TOURISM PROJECT MANAGEMENT IN THE PUBLIC SECTOR: THEMATIC APPROACHES AND PRACTICAL EFFECTS THROUGH THE LENS OF LITERATURE

Darlyne Fontes Virginio [1]
Rosaneide Maria Garcia da Silva [2]
Guilherme Bridi [3]
Islaine Cristiane Oliveira Gonçalves da Silva Cavalcante [4]

ABSTRACT

More in-depth studies on tourism project management in the public sector are needed, given the growing demand for process optimization and improved management of time, quality, risks, costs, and innovation. In this context, the present study aims to identify the most frequently addressed themes in tourism project management within the public sector. To achieve this objective, a systematized literature review was conducted, incorporating elements of a systematic review to map key themes and identify existing knowledge gaps in the field. The methodological approach adopted is

[1] PhD in Tourism at the Federal University of Rio Grande do Norte (UFRN). Master's degree in Tourism from the same university (2011). Bachelor's degree in Tourism (2007) and a second degree in Business Administration from Estácio College (2014). She has worked at the State Secretariat of Tourism (SETUR/RN) and in the Tourism Department of the Brazilian Micro and Small Business Support Service (SEBRAE/RN). She has experience in Management, Planning, Events, and Tourist Routing. Email: darlynefontesv@gmail.com

[2] PhD in Administration at the Federal University of Rio Grande do Norte (UFRN), expected to graduate in 2025. Holds a Master's degree in Institutional Process Management (UFRN, 2017), a specialization in Project Management (UFRN, 2021), and in Public Management Technology and Fiscal Responsibility (ESAB, 2014). Bachelor's degree in Business Administration from Potiguar University (UnP, 2010). Experienced in both public and private administration, with an emphasis on customer relationship management, process management, project management, and strategic planning. Email: rosanegarcia@hotmail.com

[3] PhD in Regional Development from the University of Santa Cruz do Sul (UNISC). Holds both a Master's and Bachelor's degree in Tourism from the University of Caxias do Sul (UCS, 2002). His expertise is in Tourism, with emphasis on administration, regional development, leisure, and travel agencies. He served as a professor of the Tourism program at the Methodist University Center - IPA (2011–2019) and was on the editorial board of FOLIO DIGITAL journal (2016–2019). Developed the "International Missions" project, leading travel committees with professors and students to 11 countries (including Uruguay, Argentina, Mexico, the USA, Colombia, Portugal, Spain, Canada, Germany, Poland, and Austria) between 2011 and 2018. Currently, he is a professor in the Department of Tourism (DETUR) and Vice Coordinator of the Graduate Program in Tourism (PPGTUR) at UFRN. He is also a permanent faculty member of the program and a researcher with GEPPOT – the Research Group on Tourism Planning and Organization (UFRN). Email: guime70@gmail.com

[4] PhD in Tourism from the Federal University of Rio Grande do Norte (UFRN). Master's degree in Tourism from the same university (2016). Bachelor's degree in Business Administration (2022) and in Tourism (2013), both from UFRN. Associate degree in Hospitality from UniFatecie University Center (2024). She has experience in the areas of Tourism, Hospitality, Management, Marketing, Service Quality, Consumer Behavior, and Emerging Technologies. Member of the following research groups: Research Group on Brands and Marketing (GPMAR/CNPq/UFRN), focused on Creativity and Innovation in Marketing within Communication; Ftech Research Solutions Group (FTECH/CNPq), in the field of Artificial Intelligence in academic research. Email: Islainecristiane@gmail.com

qualitative and descriptive, based on the analysis of academic publications indexed in databases such as Web of Science and Scopus. From an initial set of 600 studies, only 11 articles were selected for in-depth analysis, reinforcing that tourism project management in the public sector remains underexplored in both national and international contexts. The findings reveal a predominance of qualitative research approaches, especially case studies supported by interviews and document analysis, highlighting the complexity and context-dependent nature of tourism projects. The main results indicate that priority themes converge on tourism segmentation, sustainability, public-private partnerships, stakeholders, local community involvement, and project success. These themes emphasize the importance of considering local specificities, promoting stakeholder engagement, and fostering sustainable practices throughout the project lifecycle. Furthermore, the study highlights structural and managerial challenges in public sector projects, including political influence, bureaucratic constraints, the need for transparency, and pressure for efficiency. In Brazil, limitations such as insufficient planning time, lack of standardized procedures, and the need for improved training of public managers are evident, while at the international level, issues such as risk management, stakeholder conflicts, and human resource constraints are also significant. Finally, the study reinforces the importance of adopting project management practices tailored to the specificities of tourism and advancing research through quantitative and comparative approaches to enhance the effectiveness and sustainability of tourism initiatives in the public sector.

Keywords: Project Management; Tourism; Public Sector; Literature Review.