

Contributions to Management Science

Marco Valeri *Editor*

Knowledge Management and Knowledge Sharing

Business Strategies and an Emerging
Theoretical Field

 Springer

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Place Knowledge Management in Promoting Gastronomic Tourism and Regional Development: A Case Study Applied to the Lampreia Festival in Portugal



José Miguel Fernandes, Bruno Barbosa Sousa, and Ricardo Correia

Abstract In recent years, the management of the territory as a brand through the use of marketing tools hitherto used by companies has been gaining prominence. The importance of tourism as a driving force and driver of national, regional, and/or local economies is notorious. In view of the relevance of tourism, namely gastronomic tourism (in the dissemination and promotion of so many regions), the present chapter is strongly focused on this tourism segment. We consider adjusted, to perceive how the affectivity of the residents toward the local gastronomy, will be or are not determining factors in the valorization of the territories. In this study, it will be sought to understand the role of the local population (in particular, the population living in the municipality of Penafiel, i.e., Lamprey Festival) in the dynamization of this type of tourist. It is also sought to assess the degree of affectivity of the residents to the local gastronomy, in particular, with one of the delicacies present in the territory, the lamprey (i.e., perspective of tourism and hospitality). Research of a qualitative nature was carried out, namely through semistructured interviews and a focus group. The results show that the role of the residents is preponderant with regard to the success of gastronomic tourism in the territory in a logic of regional development. Specifically, the results seem to show a strong affectivity on the part of the residents, being that it can be used in the field of marketing of places and territorial communication. From an interdisciplinary perspective, the present study

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presents inputs for marketing (of places), for tourism, and for local development (e.g., tourism or gastronomic events). In the end, some limitations of the study are presented and the next lines of research are outlined.

Keywords Gastronomic tourism · Local development · Festival · Destination branding

1 Introduction

Gastronomic tourism has assumed a preponderant role in many tourist destinations. Portugal is an excellent example, considering the diversity and gastronomic quality that it shows from the north to the south of the country. In this study, it is intended, therefore, to better understand the impact of tourism (gastronomy) in specific contexts (e.g., Lamprey Festival) and the role of residents in the development, growth, and promotion of these cultural events (e.g., Penafiel). As mentioned by Milheiro et al. (2018), with regard to impacts, the economic ones are more often positive, while the environmental ones are more associated with negative than positive consequences for the population, such as the degradation of the landscape, the garbage, pollution, among others. Given this evidence, it is very important to better understand the phenomenon of tourism as one of the main levers of economies. Hence the elaboration and development of this work, not only understanding tourism, but above all, one of the niches of tourism, such as gastronomic tourism in this case. According to Viveiros et al. (2018), in the case of gastronomy, people are willing to pay more for the added value offered by a gastronomic experience. In turn, it is thus a gateway to local culture, creativity, and landscapes. It is difficult, if not impossible, to approach tourism without considering its enogastronomic aspect (sometimes as the hallmark of a tourist destination). The role of gastronomic events will be, throughout this study, object of analysis and understanding. In this investigation, we will focus on the event “Festival da Lampreia” (i.e., context of study), understanding its reasons, foundation, evolution, objectives, and role of the residents (in terms of effectivity and symbolic and functional identity). It is intended, in parallel, to understand how the resident contributes to the promotional and economic leverage of the region. Events are very important for destinations because they attract more visitors, boost the local economy and can act as an engine for tourism development in that destination (Heliodoro, 2018; Valeri, 2022a). The aim is to understand the level of connection that Penafidelenses have with this gastronomic product, the lamprey, making it imperative to understand how they identify with the event, and how the degree of affection shown with this gastronomic product, if decisive evidence for the enhancement of the territory in the promotion of local gastronomic tourism.

2 Theoretical Background: Attachment Theory

The Feeling of Place is reflected in the relationship between people and places, in their multidimensional perception and in the emotional and symbolic values transmitted by places (Stefanovic, 1998). Therefore, in this symbiosis of feeling and place, man can transform places, but above all, he influences and lets himself be influenced by the geographic context in which he is inserted. For Proshansky (1978), the identity of place is a complex and multidimensional construction that comprises the dimensions of the self that define the individual's personal identity in relation to the physical environment, through a complex pattern of conscious and unconscious ideas, beliefs, preferences, feelings, values, goals, behavioral tendencies, and skills. Place attachment is the emotional connection that a given individual develops with a given place, being the result of experiences, relationships, and memories. It seems to us that, given this, there is not only an emotional link with geographical places, in the sense of belonging, as places may very well be able to shape our personality, tastes, and above all they can transform our perception of the world (Valeri, 2022b).

The place where we grew up is always equipped with something that history carries to the present day, which we usually call "our culture" and "our traditions." An interesting feature of the relationship between people and places is precisely the construction of meanings and senses that enable a transformation of spaces into places. It will be considered a place, only when we recognize it as ours, when the physical space starts to have an affective importance for us. While locations are encouraged to diversify their industries and target markets, each location has its own specific characteristics. These specificities can still be an important factor in your strategy as they can be used as your key factor in its recognition. It is in this particularity, the uniqueness of tourist destinations, that operators face the greatest challenges, proposing them to be able to offer a different tourist offer from the rest. In view of the development of the tourism sector, many stakeholders see the tourist place as a result of the constructive dynamics of the tourist destination (d'Orey, 2015).

3 Lamprey Festival in Penafiel (Portugal)

Penafiel is a Portuguese city in the Porto district, North region, and Tâmega sub-region, with about 15,711 inhabitants (2011 Census). Also, according to the Census (2011), it is the seat of a municipality with an area of 212.24 km² and 72,265 inhabitants subdivided into 28 parishes. The municipality is limited to the north by the municipality of Lousada, northeast by Amarante, east by Marco de Canaveses, south by Castelo de Paiva, and west by Gondomar and Paredes. In the following figure, we can identify the geographic location of the Municipality of Penafiel, on the map of mainland Portugal. It is especially in spring that Penafiel stands out for its intangible religious heritage, with singular and unique celebrations in the country

such as the Corpus Christi festivities, animating the urban center with the children's procession of Carneirinho, Cavalhada and the recovered craft balls, and, on Maundy Thursday, the celebration of Endoenças, lighting the night with thousands of candles at the mouth of the Tâmega (e.g., Festas do Corpo de Deus; Procession of Endoenças (Entre-os-Rios); Feast of Our Lady of Health (Bustelo); Pilgrimage of São Simão (Urró)). It is impossible to remain indifferent to the rich gastronomy of Penafiel, influenced by the religious and agricultural calendar that marks the seasons throughout the year. In addition to the great quality of its Vinho Verde wines, exported from here all over the world under the prestigious Quinta da Aveleda brand (e.g., Vinho Verde; Lampreia with rice or Bordaleza; Roasted lamb and lamb with oven rice; Bazulaque; Tortas de São Martinho; Love Cookies; Dry Soup; Oak Bark Melon).

Lampreys are aquatic beings, vertebrates without a jaw belonging to the Petromyzontiformes family (Renaud, 2011). The European river lamprey, *Lampetra fluviatilis* and the European Ribeiro lamprey, *Lampetra planeri*, Bloch (1784) apud Ferreira et al. (2013), are considered highly threatened in Portugal. This species is very commercially exploited, mainly in countries such as Spain, France and, particularly, in the central and northern regions of Portugal, where it is considered a great gastronomic specialty, due to its commercial value, reaching a unit price of up to 45–50 € (Almeida et al., 2000). The sea lamprey, to spawn, begins its migration through Portuguese rivers in mid-December, with the peak of migration occurring between February and April. Spawning takes place between May and June, depending on weather conditions (Almeida et al., 2000). In the following figure, and according to Ventura (2014), we present the lamprey life cycle.

The Lamprey Festival (FL) is a gastronomic event, organized by the CMP, aiming to promote one of the most renowned delicacies in the region. The lamprey has a very important historical significance in the municipality of Penafiel, for many years the exodus of people has been known to move me to the municipality of Penafiel, namely between January and April, to eat the lamprey. Taking advantage of this evidence, the CMP has promoted since 2008 the FL. This festival, which takes place in the southern part of the municipality of Penafiel, more precisely in Entre-os-Rios, between the River Douro and the River Tâmega, in the riverside area of the municipality. Alongside the FL, there is the Lamprey Route, which consists of a group of restaurants that adhere to this program, also with the support of the CMP, aiming to promote the cuisine of Penafiel, obviously associated with lamprey. The Lamprey Route occurs for a longer period of time, usually more than a month, and always coincides with the FL date.

When we visit the website of the municipality of Penafiel (2018), we come across the following text in the Visit Penafiel tab, where about gastronomy they say that no one is indifferent to Penafiel cuisine, which can be enjoyed at all times of the year, in any of the restaurants throughout the county. Lampreia (and Shad) continue to be highlighted, delicacies celebrated through the Lamprey Route, promoted by the Municipality every year in its time, especially made in the form of rice (in Entre-os-Rios) and Bordalesa.

They also mention that the lamb roasted in the oven and the Portuguese stew are worth noting and, in the sweets, the love cakes, the pies from S. Martinho, the Sopa

Seca and the Pão-de-Ló from Rio de Mills. Naturally, green wine is also king on the table in Penafiel, even if this council were not the most responsible for its production and export.

4 Preliminary Results

During this investigation, the importance of tourism in the local economic dynamics is evident. The creation and realization of events are valuable tools available to agents and stakeholders to vitalize, dynamize, promote, leverage, and enhance resources (natural or otherwise) in the surrounding territory. Politicians have the audacity and dexterity to be able to create and foster synergies in the territory they administer. Knowing how to do this, colliding the interests of the population with the interests of the territory, may not be easy, but knowing how to interpret the feelings of the population means having humility and sensitivity. The way they do it will be decisive for the success of event management.

The approach to tourism has had several implications for our society, including raising several questions that the author of this study was not indifferent to. The interest in this area has been refined from the moment that the researcher assumes functions in an autarchy in the municipality of Penafiel. The city of Penafiel has always shown a unique vivacity, and local politicians have been working on these opportunities to develop tourist attractions in the county. The number of events that have been created in Penafiel is clearly evident, and they involve various aspects, from taking advantage of the territory's exogenous resources, to creating unique events that can help to leverage economic synergies and increase the number of visitors to the region, county. Specifically, the lamprey festival was addressed, as a distinctive element of gastronomic nature and the territory's brand image.

Several questions were raised around its potential and competitive advantage in the territory. One of the main conclusions to be retained from this investigation is related to the intention of local mayors, in relation to what they intend with the realization of this event and their *sui generis* delicacy that sponsors and sets the tone for this festival, the lamprey. Upon identifying the opportunity, the Municipality takes advantage of a very specific delicacy and tries to work on its potential, opening it to a wider audience. In this way, there is the concern of politicians with responsibility in Penafiel, namely municipal responsibilities, in trying to promote this delicacy, with centuries-old traditions in the territory, namely in the south of the Penafiel county in the Entre-os-Rios area.

In the eyes of local mayors, the lamprey festival is of tremendous importance, it promotes the territory supported by the delicacy, but above all it gives residents the opportunity to enjoy a tasting menu for just 10 euros. This action, and with some investment from the Penafiel City Council, takes place with a desire to leverage the territory, in an area of the municipality with immense tourist potential. In the Entre-os-Rios area, many tour operators work today, given its great landscape potential, but not only that. Giving visibility to the territories, boosting local tourism and

promoting one of the oldest gastronomic products in the region, are the motto of the agents in Penafiel with the realization of the lamprey festival. They hope that the scope of these actions will encourage local economic synergies, boosting the economy in the municipality of Penafiel. Regarding the identity and affection for the lamprey and the lamprey festival, and from the analysis of the focus group, the biggest surprises for the author of this study emerge, the people of Penafidelenses do not nurture empathy with the festival or with the lamprey, even though they recognize the lamprey as being a local gastronomic product. They go even further, as considering an elite event, and for a very restricted group of people. This paradox, between the position of the Municipality of Penafiel and its officials, with the intention of bringing the delicacy closer to the population, ends up not having an effect on the people of Penafiel. Perhaps we will be talking about a lack of communication and promotional marketing of the event. Gorada that is the intention of the mayors, to believe in their positions and in the statements of the participants in the focus group. Even with the weight, the absence of identity and affection for the lamprey festival for the focus group, they ended up recognizing the lamprey's connection to the restricted Penafiel riverside area, in Entre-os-Rios. The only uniformity between the purpose of the Penafiel City Council and the participants in the focus group is the recognition of the economic return of the lamprey festival, as well as of all the promotional actions carried out by the municipality of Penafiel. They, the focus group, are even able throughout the debate to exemplify situations of return and economic impact of the lamprey festival in the region.

5 Final Considerations

So, more succinctly, and by answering the 3 questions raised for the purpose of this study, our three main conclusions emerge:

- (i) The realization of the lamprey festival is very important for the region, both in the eyes of local authorities and in the eyes of the population, as well as any event that dynamizes the territory. The mayors list the promotion and visibility of Penafiel, the population highlights the dynamism of the council.
- (ii) The economic impacts are truly recognized, both in the intention of local politicians, municipal agents, and by the population. Knowing that the economic impacts are reflected at the level of the local economy, and here we are closer to the riverside area of Entre-os-Rios, where the lamprey festival takes place. They are able to enumerate economic development factors, such as the increase in sales of the small fishing operator and lamprey trader, such as the increase in the volume of sales in restaurants, and the level of employment, at least during the weekend. Festival, several people are recruited to work on the lamprey festival.
- (iii) When we mention the theme of affectivity, there is a strong lack of identity for the population, when the theme is the lamprey festival. Despite recognizing that

there may be identity and affection for people living in the Penafiel riverside area. Here, in our understanding, there are some conditions that may well contribute to the subtraction of this affectivity by the generality of the municipality's population. The fact that the lamprey is a very specific gastronomic product, with a very distinctive appearance and palate, the fact that the price is uninviting and the poor or ineffective communication produced by the local agents, promoters of the lamprey festival, make it on the part of the Penafidenses, there is a clear distance and lack of identity with the event. So, more succinctly, and by answering the 3 questions raised for the purpose of this study, our three main conclusions emerge:

- (a) The realization of the lamprey festival is very important for the region, both in the eyes of local authorities and in the eyes of the population, as well as any event that dynamizes the territory. The mayors list the promotion and visibility of Penafiel, the population highlights the dynamism of the council.
- (b) The economic impacts are truly recognized, both in the intention of local politicians, municipal agents, and by the population. Knowing that the economic impacts are reflected at the level of the local economy, and here we are closer to the riverside area of Entre-os-Rios, where the lamprey festival takes place. They are able to enumerate economic development factors, such as the increase in sales of the small fishing operator and lamprey trader, such as the increase in the volume of sales in restaurants, and the level of employment, at least during the weekend. Festival, several people are recruited to work on the lamprey festival.
- (c) When we mention the theme of affectivity, there is a strong lack of identity for the population, when the theme is the lamprey festival. Despite recognizing that there may be identity and affection for people living in the Penafiel riverside area. Here, in our understanding, there are some conditions that may well contribute to the subtraction of this affectivity by the generality of the municipality's population. The fact that the lamprey is a very specific gastronomic product, with a very distinctive appearance and palate, the fact that the price is uninviting and the poor or ineffective communication produced by the local agents, promoters of the lamprey festival, makes it on the part of the Penafidenses, there is a clear distance and lack of identity with the event.

In short, the study seems to highlight the importance of gastronomic tourism (e.g., lamprey festival) as a differentiating element of a territory (i.e., impact on the level of communication of destination brands), but also denotes the role of affectivity (i.e., attachment) on the part community (i.e., residents) and the feeling of belonging to the event and the delicacy. In this sense, and in a marketing logic applied to places, this study is assumed as a good tool to help all those who directly or indirectly work on marketing applied to tourism. The sense of belonging and hospitality on the part of residents are strongly important in the successful growth and enhancement of

tourist spaces. In this sense, this study adds contributions to marketing, tourism, and local development.

With regard to limitations, it is of course important to mention that the present investigation focused solely on a municipality (i.e., Penafiel) and a gastronomic event (i.e., Lamprey Festival), which is why we cannot generalize the results obtained. On the other hand, the present investigation was strongly conducted with a qualitative nature (i.e., interviews and focus group), which naturally increases the subjectivity of the obtained results. Thus, and in order to present lines of investigation for the future, it will be pertinent in future works to resort to the administration of surveys by questionnaire (i.e., quantitative study) to be applied to tourists and visitors to the lamprey festival. In this sense, some results obtained in this investigation can be confronted and reinforced. It is also important to point out that, for future work, it would be pertinent to seek a greater generalization of results, namely by replicating the study in different municipalities in the country and with different gastronomic events (e.g., francesinha festival, chocolate fair, among others). Merely suggestive, it is hoped that in the future the mayors of Penafiel will be able to supply the great shortage detected with this study, the lack of affection and involvement of the population of Penafiel with the realization of the lamprey festival. Here, we consider and weigh the factors of lamprey being a difficult dish, even a delicacy for very specific palates, and being an expensive food, despite CMP's efforts to provide a more accessible tasting menu. There are evident communication and dissemination failures in the dissemination of FL, even if we restrict it to a very specific area of the municipality of Penafiel, such as the riverside area of Entre-os-Rios. The Penafidel population does not feel an integral part, and even considers itself marginalized. We believe that this event, as it took place in one of the areas of Penafiel with the greatest tourist potential and beauty, had much more to gain from the involvement of everyone. Creating the feeling of belonging with the lamprey festival, together with Penafidelenses, will be the challenge we leave to local mayors. It would be interesting in the future, and from an internal perspective of the lamprey festival itself, to ascertain the real impacts of this festival on the operators. Understand with them, what evolution they have denoted since it took place, as well as expectations and suggestions for growth.

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