	Interests	Trust	Expectation	Position in networks	Attitude
Stakeholder A	Knowledge	Y, y, z	+++	Better process	Relation with B	☺
Stakeholder B	Budget of € 10.000	A, b,c	+	More turnover	Relation with A	☺
.....	Material		--	Extra tasks	With nobody	☹

Figure 2. Forcefield Analysis (Sharepoint Stakeholder Management BUAS, 2019)

This tool has helped to get a clear and detailed overview on the knowledge, ideas and expectations of the stakeholders. In addition to this, it shows their positions in terms of their connections to the neighbourhood.

This tool has been of inspiration to structure the items for the set-up of the creative session, by means of the topics that can be found in the table (Table can be found in loop 2 collecting, page). The table contains the information that stood out during the individual stakeholder meetings. The headings of this table have been based on the discussed items within the meetings, which in its turn were based on the research questions for the project.

Finally, for the set-up of the Collaborative Session methods from the Creativity in Business book were applied (Byttemier & Vullings, 2015). The method of random stimulation has been used through means of the first mood board that was created. The stakeholders were asked to come-up with all the associations that were triggered when seeing the words Placemaking and Sustainable Tourism across from each other. The result of this was a constructive and mind map.

For the second exercise the method of Free Incubation was implemented. Another mood board was created. However, this time the topics were social, economic and environmental impacts. The stakeholders were asked to think of aspects and ideas that they thought could have a positive impact on these topics. These ideas were all put together by means of sticky notes on the mood board divided per impact. After debriefing and elaborating on some of the ideas of the stakeholders, a second round of brainstorming took place.

METHODOLOGY

Throughout the project, data has been gathered by means of both desk- and field research.

Desk research has been performed for example, to explain the existing challenges the area has been facing. This data consists out of information on the current tourism flows and their consequences. Besides this, data has been gathered on the concepts of both placemaking and sustainable tourism. The purpose of this has been to express what they entail and how they could be established in relation to the project.

The main focus of the project however, has been revolving around field research and collecting qualitative data on the stakeholders through stakeholder meetings. These stakeholder meetings have been used to find out whom would fit the project and why.

To begin with, it has been of importance to decide on which stakeholders should be involved with the project, why and how they could contribute to the process. This selection process consisted out of multiple methods including stakeholder mapping, desk-research and multiple meetings with my commissioner. However, throughout the project a snowball effect took place, as the stakeholder network kept naturally expanding itself, based on new gained insights and connections.

For the stakeholder meetings, the focus has been laid on locally oriented individuals or organisations which have knowledge, a business or other resources which could contribute to the neighbourhoods' development. Thus, Individual stakeholder meetings have taken place, to dive

deeper into the roles and positions of the stakeholders. During these meetings it has become clear what the knowledge, expectations and influences of these stakeholders were and how this could be implemented towards the project (more about this can be read in loop 3, page).

Since the project has taken place over a time period of roughly 17 weeks, the sample of stakeholders had to be both adequate as well as feasible. For this reason, the eventual amount of actively involved stakeholders resulted in 8 people. An individual meeting has taken place with each of these stakeholders, these meetings have all had a duration of around 1 hour. In terms of content and purpose of the meetings, both the individual meetings and creative session were semi-structured.

A few main items have been addressed during the meetings to find out about their knowledge and resources in terms of the neighbourhood, placemaking and sustainable tourism (see item list, appendix, page). However, the aim has been to have flowing conversations, and this way naturally find out more about the context of their businesses and connections to Laranjeiras.

To begin with, summaries of these meetings were made. Followed up by a color coding scheme of all the different items of the meetings, to get a clear idea of possible themes and patterns

Eventually, this information has been filtered for its relevancy, translated and converted into a table and clear points of action.

The aim of the meetings has been to stimulate collaborations between the different stakeholders. These collaborations, could in its turn lead towards sustainable tourism related initiatives.

The insights gained from the stakeholder meetings contributed to a better understanding of the possibilities and needs of the stakeholders towards the concept of sustainable tourism. After gathering this information, it has been analysed and converted per item (see table in loop 3, page). The results of this analysis has been translated into an approach for the collaborative stakeholder session.

The communicational approach towards the follow up of the individual meetings, for the collaborative session has taken place via an online platform. A Whatsapp groups chat was created for all the involved stakeholders. This way, the stakeholders got the chance to get to know each other upfront. Besides this, it was a great way to keep the stakeholders up-to-date about the progress of the project, and keep them informed about the follow up of it.

For the set-up of the collaborative session both an invitation, explanation and itinerary were made and sent to the stakeholders, to prepare them for the meeting (see appendices). The stakeholders were asked to introduce themselves, and their involvements with the Laranjeiras neighbourhood to each other.

The collaborative session consisted of an energiser and two co-creative exercises, and had a duration of around 2 and half hours. The collaborative session has taken place on April 6th 2021, at 13:00pm Brazil Time (Rio de Janeiro) (18:00pm Dutch time) via Microsoft Teams. From the initial nine stakeholders, that had been invited 8 showed up to the actual meeting.

During the session multiple creative exercises have been applied to stimulate the co-creation of the stakeholders. Since the meeting had to take place online, use has been made of online applications such as Menti-Meter (interactive presentation platform) and LucidApp (online mood board creator). This way the stakeholders had the opportunity to show and share their ideas and perspectives with each other. Whilst at the same time, it created the possibility to elaborate or ask questions about each others ideas.

Eventually, the gathered ideas and possibilities from the creative exercises were discussed and elaborated on by the stakeholders. This process of the meeting existed out of diverging the information, and selecting crucial items from the two mood boards. Some of the ideas were eliminated, whilst others were highlighted. As a result, some ideas of both mood boards were combined and reformulated into actual possible initiatives.

At last, based on the gathered information and results from the performed research, conclusions and recommendations have been written for the future progress of the project. This way there would be a clear follow-up plan for the commissioner to continue the project and process.

RESULTS

In the chapters that will follow below, the different loops of the project will be discussed. These loops exist out of: Scanning, Collecting and Giving Meaning. The loops give a clear structure and time-laps of project Laranjeiras, in relation to all the information that has been gathered and analysed along the way.

Overall, it will become clear as to why these specific stakeholders have been chosen for the project. In addition to this, an elaboration of the approach and overall structure of the project will be given. This includes, the items that have been addressed during the stakeholder meetings

and how they have been brought into perspective. Additionally, the concepts of placemaking and sustainable tourism will be explained and the way that they have been applied within the project.

Finally, an explanation and analysis of the individual stakeholder meetings can be found, which leads to the collaborative session. This begins with the set-up of the collaborative session, followed by the results and input that has been given.

LOOP 1 – SCANNING

Within this loop, a deeper dive into the problem analysis will be provided. It will become clear out of what parts the problem exists, and what causes the problem. Followed-up by a general overview of the stakeholders for the project, and an approach towards the stakeholder involvement process. A division has been made between the stakeholders that have been taken into account to structure the project, and the stakeholders that have been actively participating within the project. (The following information has been subtracted from my graduation plan, additional desk-research and personal communication.)

Problem Analysis Elaboration

As previously stated, the main problem could be said to be the tourism flows towards the Cristo Redentor Statue, which are passing through the Laranjeiras neighbourhood without making use of its local services and facilities. As a result, this form of tourism does not stimulate the local economy, but does have an inconvenient impact on the quality of life of its community in terms of traffic jams for example. According to my commissioner the reason behind this, is a combination of factors such as: quality of business, branding and acclimatisation (M. Lurdes, personal communication, 2021). In spite of this, there are viable opportunities attached to these tourism flows, as statistics show that a large source of income of Brazil is generated by the tourism industry (Statista, 2021) (see appendix C.1.1, page 5). In addition to this, Rio de Janeiro is by far the leading destination when it comes to leisurely tourism within Brazil (Statista, 2021) (see appendix C.1.2, page 6).

The Laranjeiras neighbourhood has a favourable location, as it is located on-route to the Cristo Redentor Statue. In addition to this, they have a lot to offer in terms of culture, facilities and activities to a potential visitor. For these reasons, it would be a great opportunity to see whether tourists could be attracted to the area which are truly interested in a local oriented experience.

The attraction of a sustainably aware tourists, could have a positive impact on the social, economic and environmental impacts. This could include impacts in terms of financial stability, awareness for the culture and nature preservation. Which in its turn, could be beneficial for both quality of life and business of the local community.

To achieve the desired result, the right stakeholders that can help initiate a form of sustainable tourism had to be found and brought together. The chosen approach to reach this goal has been through a form of placemaking, concerning local stakeholder collaborations. Through co-creation and collaboration, possible initiatives could come forward. During this process, it has been important that the problem would be tackled with people, rather than just for people (Sage, 2020), thus the reason for choosing the stakeholder management competency domain.

Stakeholder Overview

At this stage, it was clear what the aim and approach of the project would be. The actively involved stakeholders that have been approached for the project exist out of local stakeholders. These stakeholders have been mapped, and examined before they were reached out to. Besides this, the perspectives from both a local community and touristic point of view have also been taken into account.

Figure 1 on the right shows a general overview of the stakeholder groups that played a part in the project and their connections to each other. As pointed out, the main stakeholder group for the project consists out of the local stakeholders. The focus has been put on them, as they are the ones that have been interviewed. Additionally, they are also the ones that have participated in the collaborative session in the end, and helped to come up with the sustainable tourism initiatives.

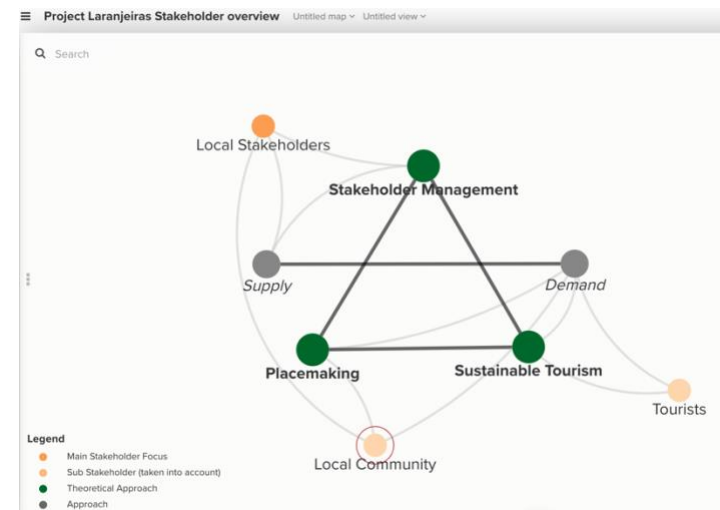


Figure 1. General Stakeholder Overview (Kumu, 2021)

However, as mentioned above both the tourists and local community also play a part in the process, as they could both be affected by the possible results of the project. Therefore, their needs have also been included in the research for the project, in terms of desk-research.

On one hand, the perspective from a touristic point of view has been evaluated through means of the concept of sustainable tourism. Whilst on the other, the placemaking concept includes the points of importance from the perspective of the local community.

Overall, it has become clear what had to be done, and who needed to be involved in order to successfully carry-out project Laranjeiras. This next step has existed out of both desk- & field research, in terms of collecting data on the stakeholders, and both concepts of sustainable tourism and placemaking.

LOOP 2 – COLLECTING

Within this loop, an elaboration will be given on the selected stakeholders and data for the execution of the project. Some desk-research has been done in terms of the concepts of both sustainable tourism and placemaking, and their inclusion in terms of the project. Subsequently, a zoom-in has been made to the local stakeholders with whom the individual stakeholder meetings have taken place.

Individual Stakeholder Meetings

The first step towards finding the right stakeholders, was to gain a better understanding of the area, the problem and the desired result. Based on whom could provide me with these findings, the process of the stakeholder selection started. In the case of project Laranjeiras, my commissioner provided me with the contacts of some possible stakeholders to begin with. As an invested inhabitant of the neighbourhood, she was aware of some of the local projects happening within the area. These projects were in line with the aspects that project Laranjeiras was aiming to cover. Along the way of the project, the stakeholder network kept naturally expanding itself, links and connections in between the stakeholders were made.

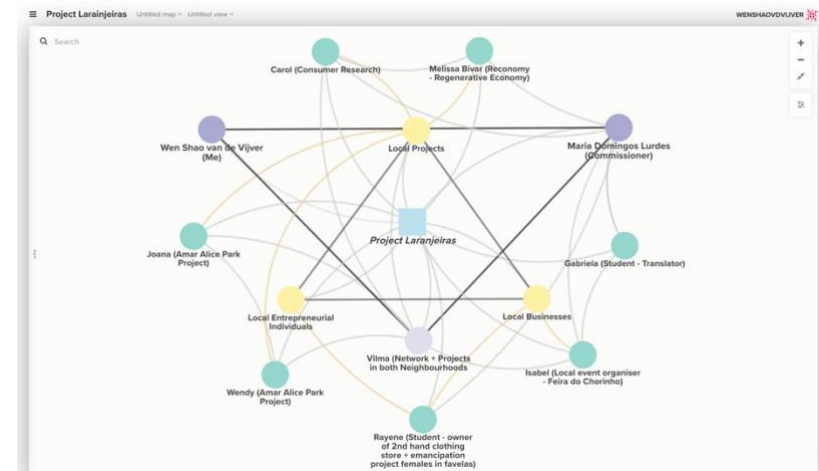


Figure 2. Zoomed-in Stakeholder Network (Kumu, 2021)

Figure 2 shows an overview of the stakeholder network that has been created as a result of the project. It shows the links and connections between the stakeholders, but also the connections to the Laranjeiras neighbourhood. The local stakeholders that have participated within the project, can be divided into three sub-categories: being involved with a local project, being a local entrepreneur or own a local businesses. All

the stakeholders from this network are actively invested with the neighbourhood. This shows, as they are all involved with area development related projects or businesses.

For this reason, individual stakeholder meetings have taken place to gain a better understanding on the positions of the stakeholders, and the roles that they could play within the project. The core items of these stakeholder meetings have been linked to the research questions and revolved around finding out about their connections to Laranjeiras, knowledge on sustainable tourism, involvement with social, economic & environmental impacts and thoughts on unique neighbourhood aspects.

Desk-Research – Sustainable Tourism

The concept of sustainable tourism is very broad, as it includes the three points of concern: people, planet and profit. Tourism itself can have many impacts on its destination, in either a positive or negative way on all three levels: social, economic and environmental. To ensure that tourism could be considered to be sustainable, or responsible it is important to regulate these impacts and keep them in balance (UNWTO, 2021). Through means of minimising the negative impacts whilst maximising the positive ones, the destination could benefit from tourism on both the short- and longterm. In the case of project Laranjeiras, this would include improving on financial stability, cultural awareness and nature preservation.

According to the United World Tourism Organisation (UNWTO), tourism could be considered to be sustainable when:

- The socio-cultural authenticity and values of host communities, is being respected, understood and tolerated.
- Viable long-term local economic stimulation is being ensured for its host community.
- Optimal use is made of the environment and its resources, by conserving and preserving its natural heritage and biodiversity.

UNWTO believes that sustainable tourism development requires the full support and participation of all the relevant stakeholders.

In addition to this, it is considered to be a continuous process which would consist out of constant monitoring. Last but not least, a form of sustainable tourism should also involve a high level of tourist satisfaction. This would suggest, that the experience should be both meaningful and valuable. (UNWTO, 2021). This is in-line with project Laranjeiras, as the aim would be to create a valuable and local oriented experience for the tourists, whilst conserving and preserving the authenticity and local community.

As stated by Green Destinations, a competition about the Top 100 Green destinations in the world, there are certain GREEN values linked to the concept of sustainable tourism: **G**enuine & authentic, **R**esponsible, **E**conomically sustainable, **E**nvironment & climate friendly and **N**ature, scenery & animal friendly (Green Destinations, 2018). Statistics show, that it is expected that the ecotourism sector will steadily increase over the upcoming years (Statista, 2021) (see appendix C.2.1, page 6). On top of this, in 2020 already 69% of worldwide travellers believed that sustainable travel is of importance (Statista, 2021) (see appendix C.2.2, page 6). For these reasons, the concept of sustainable tourism will be implemented in terms of the project. Laranjeiras would benefit greatly from the positive impacts that sustainable tourism could provide.

Desk-Research – Placemaking

The main focus of the stakeholders which have actively participated within the project, has been laid on local stakeholders. Most of these local stakeholders are also an inhabitant of the Laranjeiras neighbourhood, and therefore a part of the local community. The gathering of these local stakeholders has revolved around co-creating and collaborating, in order to initiate possible sustainable tourism initiatives. This process is also known to be placemaking, where the aim is to create meaning in a specific space, to develop a sense of place (Wortham-Galvin, 2008).

The goal of placemaking is related to designing and co-creating a place together with the locals, to improve their quality of life. Besides this according to Coghlan et. al, the placemaking approach has also been growing in the fields of leisure and tourism (SAGE, 2020). For these reasons, the placemaking approach seems to be of relevance for the Laranjeiras project.

As stated before, the placemaking approach focusses on creating a quality place where people want to live, work and visit. This approach captivates both the goals and perspectives of project Laranjeiras, as it aims to improve quality of life and business for the local community, by attracting a sustainably aware tourist.

Another aspect of the placemaking concept, is the impact or also known as risk management of a destination. This reflects on the social, economic & environmental impacts of development on a destination (Hartman, 2016).

Information has been gathered, through field research, on the area involvement of the different stakeholders, including their impacts on the social, economic & environmental aspects. Since most of the stakeholders are involved or have their own businesses within the neighbourhood, the aim has been to find out about their knowledge, contributions and impacts. This has been achieved by investigating their commitment and interest towards area development, and the introduction to the concept of sustainable tourism.

Along the way of the individual stakeholder meetings, the core goal has been to inspire and motivate the stakeholders to participate in the collaborative session.

Finally, the right stakeholders and their perspectives have been gathered and selected to participate within the project. Besides this, there is a clear structure for the project and process, by means of the approach and necessary input. The next step, focusses on the analysis of the data that has been gathered from the individual stakeholder meetings. Eventually, this leads to the set-up of the collaborative session and ends with the outcomes and results.

LOOP 3 – GIVING MEANING

Within this loop, an analysis of the stakeholder meetings can be found. It will become clear how these individual stakeholder meetings have led to the collaborative session in the end. This includes the existing projects of the stakeholders in relation to the social, economic & environmental impacts. Followed-up by the set-up, structure and preparations of the collaborative session, which has led to the co-creation between the stakeholders. Eventually, it will become clear what the outcomes of the collaborative stakeholder session were, and what possible initiatives have come forward.

Stakeholder Meeting Analyses

During the meetings it became clear that all of the stakeholders that had been approached for the project, were inspired and invested in the development of the Laranjeiras neighbourhood. This came forward out of both the passion towards the projects and businesses they were involved with, as well as the interest to participate within the collaborative creative session.

Even though, most of the stakeholders were inhabitants from Laranjeiras and part of local projects, not everyone knew each other upfront. This was both a motivational and hesitation aspect for some of the stakeholders' decision processes to participate in the collaborative session or not. Part of the stakeholders seemed immediately eager to be part of the collaborative session, whilst others questioned the relevancy of it at first. However, the tactical approach has been to convince the stakeholders based on their shared goals. All of the stakeholders share the same passion and goals in terms of the neighbourhoods development. In addition to this, it helped to mention all the ongoing projects and business of the different stakeholders, as it sparked the interest to get familiar with each others projects.

To begin with, summaries have been made of all the individual stakeholder meetings (see appendices C.3.1, pages 8 - 15). The next step was an analysis of these summaries, to find out which similarities or differences there were between the stakeholders. Based on the items which had been discussed during the meetings, the approach has been to colour code these topics. All of these topics were in-line with the research questions of the project, and related to test their knowledge on sustainable tourism and social, economic & environmental impacts.

In figure 4 below, the main aspects in terms of themes and patterns of the individual stakeholder meetings can be found. The headings of the table have been based on the items of the stakeholder meetings. The table gives an overview on the knowledge, expectations and involvement of the different stakeholders in terms of the Laranjeiras neighbourhood.

The information in the table has been subtracted from the individual stakeholder meeting summaries. These summaries have been written in a chronological order of taking place.

"The following information and quotes have been subtracted from the stakeholder summaries, which can be found in the appendices, pages 8 - 15."

In total eight individual stakeholder meetings have been held. A short description of each of these stakeholders will be given, as well as an elaboration on the findings in terms of their potential for the project.

To begin with, there is Maria Domingos Lurdes (Commissioner), who is an inhabitant of Laranjeiras and who works at the Universidade vega da Almeida in Rio de Janeiro. She is familiar with both the neighbourhood, as well as with some of the projects that are happening in the area. She is invested and passionate about the neighbourhood, and thinks that a stimulation of tourism could be beneficial for the neighbourhood. *"As of today, there are not a lot of tourists that come to visit and stay within Laranjeiras, most of them tend to pass through the area on their way to Cristo Redentor. However, I believe that Laranjeiras has a lot of potential to offer a truly unique and local experience."*

The next stakeholder is Vilma, who lives in Cosme Velho the attached neighbourhood to Laranjeiras, which is the area where the Cristo Redentor statue is located. Vilma has been involved with multiple development projects of both neighbourhoods. Currently, she is part of the MIT (Municipalities in Transition) project, which aims to increase the power of local initiatives to improve on social and environmental impacts. She strives to help develop both Laranjeiras and Cosme Velho from both a local and touristic point of view. *"I strongly believe that enhancing the tourism industry within both Laranjeiras and Cosme Velho, will go paired with an improved quality of life for the locals."*

Carol has lived for 25 years in Laranjeiras, and has done a consumer research as part of a project in Laranjeiras. She has looked into both the demand and supply side of the local businesses in the area. With an aim to find out about the understanding of the concept of sustainability regarding business owners in the territory. This included sustainable development goals and the ways how these businesses could be helped to become more responsible. She points out how the heavy flows of tourism that lead to the Cristo Redentor, especially in the high season, cause inconveniences. According to her, most of these tourists tend to pass through the area without making use of local services or facilities, whilst leaving their marks on the area such as waste or traffic jams.

Then there is Rayene, who is a fashion student from Botafogo (a neighbourhood area of Laranjeiras). She is the owner of a second hand clothing store in Laranjeiras and progressing to work on a social project that aims to emancipate women from favelas to work in the fashion industry. The favela she is aiming at, is the Pereira da Silva pereirão favela which is located in Laranjeiras. According to her Laranjeiras truly has its own culture, and a tight-knit community feeling. *"I feel like it could be interesting and valuable to share the transition of the neighbourhood and Brazil to the outside world."*

Melissa has lived most of her life in Laranjeiras, and is part of a project which focusses on the concept of regenerative economy, called Reconomy. The project aims to relocate and regenerate entrepreneurs in- and around Laranjeiras to stimulate the local economy. The goal is to have some kind of 'regenerative trail' of local businesses in an area territory. This territory would exist out of Laranjeiras and neighbourhood areas Cosme Velho and Botafogo. All three neighbourhoods have their own strengths, and would add nicely to each other in terms of available facilities and services. Melissa believes that working with local economy whilst caring and focussing on everything that happens around it, will end up having a positive impact on all three social, economic and environmental impacts.

Next, there is Isabel who has lived her whole life in Laranjeiras. Isabel helps to organise the main local events that take place in the neighbourhood, such as Chorinho da São Salvador (a weekly event on Sundays) and the Carnival. She owns a website where she informs about the neighbourhoods events that take place. She explains that there are a lot of art schools in the area. This leads to influences on the culture by means of many arts related events that are being organised. Isabel strongly believes that there are opportunities to combine some of the touristic highlights of Rio de Janeiro with more local oriented experiences for the tourists.

Wendy and her husband both work and live in the Laranjeiras neighbourhood. With a team of three people Wendy started working on a project that involves the creation of a park in the neighbourhood called AmarAlice. The park is aimed to improve on both social and environmental impacts, as it revolves around educating people from both the community as well as the favelas on the importance of their

surroundings. "I feel like there is more to the Laranjeiras neighbourhood and the rich historical background of the area. Even though, not a lot of people are aware of this, I feel like there is a lot of potential to point this out to the outside world."

At last there is Joana, who lives partly in Laranjeiras and partly in Amsterdam where her boyfriend lives. Joana is also part of the AmarAlice park project and she explains how at the location of the current park there used to be a favela back in the days. She elaborates on how in between the stages of the favela and the park that has been built, the area was known to have become rather dodgy. The location was occupied by criminal activities which lead to an unsafe feeling for some of the locals. For this reason, she strongly believes that it has been of high value to transform this place for the better. She would like for the park to become a safe space of escape into the nature for the community. Over time, she would also like to see that the park would be put to use for the attraction of tourists as well.

As it became clear during the stakeholder meetings, all of the stakeholders have in common that they are invested in the area, and the future development of it.

In the following chapters an elaboration will be given on the most important outcomes of the main topics of the individual stakeholder meetings: Involvement with the social, economic & environmental impacts, knowledge and ideas towards sustainable tourism and their thoughts on unique neighbourhood aspects. The information which follows and the table, has come forward from the summaries of the individual stakeholder meetings. (the summary transcripts can be found in the appendices, pages 8 -15).

Colour coding per topic:

The topics are linked to the (sub) research questions

- Individual/personal connection to Laranjeiras
Projects/businesses within Laranjeiras explanation
Goal/wish in terms of project or business
- General area information
- Link towards social, economic or environmental impacts
- (Sustainable) Tourism, knowledge/interest towards it
- Unique neighbourhood aspects (from a touristic point of view)
- Bugs related topic

As explained earlier, the topics which have been discussed during the meetings were colour coded in the stakeholder summaries. The purpose of this was to find patterns and common themes between the different stakeholders. In figure 3 below, the legend of the topics and colour coding can be found (the actual summaries with the colour codings can be found in the appendices, page)

Figure 3. Colour coding legend per topic which has been discussed during individual stakeholder meetings (Excel, 2021)

Figure 4 below gives an overview of the main aspects and patterns which have been subtracted from the individual stakeholder meeting summaries. The topics in the headings of the table, are linked to the items that have been discussed during the meetings. These items in its turn, are linked to the research questions of the project. These topics are: Their connections to the neighbourhood, the projects/businesses they are involved with, the social, economic and environmental impacts of their projects, their knowledge and thoughts about the concept of sustainable tourism, their views on unique neighbourhood aspects and general area information.

The most important things that stood out from these meetings, were the interests towards improving on the social economic and environmental impacts, the attraction of tourists, and their passion towards their thoughts on unique neighbourhood aspects. For example, it turned out that a lot of the stakeholders their current projects are revolving around improving on the social, economic and environmental impacts of the neighbourhood and its community. In addition to this, most of the stakeholders showed knowledge and ideas on the concept of sustainable tourism and the possible implementation of this. Lastly, all the stakeholders shared their thoughts on unique neighbourhood aspects.

	Connection to Laranjeiras	Individual Project or Business	Soc. Econ. & Env. Impacts	(Sustainable) Tourism	Unique neighbourhood aspects	General area Info
María	Inhabitant	Commissioner (1)	Interested in developing all three impacts	Believes that the attraction of tourists, could help stimulate the local economy & therefore increase financial stability	<ul style="list-style-type: none"> - Community feeling - Easily accessible - Lots of influences from cultures and art - Versatility in terms of facilities, activities and sightseings 	Most tourists, pass through the area without making use of local services or facilities
Vilma	Inhabitant Cosme Velho	Involved with development projects, of both Laranjeiras & Cosme Velho. MIT Project (Municipalities in Transition)	Mainly involved with social related impacts, however she is eager to also include other impacts more with her projects	Wants to stimulate and educate local businesses and inhabitants about the concept of sustainability in terms of the tourism industry, to help them become more appealing & accessible to the tourists	<ul style="list-style-type: none"> - Open community to people from the outside - Care about their community (including people from favelas) - Proud of their community and aspire to change Brazil's image about it being dangerous 	
Carol	Inhabitant	Consumer Research Project	Focused on all three impacts	Believes that there is a lot of potential in terms of tourism, because of its easy accessibility in terms of transport, and its versatility in terms of scenery and nearby highlights	<ul style="list-style-type: none"> - Political aspects of the neighbourhood - Multiple cultural & arts related influences and events in the weekends (local artists) 	On-route towards Cristo Redentor Statue, one of Brazil's most famous highlights. However, no real economical benefits from these tourism flows. Currently mainly causing inconveniences for locals, such as traffic jams.
Rayene	Fashion student from Botofogo Local entrepreneur	-2nd hand clothing store -emancipation project of women in favelas -development of sustainable fashion brand	Mainly focused on the social impacts, but also includes some economic & environmental impacts	Feels like it would be great to include the outside world in Brazil's development and transition process in terms of wanting to become more sustainable	<ul style="list-style-type: none"> - Has its own culture - Community feeling - Most people live & work in the neighbourhood - Family friendly - Influences from different cultures 	Development project in Pereira da Silva Pereira favela in the neighbourhood, called Projeto Morrinho. Goal to create more awareness for people in the favelas.
Melissa		Reconomy -> Regenerative Economy Project	Tries to improve the economic impacts, whilst also pointing out the other impacts	Would like to see more local and international tourists in the neighbourhood, that are interested in a genuine local experience. She wants to help businesses set up a proposal in terms of what they can offer to possible tourists	<ul style="list-style-type: none"> - Community feeling - Feels like a small place, in spite of its surface - Arts are highly valued and performed - Cultural neighbourhood with own traditions 	Triangle of three attached neighbourhoods: Laranjeiras, Cosme Velho & Botofogo. Laranjeiras -> Arts & culture Cosme Velho -> Cristo Redentor Botofogo -> Commercial
Isabel	Inhabitant	Event Organiser + Neighbourhood Website	Involved with social impacts, which could indirectly also have an influence on the economic & environmental impacts	Believes that there are opportunities to combine the touristic highlights of the bigger city of Rio, with more local oriented experiences such as Laranjeiras.	<ul style="list-style-type: none"> - Historical background - Lots of cultural heritage - Easy place to experience an exchange - Characteristic & multi-cultural community - Open community 	<ul style="list-style-type: none"> - Lots of art schools in the neighbourhood - Two arts related weekend events - Craftmanships market - Music event called Choro (type of samba) - Lots of favelas in- & around the neighbourhood
Wendy	Inhabitant	Parque AmarAlice	Aiming to improve both social & environmental impacts, hoping to also influence economic impacts over time	Feels like there is potential to make use of the historical background and culture of Laranjeiras, to brand and image the neighbourhood to people from the outside.	<ul style="list-style-type: none"> - Caring community feeling - Open community - Inclusive community - Family friendly 	
Joana	Inhabitant	Parque AmarAlice	Aiming to improve both social & environmental impacts, hoping to also influence economic impacts over time	Would like to be able to attract more tourists over time, through the development of life for its locals. She thinks this could be done by strengthening bonds between locals and tourists.	<ul style="list-style-type: none"> - Lots of arts influences, from - institutes in and around the neighbourhood - Botanical garden & lots of fruit trees - Exchange of products between inhabitants (social cohesion) - Few dodgy places, in transition 	There used to be a favela in the location of the AmarAlice Parque. Large empty space left behind after move favela with size of around 7 football fields

(1) BUAS related Commissioner has had multiple experiences with BUAS students, because of Placemaking Minor. Feels that there is a real connection between people who care and are involved around similar problems & issues.

Table with an overview of the main outcomes from the Stakeholder meetings

Figure 4. Individual Stakeholder Meetings Analysis Overview (Excel, 2021)
Involvement with the Social, Economic & Environmental Impacts

In figure 3 on the right, an overview of the different neighbourhood projects from some of the stakeholders can be found. The overview shows a description of the projects and whom is involved with it. Additionally, it also shows on which of the social, economic and environmental impacts they have an influence. It appears that all of the projects have positive impacts on at least one of the three impacts.

There is a versatile range of impacts which are being addressed, from social cohesion, to division of power, emancipation, regeneration of money and becoming more aware of the environment. However, it does become clear that there are currently mainly social impacts being addressed. Besides this, all of these impacts are related and aimed to improve things for the local community and quality of life for the locals.

In spite of this, it became clear along the way of the meetings that a lot of the stakeholders do believe that it would be of value to put these impacts to use differently. Meaning, to try and stimulate the attraction of tourists, whilst still taking the impacts on the community and surroundings into account. For this reason, it seemed important to continue focussing on these social, economic & environmental impacts along the way of the project, but then from a more touristic point of view.



Figure 5. Overview of the current neighbourhood projects where the stakeholders are involved with (Created in Canva, 2021)

Knowledge and ideas towards Sustainable Tourism

All of the stakeholders believe that the stimulation of (sustainable) tourism, will be beneficial for the local community and the neighbourhood. A lot of the aspects which have come forward out of this tourism related knowledge, can also be linked to social, economic & environmental impacts. In addition to this, some of them also add to some of the unique neighbourhood aspects.

There were multiple aspects mentioned by the stakeholders which showcased their knowledge and possible ideas towards the initiative of sustainable tourism.

To begin with, some of the aspects which stood out for example were, the possible increase of financial stability, the stimulation and education on becoming more sustainable in order to attract a responsible tourist, helping businesses to get a clear idea on what to offer to tourists, opportunities to combine touristic highlights with more local oriented experiences and strengthening the bonds between locals and tourists. All of these aspects can also be linked to helping improve on the social, economic and environmental impacts of the neighbourhood.

Following, there were also some thoughts related to showcasing the local culture, community feeling, businesses and facilities of the neighbourhood to possible tourists. For example, the potential to reach tourists because of its easy accessibility through different means of transportation, the stimulation of both local and international tourists that want a truly local experience and make use of the historical background and cultural heritage to brand the image of the neighbourhood.

These ideas can be linked to the stakeholders their thoughts on unique neighbourhood aspects. All of the stakeholders seemed eager to help raise awareness for their neighbourhood and culture to the outside world.

A few of the stakeholders had some clear thoughts on the need for the attraction of a sustainably aware tourists., for example Carol and Isabel:

According to Carol, "The goal would be to establish a dynamic relation between the local community and the tourists. On one hand, this would help stimulate the local economy and social cohesion, whilst on the other hand add to the unique customer experience."

Isabel believes that it would be a possibility to combine touristic highlights with local oriented experiences. *"Since the Laranjeiras neighbourhood is on-route towards the Cristo Redentor statue, the tourists that go and visit the statue could combine their experience by*

having a meal at a local restaurant in Laranjeiras. I would like to see tourists that come to dive deeper into the local culture and community, and take part in local events."

Overall when it comes to the initiation of sustainable tourism., the concepts of strengthening relations between the locals and tourists, raising awareness for the local culture and keeping in mind the social, economic and environmental impacts seem to be the main topics of concern for the stakeholders.

Thoughts on unique neighbourhood aspects

A final aspect which stood out from the meetings, were the thoughts on the unique neighbourhood aspects from the stakeholders. All of them expressed to be very happy to be a part of Laranjeiras and its community. They pointed out what in their eyes makes Laranjeiras stand out from other neighbourhoods.

Some of the common themes were: community feeling, open community, family friendly and social cohesion. Almost every stakeholder mentioned that the neighbourhood gives off a strong community feeling. Even the stakeholders which did not live in Laranjeiras, Vilma and Rayene, expressed the community feeling as a unique aspect:

According to Vilma, "A unique aspect, is their inclusion of people that come into the neighbourhood, in spite of the reason of visitation. Additionally, they also care about the people from the favelas (communities) within their community, this comes forward out of local development related projects. They are rather proud of their community and what it has to offer."

Rayene mentioned the following, "Laranjeiras has its own culture and is a true community, as most people work and live in the neighbourhood. People live closely to each other, and therefore also tend to know each other. The neighbourhood is very family friendly, which creates a lot of social cohesion."

Additional aspects, which also stood out were the influences from arts and culture, and the historical background and cultural heritage.

Four out of the eight stakeholders mentioned the influences of arts and culture that can be found in the neighbourhood. The reasoning behind this, is the fact that there are multiple arts, music and theatre institutes in and around Laranjeiras. On top of this, there are also weekly local music and arts events that take place every Saturday and Sunday.

Carol explained that, *"there are multiple music and arts event that take place in the weekends, as well as street fairs, markets and other cultural events. All these events line-up local artists and are committed to exhibiting the local culture."*

Melissa also expressed how she feels about the arts and culture influences on the neighbourhood: *"Laranjeiras, is a place where the arts are highly valued, by means of musicians, actors and photographers. It is a cultural neighbourhood, with lots of own traditions such as with Carnival."*

In terms of the historical area background and cultural heritage, Isabel pointed out that Laranjeiras is also known as 'the birth place' of Rio de Janeiro, in the valley of the Carioca river where life began.

Finally, according to Wendy, *"I feel like there is more to the area and its story-line than most people now, including people that are from the neighbourhood. Laranjeiras for example, means orange tree and there used to be an orange tree orchard at the location of the current neighbourhood."*

Collaborative Session

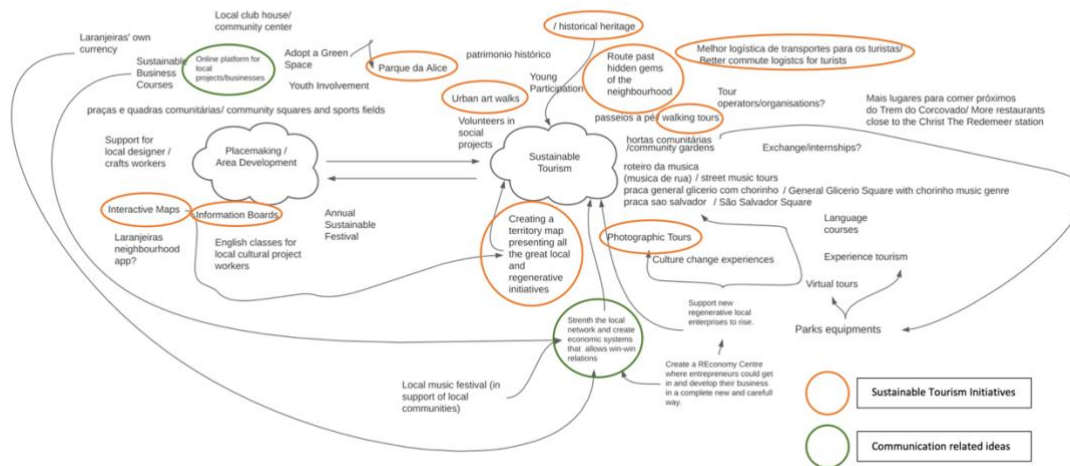
As it becomes clear from the individual stakeholder meetings, the most important findings revolved around the involvements of the stakeholders and their current projects. As a result, their relations, knowledge and thoughts to the social, economic and environmental impacts, sustainable tourism and unique neighbourhood aspects have been determined. It turned out that the stakeholders are not only already invested with these topics, but also have ideas on how to possibly implement or enhance them.

Therefore, the key topics of the collaborative session have also been revolving around finding sustainable tourism initiatives, that could have a positive impact on the social, economic & environmental aspects of the neighbourhood and the community.

During the collaborative session the creative minds, knowledge and resources of the different stakeholders came together. Initially, an introduction to each other, and their projects/businesses took place. Followed-up by an exercise to get familiar with each others thoughts and perspectives towards the concepts of placemaking/area development and sustainable tourism (the set-up for the collaborative session can be found in the appendices C.3.2, pages 16 - 21). Eventually, two mood boards have been made with all the thoughts and ideas of each of the stakeholders on it. In the end, all these thoughts and ideas were filtered, discussed and combined into actual sustainable tourism related initiatives.

Figure 6 below shows the first mood board, which consisted out of a mind map revolving around the concepts of both placemaking and sustainable tourism. The goal was to have the stakeholders brainstorm for them selves at first, and then share their knowledge and perspectives on possible ideas towards these concepts. All of the stakeholders were able to add their ideas, whilst seeing each others thoughts and ideas at the same time. Multiple aspects and ideas came forward out of this mood board such as, enhancing ways of communication, strengthening networks, route indication, cultural awareness, and branding local highlights.

To begin with the communicational and network strengthening aspect for example. According to most of the stakeholders, there is need for better communication between local businesses and entrepreneurs, as well as better communication towards tourists. Actual ideas that these thoughts lead to, were in-line with the creation of a network to display local projects and clearer route indications for the tourists.



In addition to this, the aspects of both cultural awareness and branding were mentioned by the stakeholders. A lot of the stakeholders believed that there are lots of local activities, facilities and services available in and around Laranjeiras, which could attract tourists. These aspects in its turn, were linked to the ideas of the creation of a possible territory map and route past the neighbourhoods highlights and hidden gems.

Mood board 1 - Thoughts and ideas on Placemaking and Sustainable Tourism

Figure 6. Mood board 1 Placemaking vs. Sustainable Tourism (Created with Lucidspark, 2021)

Figure 7 below shows the second mood board of the session, which consisted out of an overview with sticky notes revolving around the social, economic and environmental impacts. The sticky notes contain possible ideas and thoughts on how to improve on the social, economic & environmental impacts of the Laranjeiras neighbourhood, in relation to placemaking and sustainable tourism.

The aim for this mood board was, to have the stakeholders share and elaborate on their ideas and thoughts from both a personal and professional point of view. Almost all of the stakeholders are involved with different development related neighbourhood projects. Additionally, most of them already expressed some thoughts on the three impacts during the individual stakeholder meetings. Therefore it seemed relevant to have the stakeholders share their perspectives and ideas on the different impacts, from possible insights that they gained along the way of their neighbourhood projects.

Items which stood out from this mood board, were art, social cohesion, local culture, strengthening social relations, surrounding neighbourhood network, regenerate economy, education on environmental aspects.

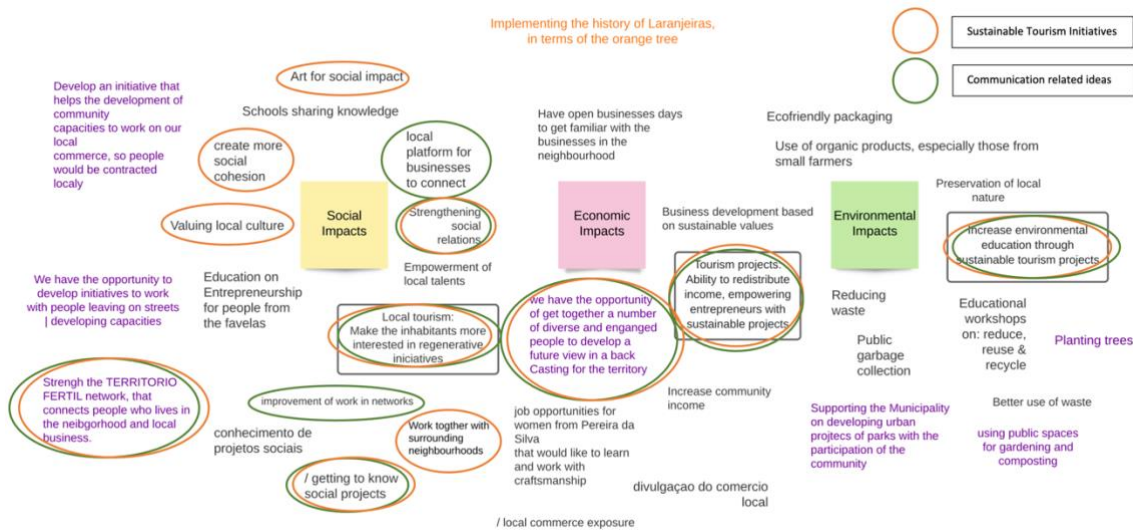
Multiple of the stakeholders felt like it would be a great idea to make use of the available arts resources and influences to help raise awareness for the culture and attract tourists. Ideas that resulted from this were related to wall paintings, neighbourhood routing and the possible visual implementation of the neighbourhoods background story.

Another aspect which stood out, were the ideas towards strengthening local networks and relations between businesses. It became clear that several of the stakeholders agreed that there was need for more collaboration and co-creation. There was the idea for example, to create some kind of territory with the neighbourhood areas of Laranjeiras, Cosme Velho and Botofogo.

There were multiples ideas to organise local tourist tours, with the purpose of educating and enlightening tourists about the area, its community and different site seeings. A topic which was also discussed in relation to the idea of tourist tours, was the means of transportation. It occurred to a few of the stakeholders that a lot of the tourists pass through by car which causes traffic jams and air pollution. This seems to be a shame according to the stakeholders, since there are multiple other ways of transportation such as by foot, bike or public transport.

Lastly, overall there was an unanimous support for initiatives that would help to stimulate the local economy. To find ways to have tourists make use of local services and facilities to increase financial stability, but at the same time offer valuable and local tourist experiences.

Eventually these separate thoughts and ideas have been combined into specific tourism related initiatives.



Mood board 2 - Ideas on how to improve on social, economic and environmental neighbourhood impacts

Figure 7. Mood board 1 Social, Economic & Environmental impacts (Created with Lucidspark, 2021)

Sustainable Tourism Initiatives

Sustainable tourism initiatives have been commenced as a result of the collaborative session. Based on the thoughts of the stakeholders, different ideas have been combined to create actual initiatives. In figure 8 on the right, an explanation of these initiatives can be found. It shows what possible impacts the initiatives could have on the neighbourhood. They are aimed to attract tourists, and are expected to have a positive social, economic and/or environmental impact on the area and community. The initiatives relate to the topics of: arts, transportation, culture, sightseeing and strengthening local networks and relations.

Neighbourhood Story Wall

One of the initiatives that was created, combined the use of the available arts influences and resources, with the historical background, and cultural heritage of the neighbourhood. This initiative is called the neighbourhood story wall. Within the neighbourhood there is a long wall which leads through the area to the entrance of the AmarAlice Park, (where both Wendy and Joana are involved with).

The idea would be to have local artists from the art institutes in the neighbourhood, make wall paintings that show the cultural heritage and background story of Laranjeiras. Not only would this be a great way to raise awareness for the local culture, but it would also be a visually pleasing way to attract and lead tourists through the area.

A bonus would be that the wall also leads to the entrance of the AmarAlice park, which could help stimulate tourists to visit the park. The wall would be a great way to help the park to become a possible source of income as well. This way it could help to increase financial stability for the local economy.

This initiative is believed to have an additional impact on both the social and economic aspects, besides the existing social and environmental impacts of the AmarAlice Park project.

Laranjeiras' Cycle of Fame

The next initiative, consists out of a bike trial that will pass by some of the neighbourhoods' highlights and hidden gems. A point of concern which was mentioned by the stakeholders, was the fact that a lot of the tourists currently pass through the area in their cars. This seems to be a shame, as it is neither a sustainable way of travelling, nor an inspiring one in terms of seeing the neighbourhood surroundings.

There already is an existing bike path that goes through the neighbourhood, however not a lot of people are aware of this.

Therefore, the idea would be to create a bike trial that passes by Laranjeiras' unique spots and sites. At these spots, the tourists could stop to take pictures for example, and possibly even scan QR-codes to receive more information on their surroundings.

This initiative is believed to have a positive impact on both the social and environmental aspects. The goal would be to raise awareness for the neighbourhoods' surroundings, whilst at the same time stimulate the tourists to make use of bikes instead of cars.

Virtual Area Map with highlights

The final initiative, consists out of a virtual area map of Laranjeiras and its neighbourhood areas Cosme Velho (Cristo Redentor) and Botofogo (commercial shopping district). These three neighbourhoods are known to be compatible and are attached to each other. Each neighbourhood has facilities and services which would be interesting for the attraction of tourists.

Therefore, it would seem relevant to create an area map with the highlights of these three neighbourhoods on it. This way tourists could become aware on what the neighbourhoods have to offer, and thus easier plan a trip past multiple highlights. Most people these days are in possession of a mobile device, thus it seemed relevant to make the map virtual. This way it would be easily accessible, and it would also be a way to save paper.

This initiative is believed to have a positive impact on all three of the impacts. It would strengthen local networks and connections, make it easier for tourists to plan out their trips and be easily accessible without having to make use paper.

Eventually, it has been of importance to collect data on the different stakeholders, and find out about their involvements with the Laranjeiras. By means of stimulating and convincing the stakeholders of the relevancy to combine their perspectives, skills and knowledge, the collaborative session was initiated. Thoughts and ideas have come together, and sustainable tourism initiatives were created. Ideas have been initiated on how to attract tourists, whilst at the same time preserve he local community and location.

CONCLUSION

Throughout the past 17 weeks, it has become clear that the Laranjeiras neighbourhood could benefit more from the tourism industry. In spite of the favourable location of the neighbourhood, on route towards the massive tourist attraction Cristo Redentor, they do not seem to benefit much from it.

Currently, the tourism flows that are generated by the attraction pass through the area without making use of local facilities or services. Additionally, they seem to cause inconveniences for the locals related to traffic jams for example. However, it is believed that through the stimulation of a responsible form of tourism, the quality of life and business of the local community could improve.

As it turned out, there were already multiple neighbourhood projects, and people determined to help develop the area. By means of individual stakeholder meetings, it has become clear which local stakeholders could collectively help co-create and brainstorm on possible sustainable tourism initiatives. Along the way their knowledge, needs, expectations and influences towards the topics of: Laranjeiras, placemaking and sustainable tourism have been examined.

The stakeholders' involvements with the current neighbourhood projects, helped to gain an understanding on their motives and thought process towards the creation of the sustainable tourism initiatives. Additionally, it showed what their experiences and ideas were in terms of the social, economic and environmental impacts. In combination with their thoughts on the unique neighbourhood aspects this has led to the specific initiatives..

Based on the findings of both the individual meetings and the collaborative session, it can be concluded that most of the stakeholders had clear thoughts and ideas on the implementation of sustainable tourism. The main ideas from the session which also led to the final initiatives were focused on the topics of, communication, arts and culture, background story and cultural heritage, transportation, routing and area mapping.

For example the idea to enhance on both the communication between local businesses, as well as towards the tourists. Meaning strengthening local networks and connections, improving routing and making the neighbourhood facilities more accessible for tourists. There is a strong community feeling within Laranjeiras, however according to multiple of the stakeholders, there is a lack of communication between businesses and neighbourhood initiatives.

Another idea which was mentioned by multiple stakeholders, was to make use of the available neighbourhoods' arts and cultural influences to help attract tourists. In addition to this, a few stakeholders addressed the cultural heritage of Laranjeiras and parts of its background story which could be put to use. Meaning wall paintings, art walks, visually pleasing routing and story telling.

A point of concern from several of the stakeholders, were the inconveniences caused by the ways of transportation of the current tourists that pass through the area. According to them, most of these tourists tend to travel by car which was causing inconveniences such as traffic jams and air pollution. This seemed to be a shame as there are multiple other possibilities.

Isabel, one of the stakeholders, for example pointed out that there is a bike path that goes through the neighbourhood. Thus, this led to the idea to create a trail or route past neighbourhood highlights and hidden gems, which would be accessible through different means of transportation such as by foot or bike.

A final idea which stood out. was revolving around possible routing and area mapping to make the neighbourhood more accessible to tourists. Meaning a possible area map to point out the highlights of Laranjeiras and its neighbourhood areas Cosme Velho and Botofogo. This way it could make it easier for tourists to plan their trips and find out about the highlights, facilities and services of the neighbourhood and its close surroundings.

During the collaborative session, the stakeholders have had the opportunity to combine their perspectives, strengths, resources and ideas towards possible sustainable tourism related initiatives. As a result, multiple initiatives have been commenced that could help to attract tourists, whilst at the same time preserve, and have a positive impact on the local community and destination.

The three initiatives that have been created are: The neighbourhood Story Wall, Laranjeiras' Cycle of Fame and The Virtual Area Map.

Based on these results, it can be concluded that the start of a local transitioning network has been initiated. This network exists out of a group of local stakeholders, that are willing to collaboratively work on stimulating the neighbourhoods fortune.

All of these stakeholders are engaged with development related goals and have their own networks. However, since they are now familiar with each other and their projects, the network has the potential to keep expanding itself over time.

By making the neighbourhood and its resources more accessible for tourists, the local community and economy are likely to benefit from this. These specific local stakeholders have been chosen to be a part of the project, as they are all involved with existing development related projects. Therefore, most of them were already familiar with the concept of sustainable tourism and even had ideas on how to possibly initiate it in Laranjeiras.

The integration of the social, economic and environmental impacts has shown the possible positive impacts that the initiatives could lead to. They are expected to have a positive impact on both the local community as well as the tourism sector, in terms of financial stability, awareness for the local culture and its unique aspects, tourist accessibility and local networks. .

Overall, it is believed that the right stakeholders have come together to create a transitioning network and that they have combined their strengths to commence feasible and viable sustainable tourism initiatives.

However, something which stood out was the need of the stakeholders on how to stimulate and continue the reciprocal communication, which had been initiated by the project.

FOLLOW-UP

Based on the findings and the results of the stakeholder meetings and collaborative session, a local stakeholder transitioning network has been initiated. However, there are a few aspects which could be taken into account to make sure that the project will keep continuing to progress itself. The ideal situation would be that these stakeholder collaborations would lead to the implementation of the sustainable tourism initiatives. It would be beneficial for both the quality of life and business, if the attraction of tourists could be enhanced in a sustainable way. In order to establish these goals, there are some suggestions which could help the stakeholders and my commissioner to continue the project and process.

RECOMMENDATIONS

As a result of the stakeholder project and process that has taken place over the past 17 weeks, it has become clear that there are a few aspects which stand out for project Laranjeiras. The main points to improve on are related to the sustainable tourism initiatives and the communication between the stakeholders.

It has been valuable to both inspire and aspire the stakeholders to think about the social, economic and environmental impacts on the community and area during the thought process. Eventually, the sustainable tourism initiatives were derived from this process.

For the initiatives to be of success, use can be made of some of the neighbourhoods' already existing resources and facilities. On top of this, some of the stakeholders are already familiar with aspects or have connections that can help with the realisation of the initiatives.

It can be recommended to combine the concepts of placemaking and sustainable tourism, through means of stakeholder collaborations. For this reason, the stakeholder transitioning network has been initiated along the way of the project.

In spite of the fact, that most of the stakeholders were already involved with neighbourhood projects, this was not known by all of the stakeholders. According to the stakeholders, a lack of communication turned out to be the reason for this. However, it would be important to stimulate the continuation of the initiated network, for the future progress of the project.

Therefore, it would be recommended to continue working together within the transitioning network and even possibly expand it. By introducing each other to their own networks, it would create possibilities to find the right stakeholders to realise the commenced initiatives. Instead of having all the separate neighbourhood projects, it would be favourable for the stakeholders and their projects to work together and combine their strengths, knowledge and resources.

END PRODUCT

Based on the recommendations an end product has been created. One part of the end product consists out of the sustainable tourism initiatives, and the other one is the start of a communicational platform (see the end product document).

CRITICAL REFLECTION

General

During the time period of my Graduation Assignment, I have experienced multiple difficult aspects which have had an influence on my process and progress.

To begin with, one of the major things which has had an impact is the COVID19 situation. Due to the pandemic and its consequences, I have not been able to go to Brazil in person unfortunately. Therefore, all of my field research has been done via online platforms such as zoom, google meet etc. This caused challenges such as technical difficulties, and for this reason the meetings were recorded. Additionally, an explanation and itinerary for the collaborative session were sent to the stakeholders in advance to properly prepare them for it.

Another thing which was noticed, was the 'language barrier'. I do not speak Portuguese, and most of my stakeholders do not have English as their main language. However, this ended up going surprisingly well, especially with the help of a Brazilian student who translated parts for my project. On top of this, out of interest and respect I have attempted to start learning Portuguese along the way of the project.

A final aspect which stood out, could be said to be a cultural difference in terms of time management and appointments. It became clear that the Brazilian culture is more laid back in terms of scheduled appointments and time management, as opposed to the Dutch culture.

Content

After the meeting with the assessor, it became clear that she had some doubts about whether I should shift the focus of my assignment more from Sustainable Tourism to Placemaking. The reason was that Sustainability consists out of the three pillars of: social, economic and environmental, whilst my project mainly focuses on the social and economic impacts. However, after having had more meetings with my commissioner and other stakeholders, it became clear that there are also environmental related projects ongoing within Laranjeiras. The neighbourhood is looking to develop itself in a more sustainable way on all three levels; social, economic, and environmental impacts and thus it seemed relevant to try and combine both topics.

In terms of the stakeholder selection process, the original idea was to focus on both the demand and supply side of the project. This would include both stakeholder groups of tourists and local stakeholders. However, along the way of the project it seemed more valuable to mainly focus on the local stakeholders that could help to initiate the sustainable tourism initiatives. Nevertheless, theory on sustainable tourism has helped to still take into account the tourist perspective.

Finally, an aspect which was expected to stand out in the beginning, were the possible different roles and positions of the stakeholders in terms of power and interest. However, it turned out that the stakeholders were very much in-line with their needs and expectations. Besides this, their thoughts, knowledge and resources complimented each other well. Therefore, the main goal of the stakeholder management process resulted in finding the common grounds and goals of the stakeholders to have them co-create. Meaning strengthening and combining their ideas, existing resources and connections.

Process

As mentioned above, there is a difference in terms of cultural aspects between Brazil and Holland. For example, in the Dutch culture punctuality is a rather important aspect. However, what I have noticed during my stakeholder meetings with the Brazilians, was that their culture is more laid back. This has showed itself through the stakeholder meetings which have been rescheduled multiple times (last minute). In addition to this, set times for the meetings have almost always differed and started later than the intended time.

For this reason, I had chosen to evenly spread the stakeholder meetings and make sure that there would enough time for all of them to be held in time. Another challenge that is in-line with the punctuality of the scheduled meetings, was faced during the collaborative session. Not only, did my commissioner end up double planning on the date of the collaborative session that she suggested. One of my stakeholders, ended

up not showing at all due to the fact that she was stuck in a delayed airplane, where I had no knowledge of in the first place. In spite of the fact, that I had checked the date and time multiple times with my stakeholders, this did end up going differently than I expected.

For the next time, I would probably also send my stakeholders reminders in private besides communicating with them collaboratively. This way, I could check-up easier on my individual stakeholders and find out earlier about sudden changes.

Lastly, something which has been wonderful was the fact that the Brazilians that I have spoken to have all been incredibly open and honest with me. Everyone has a great passion for their neighbourhood and really wanted to contribute to developing Laranjeiras even more. This has resulted in, in-depth meetings and a lot of great input and interests for my project. In spite of the fact that the project had to take place online and challenges have been faed along the way, I am happy to say that both my commissioner and myself are very content with the results.

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