

iscte

INSTITUTO
UNIVERSITÁRIO
DE LISBOA

Exploring the direct and indirect effects of Marketing capabilities on innovation: an analysis of Tourism Lifestyle Entrepreneurs in Portugal

Manuel Maria Casquilho de Freitas Lomelino Machado

Master's Thesis in Hotel and Tourism Management

Oriented by:

Professor Álvaro de Borba Cruz Lopes Dias,

Prof. Auxiliar com Agregação

October 2023



BUSINESS
SCHOOL

Department of Management, Marketing, Operations and General
Management

**Exploring the direct and indirect effects of Marketing
capabilities on innovation: an analysis of Tourism
Lifestyle Entrepreneurs in Portugal**

Manuel Maria Casquilho de Freitas Lomelino Machado

Master's Thesis in Hotel and Tourism Management

Oriented by:

Professor Álvaro de Borba Cruz Lopes Dias,

Prof. Auxiliar com Agregação

October 2023

Acknowledgement

Sometimes, an academic journey is more than just a path to a degree. It is a journey of personal growth, learning and self-discovery. As I complete this thesis, I feel deeply grateful for all the people and institutions that have made this significant chapter in my life possible.

First, I would like to express my sincere gratitude to my advisor, Professor Alvaro Dias. His guidance, support and patience were fundamental to the success of this project. Thank you for sharing your knowledge and experience, for challenging my thinking and for encouraging me to reach my full potential.

To ISCTE, my second home during these years of study, I express my appreciation for providing a stimulating academic environment and resources that have enriched my journey. The professors, staff and classmates contributed to an enriching learning experience. I thank the institution for opening doors to research and for the opportunity to grow as an academic here.

Finally, I would like to give special thanks to my family and friends. My academic journey would not have been possible without their constant love, support and understanding.

This is not just my work, but the work of everyone who has contributed to my journey. I thank from the bottom of my heart everyone who has been by my side, inspired me and supported me. I hope this is just the beginning of a journey of even greater discoveries and achievements.

Resumo

O estilo de vida tem sido reconhecido como um fator significativo para o empreendedorismo do turismo e para o crescimento do sector. Esta investigação fornece uma visão sobre os empreendedores de estilos de vida portugueses no sector do turismo. As pesquisas sobre turismo têm focado na conceptualização do empreendedorismo informada pela análise económica. Esta pesquisa foca-se em estudar os empreendedores de estilo de vida na indústria do turismo em Portugal, priorizando perceber quais são os efeitos diretos e indiretos das capacidades de marketing sobre a inovação dos empreendedores. Para esta investigação, irá realizar-se um questionário que será entregue aos empreendedores portugueses. Este questionário procura recolher dados sobre estes indivíduos, de modo a avaliar as suas capacidades de autoeficácia, proatividade, emoções e inovação. Para além disso, este estudo utiliza a modelação de equações estruturais para analisar a influência que as capacidades de marketing têm sobre o comportamento inovador dos empreendedores, através dos efeitos mediadores (autoeficácia empresarial, sentimentos intensos positivos e proatividade). Os resultados revelaram que as capacidades de marketing tiveram uma influência positiva significativa na inovação empresarial, por meio do efeito indireto da autoeficácia empresarial, dos sentimentos intensos positivos e da proatividade.

Palavras-chave: Empreendedorismo, Sector do Turismo, Inovação, Autoeficácia, Proatividade, Capacidades de Mercado, Sentimentos Positivos Intensos, Empreendedores de Estilo de Vida

Abstract

Lifestyle has been recognized as a significant factor for tourism entrepreneurship and growth in the sector. This research provides insight into Portuguese lifestyle entrepreneurs in the tourism sector. Research on tourism has focused on conceptualizing entrepreneurship informed by economic analysis. This research focuses on studying lifestyle entrepreneurs in the tourism industry in Portugal, prioritizing to understand what the direct and indirect effects of market capabilities on entrepreneurs' innovation are. For this research, a questionnaire will be administered to Portuguese entrepreneurs. This questionnaire seeks to collect data on these individuals, in order to assess their self-efficacy, proactivity, emotions and innovation capabilities. In addition, this study uses structural equation modeling to analyze the influence that marketing capabilities have on the innovative behavior of entrepreneurs, through the mediating effects (entrepreneurial self-efficacy, intense positive feelings, and proactivity). The results revealed that marketing capabilities had a significant positive influence on entrepreneurial innovation, over the indirect effect of entrepreneurial self-efficacy, intense positive feelings, and proactivity.

Key Words: Entrepreneurship, Tourism sector, Innovation, Self-efficacy, Proactiveness, Market Capabilities, Intense Positive Feelings, Lifestyle Entrepreneurs

Table of Contents

Acknowledgement	iii
Resumo	v
Abstract	vii
List of Figures	x
List of Tables	x
CHAPTER 1. Introduction	1
CHAPTER 2. Literature Review	3
2.1. Definition of Lifestyle Entrepreneurship	3
2.2. Conceptual Model and Hypothesis	5
2.2.1. Marketing Capabilities vs Entrepreneurial Self-Efficacy:.....	5
2.2.2. Marketing Capabilities vs Intense Positive Feelings:	6
2.2.3. Marketing Capabilities vs Proactiveness:	7
2.2.4. Proactiveness vs Innovation:	8
2.2.5. Intense positive feelings vs Innovation:.....	9
2.2.6. Entrepreneurial Self-Efficacy vs Innovation:.....	10
CHAPTER 3. Methodology	13
3.1. Research Context.....	13
3.2. Research Design	14
3.3. Data Collection and Treatment.....	14
CHAPTER 4. Results and Discussion	15
4.1. Results.....	15
4.2. Discussion.....	18
CHAPTER 5. Conclusions	21
5.1. Theoretical Contributions.....	21
5.2. Managerial implications	22
5.3. Limitations and future.....	23
References	25

List of Figures

Figure 1. Conceptual model demonstrating hypothesized relationships.	5
---	---

List of Tables

Table 1. Composite reliability, average variance extracted, correlations, and discriminant validity checks.	16
Table 2. Structural model assessment.	17
Table 3. Bootstrap results for indirect effects.....	18

CHAPTER 1. Introduction

Entrepreneurial lifestyle tourism is a joint concept of two classic and overarching concepts, namely "lifestyle" and "entrepreneurship". That refers to the phenomenon whereby entrepreneurs launch tourism businesses to support their desired lifestyles and hobbies, not having solely as a goal economic growth (Morrison, 2006). This phenomenon has become a very important factor for all kinds of industries. However, the research in this topic aims only at the tourism industry.

Lifestyle entrepreneurs are characterized as those who are less oriented to profit from the business, looking for a sufficient and comfortable way of living. Those ones are even more able to understand and satisfy customers' needs. Depending on lifestyle goals, whether economic, familiar, or social, each entrepreneur has a specific way of motivation (I. Ateljevic & Doorne, 2000; Carlsen et al., 2008; Jaafar et al., 2011). According to Beaver and Jennings (2000), the main motivations for that type of entrepreneurs are usually coming from a thinking like "I want to be my own boss", "to have an exciting job" and "to be independent". Lifestyle entrepreneurs usually start an enterprise around their lifestyle objectives. That organization will have the target of achieving a lifestyle balance and the entrepreneurs will make decisions where they would rather fulfill a certain way of life instead of economic goals exclusively.

Although there is growing interest in this topic, the research framework for lifestyle entrepreneurship in general is unclear. Lifestyle entrepreneurship is still an evolving and limited field of study, as well as being dependent on cultural and technological trends. Previous investigations may have neglected some crucial variables that play an important role in the lives and success of these entrepreneurs, such as proactivity, entrepreneurial self-efficacy, and intense positive feelings. Traditional research on this topic focuses on more tangible variables, such as business strategies, finance, and marketing. However, psychological, and emotional factors also play a key role for these entrepreneurs. Proactivity, entrepreneurial self-efficacy,

and intense positive feelings are psychological and emotional elements that condition the attitudes and behaviors of lifestyle entrepreneurs. Many authors do not share the same opinion in relation to the specific definition of lifestyle entrepreneurs (J. Ateljevic & Li, 2009; Cunha et al., 2020; Getz & Peterson, 2005; Morrison, 2006; Peters et al., 2009). Although there are some studies that relate marketing capabilities to innovation, there is a dearth of research on the effects of marketing on entrepreneurial creativity. In addition, lifestyle entrepreneurship is still a neglected subject despite gaining more importance.

The purpose of this study is to obtain a better understanding of the Portuguese lifestyle entrepreneurs, so that future explorers of the topic may have a greater base of information to improve the tourism sector. The research will seek to comprehend what are the direct and indirect effects of market capabilities on the innovation of entrepreneurship in Portugal's tourism industry.

In order to achieve these research objectives, the study first provides a detailed literature review, where knowledge is useful for developing the conceptual model and the research hypotheses presented. Next, the methodology of the study and the process regarding the data collection are presented. Subsequently, the research presents its findings on the effects of marketing capabilities on innovation towards tourism in Portugal. And finally, the paper discusses the theoretical implications and offers suggestions for future material.

CHAPTER 2. Literature Review

2.1. Definition of Lifestyle Entrepreneurship

Lifestyle entrepreneurs are those who seek a balance in their lifestyle and their work. They seek satisfaction in achieving their business goals as well as seeking to spend quality time with their family and friends. Many studies confirm that quality of life desires of lifestyle entrepreneurs is identified. Those authors state that these entrepreneurs are driven by their lifestyle motivations and are characterized as understanding the tourists' wishes and needs profit-wise (Bosworth & Farrell, 2011; Komppula, 2014; Paniagua, 2002). According to Cederholm and Hultman (2010), close contact, communication with customers and extensive knowledge about the market are characteristics to describe lifestyle entrepreneurs. When entrepreneurs have a strong lifestyle motivation, there is a tendency for them to show a better approach to the business, where their skills, attitudes and generosity will attract and please even more those tourists, allowing them to develop management practices throughout innovation.

Historically, it was A. M. Williams et al. (1989) who initially studied the phenomenon of lifestyle aspirations in small tourism businesses. The researchers argued that lifestyle entrepreneurs are strongly motivated by non-economic goals, limiting their economic and tourism development (Shaw & Williams, 1987; A. M. Williams et al., 1989). These authors identify small businesses as significant lifestyle elements, that is, these businesses are created to satisfy the need of providing a certain lifestyle to families and their income necessities. However, in those researches, we can confirm an acknowledgement in relation to the lifestyle success for entrepreneurs. It is noted that they face problems of survival and economic viability. Those localities are increasingly dependent on tourism which could influence the "brand" of a region specifically.

However, as mentioned earlier, there is no general definition of lifestyle entrepreneurs, as authors do not always share the same opinion (J. Ateljevic & Li, 2009). On the one hand, some authors claim that many lifestyle entrepreneurs have little or no prior experience in management and/or in the tourism industry, leading to low performance (Getz & Peterson, 2005; Morrison, 2006; Peters et al., 2009). According to Mc Kercher and Robbins (1998), by

lifestyle choice, some tourism entrepreneurs practice minimal planning processes for their businesses. Incidentally, some studies conclude that non-economic reasons arise difficulties in the tourism industry (Lashley & Rowson, 2010). Plus, other researchers highlight the fact that although these entrepreneurs are not driven by economic motivations, there is a great contribution to well-being and work-life balance (Walmsley & Thomas, 2009).

On the other hand, there are some authors who argue that entrepreneurs with a strong lifestyle motivation show approaches and behaviors associated with entrepreneurship, because they are able to identify in a better way how to satisfy tourists' needs and desires. Those ones consequently contribute to a smoother functioning and greater operational results within the organization (Bosworth & Farrell, 2011; Komppula, 2014; Paniagua, 2002). Thus, many authors show that lifestyle attitudes, skills, and motivations enable entrepreneurs to develop management practices as well as realizing business and personal goals. Nevertheless, tourism lifestyle entrepreneurs are often defined as entrepreneurs who create a business to support their desired lifestyles with little intuition for economic growth (Getz & Peterson, 2005; Morrison, 2006; Peters et al., 2009).

As many authors also see, context has an influence on entrepreneurial behavior (Rocha et al., 2018; Xavier-Oliveira et al., 2015). Entrepreneurs, driven by their needs, are "pushed" into new business formation due to unemployment. Some are even threatened over losing their jobs. Then, behaviors such as fear of failing and demotivation are going to be much more noticeable in entrepreneurs this way (Van Stel et al., 2007). Furthermore, need-based entrepreneurs accumulate some reserves from resources in smaller amounts (being them financial, technical, or also in the knowledge field). That leads to the creation of undercapitalized firms. According to Pfeiffer and Reize (2000), undercapitalized firms experience higher closure rates and lower performance levels.

In contrast, entrepreneurs with a greater focus on entrepreneurship seek to exploit profitable market opportunities. Thereby, opportunity-based entrepreneurs establish new firms (Hechavarria & Reynolds, 2009). They are more demanding of risk and more likely to adopt complex processes, planning strategies in advance to ensure the success of the firm (Block et al., 2015) .

2.2. Conceptual Model and Hypothesis

This study aims to analyze the direct and indirect effects of Marketing Capabilities on Innovation, through the mediating effect of Entrepreneurial Self-Efficacy, Intense Positive Feelings and Proactiveness. Hence, the conceptual model of this research is presented in Figure 1.

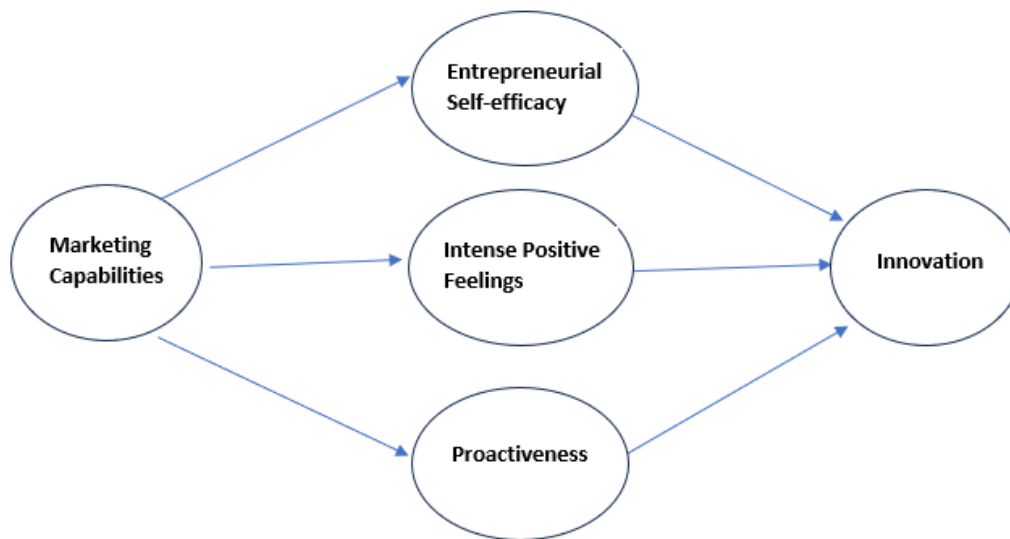


Figure 1. Conceptual model demonstrating hypothesized relationships.

2.2.1. Marketing Capabilities vs Entrepreneurial Self-Efficacy:

Self-efficacy is defined as the human effects of performing a certain activity in a specific context (Kavanagh & Bower, 1985). In other words, self-efficacy represents past experiences, but more importantly, it allows the entrepreneur to draw conclusions and learn from these experiences.

According to Jiang and Gu (2017), entrepreneurs with higher levels of self-efficacy tend to be more confident in their knowledge and skills. As a result they have more creative behaviors and come up with new ideas. These confident entrepreneurs are likely to have opportunities to choose an entrepreneurial career because of those appropriate technical skills (Chen & Greene, 1998).

Moreover, entrepreneurial self-efficacy plays a crucial role in creating proactivity, besides having a better market orientation. According to Kakoudakis et al. (2017), self-efficacy is a strong indicator of confidence on combating future uncertainties regarding tourism market changes. Additionally, it allows managers to take away a better understanding of the changes in the hospitality market, being aware of the upcoming opportunities that the market will offer. Altinay et al. (2016) state that business self-efficacy can grow by observing and interacting with customers, suppliers, and competitors in order to have a greater base of information about the external environment and to co-create value.

Mu et al. (2018) showed that marketing capabilities improve entrepreneurs' performance only when they exhibit high transformational leadership competencies and proactivity. They conclude that market capabilities influence entrepreneurial performance by improving effectiveness. As such, it's possible to hypothesize:

H1: Market Capabilities has a positive effect on entrepreneurs' self-efficacy behavior.

2.2.2. Marketing Capabilities vs Intense Positive Feelings:

Some authors stated that passion is at the heart of entrepreneurship (Cardon et al., 2013). They claim it by explaining the importance that passion has in producing creativity and knowledge of information for new market opportunities.

When people are happy, they tend to perform better, while the ones feeling sad tend to fail in their activities. In fact, being an entrepreneur involves facing significant entrepreneurial challenges and learning from moments of despair (Haynie & Shepherd, 2011; Miller & Le Breton-Miller, 2017), being prepared to act over such occasions. Otherwise, negative emotions generate insecurity and increase the likelihood of risk and failure. Learning is a learned behavior, so negative feelings can affect learning ability.

Unlike sorrow, happiness provides an atmosphere of trust and creativity among workers, favoring the creation of intellectual capital and the competitiveness of firms (Chaharbaghi & Cripps, 2006; Isaac et al., 2009; S. M. Williams, 2001). Entrepreneurs with intense positive feelings are much more apt to explore innovation, sophisticated models, and service development activities. Individuals with a passion for innovation enjoy seeking new solutions for their overall needs, coming up with fresh ideas.

Likewise, in general, we can consider that intense feelings, whether positive or negative, influence entrepreneurial initiative and identification of market opportunities (Scott & Venkataraman, 2000).

In this way, this study hypothesizes:

H2: Market Capabilities has a positive effect on entrepreneurs' intense positive feelings.

2.2.3. Marketing Capabilities vs Proactiveness:

Proactivity in entrepreneurship is reflected by the involvement of introducing new products or services in anticipation of their competitors, knowing how to deal with changes in the environment and with a forward-looking (Mu et al., 2018).

Proactive firms are more sensitive to market needs and therefore tend to explore foreign markets that suit their capabilities, gaining competitive advantage by international recognition (Pérez-Luño et al., 2011). Often, these companies plan ahead for the company's financial and management resources and strive to make the introduction and development of new products or services before their competitors (Rauch et al., 2009; Scott & Venkataraman, 2000).

According to various authors, there are costs related to the time and resources spent to become proactive, because if a company founder intends to enter a new market, a specific knowledge is required over suppliers, customers, and partnerships (Leischnig & Geigenmüller, 2018; Mu et al., 2018; Pérez-Luño et al., 2011). Opposed to that, firms with a moderate level of proactivity may not have the necessary knowledge of foreign markets.

The role of proactiveness in rural tourism industry, for instance, refers to being the first move, analyze proactively a new strategy to be ahead of their rivals by offering new services and new experiences to its customers, and detect and follow the trends (Kallmuenzer & Peters, 2018).

Previous studies on proactivity and entrepreneurship show that firms which are proactive operate better in the market (Leischnig & Geigenmüller, 2018; Sarkar et al., 2001). The main goal of proactive firms is to secure the advantage of being the first to have access to a specific market in the short term and planning their market environment in the long term. Through the experience and learning gained over the time, proactive firms have the capacity to

be responsive to market signals and get more adapted to changes and trends of the market (Wright et al., 1995).

Hence, it was formulated the hypothesis:

H3: Market Capabilities has a positive effect on entrepreneurs' proactiveness.

2.2.4. Proactiveness vs Innovation:

Innovation plays a crucial role in long-term success for firms. That makes it possible to gain competitive advantage (Carsrud, 2009; Das & Joshi, 2007; Lee & Hsieh, 2010). Authors defines innovation as an integration of resources that originate in products or services (Carsrud, 2009; Lee & Hsieh, 2010). Usually, by integrating existing resources, firms aim to create completely new and developed products or services.

Proactive firms tend to acquire new knowledge and apply it to come up with a solution to a particular problem (Cohen & Levinthal, 1989; Dai et al., 2014), as well as to identify new market opportunities. According to Danneels and Kleinschmidt (2001), companies that want to benefit from opportunities should use this knowledge to develop their products or services and change some processes in order to satisfy new or demanding customers.

In contrast, many authors claim that too much proactivity, when exploring new market opportunities, can create a confusing environment and information overload, which in return will influence the practice of product or service development processes (Atuahene-Gima et al., 2005)

Hence, a proactive firm tends to go for new knowledge creation and process improvement, which in turn leads to a higher level of innovation. The research on small and medium-sized enterprises by Vora et al. (2012) conclude that innovation is in fact driven by proactivity. Thus:

H4: Proactiveness has a positive effect on entrepreneurs' innovation.

2.2.5. Intense positive feelings vs Innovation:

As mentioned earlier, emotions play a significant role in job performance. Notwithstanding, there are many factors in the work environment that can affect the worker's emotions.

One of those factors is intrinsic motivation. De Jesus et al. (2013) define intrinsic motivation as valuing personal investment and involvement. They refer to the desire to make efforts due to an interest in and enjoyment of the work itself. Many studies conclude that there is a significant effect between intrinsic motivations and entrepreneurs' creativity and innovation (Amabile & Pratt, 2016; Cerasoli et al., 2014; de Jesus et al., 2013; D. Liu et al., 2016).

Another factor is the atmosphere among the work team. Working in a team involves seeking and sharing new information, trying new methods, and discussing certain practices with co-workers (Edmondson, 1999). Thus, Drach-Zahavy and Somech (2001) suggest that if there is a unity among the work team, individuals can have a happier state of mind that makes them more involved in the company's practices, obtaining a greater capacity to identify and solve problems and challenges, developing then new ideas towards innovative processes.

And, finally, the rewards. Rewards can be transactional or relational. Transactional rewards refer to tangible rewards (such as compensation and benefits) and relational rewards are the intangible rewards (e.g. learning and development). (Condly & Clark, 1998) states that there is a significant positive effect between monetary rewards and overall performance. A lot of authors show that monetary rewards lead to an increase in the level of innovation (Eisenberger & Shanock, 2003). With reference to relational rewards, these require interpersonal skills and depend on the management behavior of the company (Armstrong, 2008; Stajkovic & Luthans, 2001). Relational rewards include recognition, funding for a team project, appearing in company newsletters, or performance feedback (Amabile & Pratt, 2016). In terms of work motivation, feedback makes the worker recognized and valued. In addition, it contributes substantially to the company's innovation outcomes (Amabile et al., 2004; Byron & Khazanchi, 2012; Madjar et al., 2002; Zhang et al., 2017). Therefore, this research proposes the following hypothesis:

H5: Intense Positive Feelings has a positive effect on entrepreneurs' innovation.

2.2.6. Entrepreneurial Self-Efficacy vs Innovation:

The authors have defined self-efficacy, in the context of entrepreneurship, as the intensity of each entrepreneur's self-efficacy competencies about their entrepreneurial skills, with the ability to influence their environment (Boyd & Vozikis, 1994; Chen & Greene, 1998). X. Liu et al. (2019) further add that this concept, driven by a kind of belief in achieving a certain goal, has been useful in explaining the development of entrepreneurial intention and the subsequent reaction of entrepreneurs with high self-efficacy in decision making. Yet, innovation is a complex process of creating and practicing new ideas (Brown & Duguid, 2009; Kazadi et al., 2016), so individuals seeking innovation have to look for support and resources for their ideas in order to build new models and finally produce new products or services.

According to Wei et al. (2020), self-efficacy can affect innovation behaviors in different ways. First of all, the market is constantly providing opportunities, innovation is associated with the satisfaction of entrepreneurs with high levels of self-efficacy (Chen & Greene, 1998). Thereupon, entrepreneurs with high levels of self-efficacy set higher goals over the company's outcomes and will be more able to offer new ideas or solutions (Caines et al., 2019; McGee & Peterson, 2019; Tolli & Schmidt, 2008), unlike individuals with low self-efficacy who doubt to adopt innovative measures and processes. These individuals tend to avoid or even give up when facing a bad moment (Neumeyer et al., 2019). Wei et al. (2020) conclude that entrepreneurs with high self-efficacy are more confident in achieving more challenging goals and prone to improve innovation processes driven by boosting self-efficacy.

Some research suggests that there are firms adopting creativity self-efficacy (Puente-Díaz, 2016). Creativity self-efficacy is described as the process of how personal beliefs have an influence on formulating innovative ideas and efforts to achieve challenging outcomes (Carmeli & Schaubroeck, 2007; Mathisen & Bronnick, 2009). Thus, Puente-Díaz (2016) states that creativity self-efficacy plays inspirational roles in an organization's innovation process. Jiang and Gu (2017) conclude that people with high levels of creativity self-efficacy tend to have innovative behaviors and are more able to come up with new ideas due to their knowledge and confidence. Hsu et al. (2011) state that self-efficacy influences entrepreneurial practices associated with the creation of new ideas, including critical thinking.

In conclusion, there are authors confirming a significant positive effect between entrepreneurs' self-efficacy and innovative behavior (Chen & Greene, 1998; Dempsey &

Jennings, 2014). By the same kind of thinking, these authors also mention that self-efficacy plays an important role in identifying opportunities and learning from mistakes. Ultimately, innovative behavior is related to entrepreneurial creativity. Other concepts, such as beliefs, motivations, knowledge, and ability are involved (Barakat et al., 2014). In consequence, it's possible to hypothesize:

H6: Entrepreneurial Self-efficacy has a positive effect on entrepreneurs' innovation.

CHAPTER 3. Methodology

3.1. Research Context

Portugal is an excellent tourist destination. Its conditions attract tourists from all over the world as well as the Portuguese themselves. These conditions (such as the favorable climate, the landscapes, the gastronomy, the culture, and the hospitable people) contribute to a successful tourism industry. The tourism sector in Portugal is characterized by being made up of small family businesses which are run with an operational focus with limited capital. Many other authors, thus, conclude that only a few companies actually have planning, growth and marketing strategies (J. Ateljevic, 2007; Getz & Peterson, 2005; Morrison, 2006; Park et al., 2014; Pato & Kastenholz, 2017). In addition, they have little economic contribution in relation to job creation and sales growth (J. Ateljevic, 2007).

According to the Portuguese Tourism Confederation (CTP), in recent years the tourism sector has expanded to such an extent that it has assumed great importance in terms of growth in the global economy (CTP, 2021). Jackson (2006) and Oppermann (1993) are of the opinion that the tourism sector is a crucial tool for economic development and is used, especially in rural areas, to prevent desertification. In some regions tourism is the main source of economic development, as is the case of Madeira, the Azores, and the Algarve (Soukiazis & Proença, 2008).

Since the 2009 economic crisis, the tourism industry has contributed substantially to wealth generation and job creation. According to INE, Portugal in 2021 registered 16 million guests and 42.6 million overnight stays, which represents a growth of 36.9% and 40.7% respectively compared to the year 2020 (INE, 2022). However, in recent years, especially from 2019 to 2021, tourism has been affected by the effects of constraints from the Covid-19 pandemic. Although 2021 recorded better results than the year 2020.

In 2021 the number of non-resident tourists is expected to have reached 9.6 million, which corresponds to a growth of 48.4% over the previous year. The domestic market counted 22.5 million overnight stays, corresponding to 52.8% of the total which represents an increase of 33.2% (-13.9% compared to 2019). Regarding the foreign market, they recorded an increase of 50.1% (-61.1% compared to 2019) and obtained 20.1 million overnight stays, corresponding to 47.2% of the total. In 2021, Portuguese residents performed 17.5 million tourist trips, which means: an annual variation of +21.6% (-41.1% compared to 2020) and trips in national territory

increased by 48.8%. And finally, the average expenditure per tourist in 2021, in domestic travel, residents recorded an expenditure of approximately 170.1€, up 11.8€ compared to 2020, while travel abroad recorded an average expenditure of 628.7€, reflecting an increase of 91.9€ compared to the previous year (INE, 2022).

3.2. Research Design

In this research, by using quantitative data, primary data will be collected. Then, the survey will be conducted and then delivered to entrepreneurs in the tourism sector in Portugal. This survey will assess and reflect the capabilities of the entrepreneur and understand what effects the market has on the innovative behaviors of these individuals. This questionnaire implies that entrepreneurs express their motivations, whether intrinsic or extrinsic, and assess their abilities.

3.3. Data Collection and Treatment

For this research, an online survey will be developed and distributed to Portuguese entrepreneurs. The population will consist of entrepreneurs in Portugal and the sample will be those entrepreneurs active in the tourism sector. Statistical techniques will also be applied to describe and analyze the data.

CHAPTER 4. Results and Discussion

4.1. Results

This research used structural equation modeling (SEM) to test and ensure reliability of the conceptual model used. More specifically, through SmartPLS 3 software partial least squares analysis (PLS), which is a variance-based structural equation modeling technique. Because of its effectiveness in determining the relationship among latent variables, offering additional information, and helping to find relevant conclusions, this tool becomes crucial to calculate the validity and reliability of the conceptual model (Ringle & Sarstedt, 2016).

The analysis and results of the research consist of three phases. The first is to test the reliability and validity of the model, the second is to evaluate the quality of the structural model. And, finally, the hypotheses are tested.

To assess convergent validity, three crucial quality indicators must be presented, such as: first, the standardized factor loadings of the variables must be higher than the value 0.6, being statistically significant ($p < 0.01$), which represents a reliability factor of each variable (Hair et al., 2017); second, all individual variables' Cronbach's alpha (α) and composite reliability (CR) must show a value greater than the cutoff value of 0.7; and third, the average variance extracted (AVE) for all constructs must be greater than 0.50, which means that the constructs to be valid must explain more than half of the variance (Bagozzi & Yi, 1988; Hair et al., 2017).

Now, the convergent validity of the model was confirmed by respecting these three quality indicators: the standardized factor loadings of all variables exceed the value of 0.6, being statistically significant ($p < 0.01$) (the lowest value being 0.744); all Cronbach's alpha values and the composite reliability (CR) of all constructs in this study are greater than 0.7, and the average variance extracted (AVE) obtained by all constructs exceeded the minimum threshold of 0.50, as we can see in Figure 2.

Regarding discriminant validity, this research intended to assess it through two edges. First by the Fornell and Larcker criterion, and then by the heterotrait-monotrait ratio (HTMT) criterion (Hair et al., 2017; Henseler et al., 2015).

Fornell and Larcker's criterion compares the correlations of the chosen variables with the square roots of the AVE. For this criterion to be satisfied, the square root of the AVE of every construct must be greater than the highest correlation between two constructs (Fornell, C., & Larcker, 2016). The bolded numbers in figure 2 prove that this criterion is adequate.

In relation to the heterotrait-monotrait ratio (HTMT) criterion, it requires the construct values to be lower than the threshold of 0.85, as this study presents in Figure 2, in order to provide results that evidence the discriminant validity of the model (Hair carole l. Hollingswoth, Chong, Jeo, 2017; Henseler et al., 2015).

	α	CR	AVE	EIPF	ESE	Innov	Proact	RBVMK
EIPF	0,912	0,938	0,791	0,889	0,377	0,462	0,504	0,550
ESE	0,917	0,938	0,751	0,506	0,867	0,292	0,412	0,520
Innov	0,922	0,950	0,865	0,482	0,466	0,930	0,610	0,457
Proact	0,903	0,933	0,777	0,417	0,384	0,425	0,881	0,409
RBVMK	0,820	0,881	0,649	0,356	0,538	0,255	0,327	0,806

Table 1. Composite reliability, average variance extracted, correlations, and discriminant validity checks.

After confirming the validity of the model, it is necessary to check collinearity before assessing the quality of the structural model (Hair carole l. Hollingswoth, Chong, Jeo, 2017). Collinearity corresponds to the use of redundant indicators in the measurement, which consequently may impact their corresponding significance, i.e. it may affect the quality of the structural model (Hair carole l. Hollingswoth, Chong, Jeo, 2017). The variance inflation factor (VIF) aims to assess the collinearity present in the structural model, in which the VIF values should not exceed the critical value of 5. And the VIF values in this study range from 1.54 and 4.13, which means that it is adequate.

In this research, there are four variables that are endogenous, that is, all variables dependent on others, namely: Entrepreneur Intense Positive Feelings; Entrepreneur Self-efficacy; Innovation; and Proactiveness. Each variable obtained adequate results (12.7%, 28.9%, 33.9% and 10.7% respectively) to confirm the solidity of the structural model, since the values are superior to the minimum limit of 10% of variance explained (Falk & Miller, 1992).

In addition, the Q2 values for all variables must be greater than zero to prove the predictive relevance of the model, and the Q2 values of the endogenous variables obtained

were: Entrepreneur Intense Positive Feelings – 0.097; Entrepreneur Self-efficacy – 0.212; Innovation – 0.286; Proactiveness – 0.081. Thus, these results are favorable and adequate to demonstrating the predictive relevance of the model.

Table 3 shows that marketing capabilities have a significant positive influence on entrepreneur self-efficacy ($\beta=0.538, p < 0.001$). Marketing capabilities have a significant effect with the entrepreneur's positive intense feelings ($\beta=0.356, p < 0.001$), and with proactivity ($\beta=0.327, p < 0.001$). Thus, the results in this table support H1, H2, and H3.

To test the remaining hypotheses, H4, H5 and H6, this study analyzed their direct and indirect effects. Regarding the direct effects of the hypotheses, it was found that the entrepreneur's intense positive feelings have a significant positive effect on innovation ($\beta=0.270, p < 0.001$), the entrepreneur's self-efficacy has a significant positive relationship on innovation ($\beta=0.277, p < 0.001$), and finally, proactivity has a significant positive effect under innovation ($\beta=0.227, p < 0.001$). Regarding the indirect effects, this research intended to use bootstrapping to test the significance of indirect effects through the mediator (Hair carole 1. Hollingswoth, Chong, Jeo, 2017; Preacher & Hayes, 2008). Table 4 shows exactly these indirect effects. The indirect effects of marketing capabilities, entrepreneur's intense positive feelings on innovation and marketing capabilities, proactivity on innovation have a significant positive effect ($\beta=0.096, p < 0.001$) and ($\beta=0.074, p < 0.001$), respectively. Therefore, H4 and H5 are supported by the results of the direct and indirect effects. And finally, the indirect effect of marketing capabilities, entrepreneur self-efficacy on innovation obtained a significant positive effect ($\beta=0.149, p < 0.001$). Thus, H6 is supported by both: the results of the direct and indirect effects.

	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EIPF -> Innov	0,270	0,085	3,191	0,001
ESE -> Innov	0,277	0,080	3,469	0,001
Proact -> Innov	0,227	0,057	3,983	0,000
RBVMK -> EIPF	0,356	0,066	5,427	0,000
RBVMK -> ESE	0,538	0,049	11,074	0,000
RBVMK -> Innov	-0,065	0,063	1,023	0,307
RBVMK -> Proact	0,327	0,061	5,403	0,000

Table 2. Structural model assessment.

	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
RBVMK -> EPIPF -> Innov	0,096	0,034	2,865	0,004
RBVMK -> ESE -> Innov	0,149	0,046	3,270	0,001
RBVMK -> Proact -> Innov	0,074	0,024	3,067	0,002

Table 3. Bootstrap results for indirect effects.

4.2. Discussion

The conceptual model of this study focuses on gaining a greater understanding of the direct and indirect effects that Marketing Capabilities have on the innovation of entrepreneurs who are embedded in the tourism field. The results obtained from the data collected provide a unique understanding on the complex topic of lifestyle entrepreneurs, and in order to facilitate the interpretation of these, each hypothesis and result will be analyzed taking into account the existing literature.

All hypotheses presented in this study were subsequently accepted. The first hypothesis, marketing capabilities had a positive effect with entrepreneurs' self-efficacy. As we saw earlier, according to existing research such as Kakoudakis et al. (2017), self-efficacy is an important factor in combating uncertainty and constant change in the tourism market. For entrepreneurs in the tourism sector, some studies claim that high levels of self-efficacy allow them to gain more insight into the external environment of the business by being able to recognize consumer needs, interact with suppliers, and identify competitors (Altinay et al., 2016). In addition, the results support the research of Mu et al. (2018) who showed that marketing capabilities influence business performance by improving the effectiveness of entrepreneurs.

Second, marketing skills influence the emotions of entrepreneurs. Some authors argue that the mood of each individual influences their entrepreneurial activities, that is, their happiness or unhappiness influences their creativity, the work environment, the ability to identify opportunities in the market, and consequently their performance. The results obtained

are in line with research by Chaharbaghi and Cripps (2006); Haynie and Shepherd (2011); Isaac et al. (2009); Miller and Le Breton-Miller (2017); S. M. Williams (2001) that shows that entrepreneurs with high levels of happiness tend to explore innovation, find new solutions and new ideas, unlike entrepreneurs with low levels of happiness who tend to generate insecurity and increase the risk of failure. That said, marketing capabilities affect the feelings and mood of entrepreneurs.

Third, marketing capabilities were positively related to the proactivity of entrepreneurs in the tourism sector. As we have seen earlier in the study of Mu et al. (2018), proactiveness is a sign of anticipating your competitors and knowing about market changes in order to be better prepared to deal with and face those changes. The results of this hypothesis support previous studies (Pérez-Luño et al., 2011; Rauch et al., 2009; Scott & Venkataraman, 2000) which state that proactive firms are better able to cope with market changes.

Fourthly, proactivity has a significant positive relationship with innovation. Some authors believe that proactive companies tend to be more innovative by acquiring new knowledge and techniques and applying them to discover new market opportunities and gain a competitive advantage over their competitors (Cohen & Levinthal, 1989; Dai et al., 2014; Danneels & Kleinschmidt, 2001). However, there are authors who argue that companies with very high levels of proactivity, when exploiting these market opportunities, can lead to information overload and create a bad environment (Atuahene-Gima et al., 2005). Thus, proactivity influences the innovative behavior of entrepreneurs.

Fifth, intense positive feelings had positive effects on entrepreneurs' innovativeness. In line with previous research, emotions have a significant bearing on any individual's performance (Cardon et al., 2013; Chaharbaghi & Cripps, 2006; Haynie & Shepherd, 2011; Isaac et al., 2009; Miller & Le Breton-Miller, 2017; S. M. Williams, 2001). Recent studies conclude that intrinsic motivations, work environment among staff and rewards are the most common factors that can influence employee emotions (Amabile & Pratt, 2016; Condly & Clark, 1998; de Jesus et al., 2013; Drach-Zahavy & Somech, 2001; Edmondson, 1999; Eisenberger & Shanock, 2003; Stajkovic & Luthans, 2001). This finding proves that employee mood and happiness influence entrepreneur performance, which consequently increases entrepreneur innovation levels.

And finally, there was a significant positive relationship between entrepreneur self-efficacy and innovation. As we have seen previously, entrepreneurs with higher levels of self-

efficacy tend to self-propose goals of higher difficulty, identify opportunities, learn from mistakes, and offer new ideas and solutions (Caines et al., 2019; McGee & Peterson, 2019; Tolli & Schmidt, 2008). In contrast, entrepreneurs with low levels of self-efficacy are not able to use certain processes or techniques, are not as confident so their goals are not as challenging and are not as able to offer new ideas (Neumeyer et al., 2019; Wei et al., 2020). The result of this hypothesis supports previous research (Caines et al., 2019; Carmeli & Schaubroeck, 2007; Chen & Greene, 1998; Dempsey & Jennings, 2014; Hsu et al., 2011; Jiang & Gu, 2017; Mathisen & Bronnick, 2009; McGee & Peterson, 2019; Neumeyer et al., 2019; Puente-Díaz, 2016; Tolli & Schmidt, 2008; Wei et al., 2020). Previous research advances that self-efficacy plays a determining role in the innovative behavior of entrepreneurs.

CHAPTER 5. Conclusions

5.1. Theoretical Contributions

The purpose of this research was to study lifestyle entrepreneurs in the tourism sector and to understand the direct and indirect effects of marketing capabilities on the innovation of these entrepreneurs. The analysis into these entrepreneurs has revealed valuable contributions to a deeper understanding of them and their implications for the tourism landscape.

The results of this research identified a significant positive relationship between marketing capabilities and entrepreneurs' innovation, as it was mediated by entrepreneurial self-efficacy, intense positive feelings, and proactivity. SEM analysis was very useful for this study as it propitiated to examine the relationships between the variables. And as we saw earlier, the significant parameter estimates, and the results obtained support the validation of the structural model.

This inquiry makes several important theoretical contributions. Firstly, it integrates some dimensions that need to be explored within the Tourism Lifestyle Entrepreneurs theme, such as: entrepreneurial self-efficacy, intense positive feelings, proactivity, and innovation. This means that this study, by investigating the mediating effects of marketing capabilities through little-explored dimensions, provides new information which consequently offers a better understanding of the topic.

In this way, this study reinforces the literature on lifestyle entrepreneurs by determining the importance of marketing capabilities for business innovation. In fact, one of the most useful theoretical contributions of this study is that it shows the relevance of marketing capabilities for entrepreneurial innovation through the other dimensions. Entrepreneurial self-efficacy, intense positive feelings and proactivity play a crucial role with a strong association with entrepreneurial innovation. Thus, this study proves that marketing capabilities, through these mentioned dimensions, have an indirect effect on the innovations of lifestyle entrepreneurs in the tourism industry. Through innovative marketing strategies, new ways of finding solutions to meet market needs and creating unique experiences generate well-being for tourists.

In addition, this study also concludes that these entrepreneurs have an impact on competitive advantage. Well-developed marketing capabilities can create competitive advantage for lifestyle entrepreneurs in tourism, as they differentiate their products or services

to attract a loyal customer base. This leads to these companies being innovative and using certain important strategies to attract certain customers. In this way, this research has important findings for theories of strategy and competitive advantage.

In short, research into how marketing capabilities influence the innovation of lifestyle entrepreneurs in the tourism sector delves into effective marketing capabilities that can achieve a valuable strategy to boost the success and sustainability of these entrepreneurs, while contributing to the development of unique and innovative tourism experiences.

5.2. Managerial implications

The study's findings offer important implications for managers. Firstly, companies should consider investing in training and development programs with the aim of improving their employees' marketing skills. This investment in training and development can involve workshops, courses, and mentoring programs.

Secondly, it is important that employees are frequently encouraged to adapt to changing market conditions and to seek out and test new marketing and product or service ideas. Therefore, a corporate culture should be developed that values flexibility and adaptability. In this way, employees tend to use data analysis tools and invest in market research to gain deeper insights into consumer preferences and market dynamics.

Thirdly, companies should establish performance metrics that measure the impact of marketing and innovation capabilities, i.e. monitor key performance indicators related to innovation rates, market share and customer satisfaction to assess marketing strategy capabilities.

The management implications derived from this study provide actionable guidance for companies and decision-makers, offering a roadmap for improving marketing practices and promoting a culture of innovation in this dynamic and competitive industry. By adopting these implications, organizations can position themselves for sustained growth and success in the ever-evolving tourism landscape.

5.3. Limitations and future

Since the sample of this research only included entrepreneurs from the tourism sector in Portugal, future research may yield new findings from other geographical regions. In fact, factors such as economic, political, and social influence local entrepreneurs and, as such, research changes depending on the region.

This research also suggests doing research in which the results are compared with other cultural contexts. It could be a long-term analytical investigation to explore how these marketing relationships, psychological variables and innovation evolve over time, offering a deeper and more complete view. Such an investigation could conclude whether the relationships observed are universal or specific to a given culture.

Finally, this study recommends exploring new metrics. More specific and advanced metrics could be useful to measure the influence of marketing capabilities on innovation and obtain new findings. Metrics could be, for example, the launch rate of new products or the adoption rate of innovators on the market.

References

- Altinay, L., Sigala, M., & Waligo, V. (2016). Social value creation through tourism enterprise. *Tourism Management*, 54, 404–417. <https://doi.org/10.1016/j.tourman.2015.12.011>
- Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior*, 36, 157–183. <https://doi.org/10.1016/j.riob.2016.10.001>
- Amabile, T. M., Schatzel, E. A., Moneta, G. B., & Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *Leadership Quarterly*, 15(1), 5–32. <https://doi.org/10.1016/j.leaqua.2003.12.003>
- Armstrong, M. (2008). Human Capital Management – Achieving Added Value through People. In *Human Resource Management International Digest* (Vol. 16, Issue 5). <https://doi.org/10.1108/hrmid.2008.04416eae.001>
- Ateljevic, I., & Doorne, S. (2000). ‘Staying within the fence’: Lifestyle entrepreneurship in tourism? *Journal of Sustainable Tourism*, 8(5), 378–392. <https://doi.org/10.1080/09669580008667374>
- Ateljevic, J. (2007). Small tourism firms and management practices in New Zealand: The Centre Stage Macro Region. *Tourism Management*, 28(1), 307–316. <https://doi.org/10.1016/j.tourman.2006.07.004>
- Ateljevic, J., & Li, L. (2009). Tourism Entrepreneurship – Concepts and Issues. In *Tourism and Entrepreneurship* (First Edit). Elsevier Ltd. <https://doi.org/10.1016/b978-0-7506-8635-8.00002-2>
- Atuahene-Gima, K., Slater, S. F., & Olson, E. M. (2005). The contingent value of responsive and proactive market orientations for new product program performance. *Journal of Product Innovation Management*, 22(6), 464–482. <https://doi.org/10.1111/j.1540-5885.2005.00144.x>
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74–94. <https://doi.org/10.1007/BF02723327>
- Barakat, S., Boddington, M., & Vyakarnam, S. (2014). Measuring entrepreneurial self-efficacy to understand the impact of creative activities for learning innovation. *International Journal of Management Education*, 12(3), 456–468. <https://doi.org/10.1016/j.ijme.2014.05.007>
- Beaver, G., & Jennings, P. (2000). Editorial overview: small business, entrepreneurship and enterprise development. *Strategic Change*, 9(7), 397–403. [https://doi.org/10.1002/1099-1697\(200011\)9:7<397::aid-jsc519>3.0.co;2-p](https://doi.org/10.1002/1099-1697(200011)9:7<397::aid-jsc519>3.0.co;2-p)
- Block, J. H., Kohn, K., Miller, D., & Ullrich, K. (2015). Necessity entrepreneurship and competitive strategy. *Small Business Economics*, 44(1), 37–54. <https://doi.org/10.1007/s11187-014-9589-x>
- Bosworth, G., & Farrell, H. (2011). Tourism entrepreneurs in Northumberland. *Annals of*

- Tourism Research*, 38(4), 1474–1494. <https://doi.org/10.1016/j.annals.2011.03.015>
- Boyd, N. G., & Vozikis, G. S. (1994). The Influence of Self-Efficacy on the Development of Entrepreneurial Intentions and Actions. *Entrepreneurship Theory and Practice*, 18(4), 63–77. <https://doi.org/10.1177/104225879401800404>
- Brown, J. S., & Duguid, P. (2009). Organizational learning and communities of practice: Toward a Unified View of working, learning, and innovation. *Knowledge and Communities*, September 2015, 99–122. <https://doi.org/10.1287/orsc.2.1.40>
- Byron, K., & Khazanchi, S. (2012). Rewards and creative performance: A meta-analytic test of theoretically derived hypotheses. *Psychological Bulletin*, 138(4), 809–830. <https://doi.org/10.1037/a0027652>
- Caines, V., Earl, J. K., & Bordia, P. (2019). Corrigendum: Self-employment in later life: How future time perspective and social support influence self-employment interest (Front. Psychol. 10, 448, (2019) 10.3389/fpsyg.2019.00448). *Frontiers in Psychology*, 10(AUG), 3389. <https://doi.org/10.3389/fpsyg.2019.02008>
- Cardon, M. S., Gregoire, D. A., Stevens, C. E., & Patel, P. C. (2013). Measuring entrepreneurial passion: Conceptual foundations and scale validation. *Journal of Business Venturing*, 28(3), 373–396. <https://doi.org/10.1016/j.jbusvent.2012.03.003>
- Carlsen, J., Morrison, A., & Weber, P. (2008). Lifestyle oriented small tourism firms. *Tourism Recreation Research*, 33(3), 255–263. <https://doi.org/10.1080/02508281.2008.11081549>
- Carmeli, A., & Schaubroeck, J. (2007). The influence of leaders' and other referents' normative expectations on individual involvement in creative work. *Leadership Quarterly*, 18(1), 35–48. <https://doi.org/10.1016/j.leaqua.2006.11.001>
- Carsrud, A. (2009). Study of Young Biotechnology Ventures in the United States and in Scandinavia. *Journal of Small Business Management*, 47(3), 331–369. <http://onlinelibrary.wiley.com/doi/10.1111/j.1540-627X.2009.00274.x/full>
- Cederholm, E. A., & Hultman, J. (2010). The value of intimacy - negotiating commercial relationships in lifestyle entrepreneurship. *Scandinavian Journal of Hospitality and Tourism*, 10(1), 16–32. <https://doi.org/10.1080/15022250903442096>
- Cerasoli, C. P., Nicklin, J. M., & Ford, M. T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin*, 140(4), 980–1008. <https://doi.org/10.1037/a0035661>
- Chaharbaghi, K., & Cripps, S. (2006). Intellectual capital: Direction, not blind faith. *Journal of Intellectual Capital*, 7(1), 29–41. <https://doi.org/10.1108/14691930610639750>
- Chen, C. C., & Greene, P. G. (1998). Distinguish Entrepreneurs From Managers? *Journal of Business Venturing*, 13(4), 295–316.
- Cohen, W. M., & Levinthal, D. A. (1989). Innovation and Learning: The Two Faces of R & D. *The Economic Journal*, 99(397), 569. <https://doi.org/10.2307/2233763>
- Condly, S. J., & Clark, R. E. (1998). The Effects of Incentives on Workplace Performance : A Meta-analytic Review of Research Studies 1. *Performance Improvement*, 16(3), 46–63.

- CTP. (2021). *Estatísticas de Julho de 2021*. https://ctp.org.pt/uploads/articles/documents/nº4 Economia e Turismo em Números Fevereiro_Abril 2021.1625657650.pdf
- Cunha, C., Kastenholz, E., & Carneiro, M. J. (2020). Entrepreneurs in rural tourism: Do lifestyle motivations contribute to management practices that enhance sustainable entrepreneurial ecosystems? *Journal of Hospitality and Tourism Management*, *44*, 215–226. <https://doi.org/10.1016/j.jhtm.2020.06.007>
- Dai, L., Maksimov, V., Gilbert, B. A., & Fernhaber, S. A. (2014). Entrepreneurial orientation and international scope: The differential roles of innovativeness, proactiveness, and risk-taking. *Journal of Business Venturing*, *29*(4), 511–524. <https://doi.org/10.1016/j.jbusvent.2013.07.004>
- Danneels, E., & Kleinschmidt, E. J. (2001). Product innovativeness from the firm's perspective: Its dimensions and their relation with project selection and performance. *Journal of Product Innovation Management*, *18*(6), 357–373. <https://doi.org/10.1111/1540-5885.1860357>
- Das, S. R., & Joshi, M. P. (2007). Process innovativeness in technology services organizations: Roles of differentiation strategy, operational autonomy and risk-taking propensity. *Journal of Operations Management*, *25*(3), 643–660. <https://doi.org/10.1016/j.jom.2006.05.011>
- de Jesus, S. N., Rus, C. L., Lens, W., & Imaginário, S. (2013). Intrinsic Motivation and Creativity Related to Product: A Meta-analysis of the Studies Published Between 1990-2010. *Creativity Research Journal*, *25*(1), 80–84. <https://doi.org/10.1080/10400419.2013.752235>
- Dempsey, D., & Jennings, J. (2014). Gender and entrepreneurial self-efficacy: A learning perspective. *International Journal of Gender and Entrepreneurship*, *6*(1), 28–49. <https://doi.org/10.1108/IJGE-02-2013-0013>
- Drach-Zahavy, A., & Somech, A. (2001). Understanding team innovation: The role of team processes and structures. *Group Dynamics*, *5*(2), 111–123. <https://doi.org/10.1037/1089-2699.5.2.111>
- Edmondson, A. C. (1999). Psychological Safety and Learning Behavior in Work Teams Author (s): Amy Edmondson Published by : Sage Publications , Inc . on behalf of the Johnson Graduate School of Management , Cornell University Stable URL : <http://www.jstor.com/stable/2666999> in W. *Administrative Science Quarterly*, *44*(2), 350–383.
- Eisenberger, R., & Shanock, L. (2003). Rewards, Intrinsic Motivation, and Creativity: A Case Study of Conceptual and Methodological Isolation. *Creativity Research Journal*, *15*(2–3), 121–130. <https://doi.org/10.1080/10400419.2003.9651404>
- Fornell, C., & Larcker, D. F. (2016). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research This*, *18*(1), 39–50.
- Getz, D., & Peterson, T. (2005). Growth and profit-oriented entrepreneurship among family business owners in the tourism and hospitality industry. *International Journal of Hospitality Management*, *24*(2), 219–242. <https://doi.org/10.1016/j.ijhm.2004.06.007>
- Hair carole I. Hollingswoth, Chong, Jeo, A. B. R. A. (2017). Industrial Management & Data Systems. *Industrial Management & Data Systems Business Process Management Journal*

- Iss *Management Decision*, 110(5), 111–133.
<http://dx.doi.org/10.1108/02635571011008434%5Cnhttp://%5Cnhttp://dx.doi.org/10.1108/00251741211194903%5Cnhttp://dx.doi.org/10.1108/10878571111161507>
- Haynie, J. M., & Shepherd, D. (2011). Toward a theory of discontinuous career transition: Investigating career transitions necessitated by traumatic life events. *Journal of Applied Psychology*, 96(3), 501–524. <https://doi.org/10.1037/a0021450>
- Hechavarria, D. M., & Reynolds, P. D. (2009). Cultural norms & business start-ups: The impact of national values on opportunity and necessity entrepreneurs. *International Entrepreneurship and Management Journal*, 5(4), 417–437. <https://doi.org/10.1007/s11365-009-0115-6>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hsu, M. L. A., Hou, S. T., & Fan, H. L. (2011). Creative self-efficacy and innovative behavior in a service setting: Optimism as a moderator. *Journal of Creative Behavior*, 45(4), 258–272. <https://doi.org/10.1002/j.2162-6057.2011.tb01430.x>
- INE. (2022). *ESTATÍSTICAS DO TURISMO 2021: RECUPERAÇÃO DA ATIVIDADE TURÍSTICA, MAS AINDA ABAIXO DOS NÍVEIS DE 2019*. [file:///C:/Users/mmach/Downloads/07Estat_Turismo 2021.pdf](file:///C:/Users/mmach/Downloads/07Estat_Turismo%2021.pdf)
- Isaac, R. G., Herremans, I. M., & Kline, T. J. B. (2009). Intellectual capital management: Pathways to wealth creation. *Journal of Intellectual Capital*, 10(1), 81–92. <https://doi.org/10.1108/14691930910922914>
- Jaafar, M., Abdul-Aziz, A. R., Maideen, S. A., & Mohd, S. Z. (2011). Entrepreneurship in the tourism industry: Issues in developing countries. *International Journal of Hospitality Management*, 30(4), 827–835. <https://doi.org/10.1016/j.ijhm.2011.01.003>
- Jackson, J. (2006). Developing regional tourism in China: The potential for activating business clusters in a socialist market economy. *Tourism Management*, 27(4), 695–706. <https://doi.org/10.1016/j.tourman.2005.02.007>
- Jiang, W., & Gu, Q. (2017). Leader creativity expectations motivate employee creativity: a moderated mediation examination. *International Journal of Human Resource Management*, 28(5), 724–749. <https://doi.org/10.1080/09585192.2015.1109535>
- Kakoudakis, K. I., McCabe, S., & Story, V. (2017). Social tourism and self-efficacy: Exploring links between tourism participation, job-seeking and unemployment. *Annals of Tourism Research*, 65, 108–121. <https://doi.org/10.1016/j.annals.2017.05.005>
- Kallmuenzer, A., & Peters, M. (2018). Entrepreneurial behaviour, firm size and financial performance: the case of rural tourism family firms. *Tourism Recreation Research*, 43(1), 2–14. <https://doi.org/10.1080/02508281.2017.1357782>
- Kavanagh, D. J., & Bower, G. H. (1985). Mood and self-efficacy: Impact of joy and sadness on perceived capabilities. *Cognitive Therapy and Research*, 9(5), 507–525. <https://doi.org/10.1007/BF01173005>
- Kazadi, K., Lievens, A., & Mahr, D. (2016). Stakeholder co-creation during the innovation

- process: Identifying capabilities for knowledge creation among multiple stakeholders. *Journal of Business Research*, 69(2), 525–540. <https://doi.org/10.1016/j.jbusres.2015.05.009>
- Komppula, R. (2014). The role of individual entrepreneurs in the development of competitiveness for a rural tourism destination - A case study. *Tourism Management*, 40, 361–371. <https://doi.org/10.1016/j.tourman.2013.07.007>
- Lashley, C., & Rowson, B. (2010). Lifestyle businesses: Insights into Blackpool's hotel sector. *International Journal of Hospitality Management*, 29(3), 511–519. <https://doi.org/10.1016/j.ijhm.2009.10.027>
- Lee, J.-S., & Hsieh, C.-J. (2010). A Research In Relating Entrepreneurship, Marketing Capability, Innovative Capability And Sustained Competitive Advantage. *Journal of Business & Economics Research (JBER)*, 8(9), 109–120. <https://doi.org/10.19030/jber.v8i9.763>
- Leischnig, A., & Geigenmüller, A. (2018). When does alliance proactiveness matter to market performance? A comparative case analysis. *Industrial Marketing Management*, 74(September), 79–88. <https://doi.org/10.1016/j.indmarman.2017.09.025>
- Liu, D., Jiang, K., Shalley, C. E., Keem, S., & Zhou, J. (2016). Motivational mechanisms of employee creativity: A meta-analytic examination and theoretical extension of the creativity literature. *Organizational Behavior and Human Decision Processes*, 137, 236–263. <https://doi.org/10.1016/j.obhdp.2016.08.001>
- Liu, X., Lin, C., Zhao, G., & Zhao, D. (2019). Research on the effects of entrepreneurial education and entrepreneurial self-efficacy on college students' entrepreneurial intention. *Frontiers in Psychology*, 10(APR). <https://doi.org/10.3389/fpsyg.2019.00869>
- Madjar, N., Oldham, G. R., & Pratt, M. G. (2002). There's no place like home? The contributions of work and nonwork creativity support to employees' creative performance. *Academy of Management Journal*, 45(4), 757–767. <https://doi.org/10.2307/3069309>
- Mathisen, G. E., & Bronnick, K. S. (2009). Creative self-efficacy: An intervention study. *International Journal of Educational Research*, 48(1), 21–29. <https://doi.org/10.1016/j.ijer.2009.02.009>
- Mc Kercher, B., & Robbins, B. (1998). Business development issues affecting nature-based tourism operators in Australia. *Journal of Sustainable Tourism*, 6(2), 173–188. <https://doi.org/10.1080/09669589808667309>
- McGee, J. E., & Peterson, M. (2019). The Long-Term Impact of Entrepreneurial Self-Efficacy and Entrepreneurial Orientation on Venture Performance. *Journal of Small Business Management*, 57(3), 720–737. <https://doi.org/10.1111/jsbm.12324>
- Miller, D., & Le Breton-Miller, I. (2017). Underdog Entrepreneurs: A Model of Challenge-Based Entrepreneurship. *Entrepreneurship: Theory and Practice*, 41(1), 7–17. <https://doi.org/10.1111/etap.12253>
- Morrison, A. (2006). A contextualisation of entrepreneurship. *International Journal of Entrepreneurial Behaviour & Research*, 12(4), 192–209. <https://doi.org/10.1108/13552550610679159>

- Mu, J., Bao, Y., Sekhon, T., Qi, J., & Love, E. (2018). Outside-in marketing capability and firm performance. *Industrial Marketing Management*, 75(October 2017), 37–54. <https://doi.org/10.1016/j.indmarman.2018.03.010>
- Neumeyer, X., Santos, S. C., Caetano, A., & Kalbfleisch, P. (2019). Entrepreneurship ecosystems and women entrepreneurs: a social capital and network approach. *Small Business Economics*, 53(2), 475–489. <https://doi.org/10.1007/s11187-018-9996-5>
- Oppermann, M. (1993). Tourism Developing Space in. *Tourism*, 20, 535–556.
- Paniagua, A. (2002). Urban-rural migration, tourism entrepreneurs and rural restructuring in Spain. *Tourism Geographies*, 4(4), 349–371. <https://doi.org/10.1080/14616680210158128>
- Park, D. B., Doh, K. R., & Kim, K. H. (2014). Successful managerial behaviour for farm-based tourism: A functional approach. *Tourism Management*, 45, 201–210. <https://doi.org/10.1016/j.tourman.2014.04.007>
- Pato, L., & Kastenholz, E. (2017). Marketing of rural tourism – a study based on rural tourism lodgings in Portugal. *Journal of Place Management and Development*, 10(2), 121–139. <https://doi.org/10.1108/JPMD-06-2016-0037>
- Pérez-Luño, A., Wiklund, J., & Cabrera, R. V. (2011). The dual nature of innovative activity: How entrepreneurial orientation influences innovation generation and adoption. *Journal of Business Venturing*, 26(5), 555–571. <https://doi.org/10.1016/j.jbusvent.2010.03.001>
- Peters, M., Frehse, J., & Buhalis, D. (2009). The importance of lifestyle entrepreneurship: A conceptual study of the tourism industry. *PASOS Revista de Turismo y Patrimonio Cultural*, 7(3), 393–405. <https://doi.org/10.25145/j.pasos.2009.07.028>
- Pfeiffer, F., & Reize, F. (2000). Business start-ups by the unemployed - an econometric analysis based on firm data. *Labour Economics*, 7(5), 629–663. [https://doi.org/10.1016/S0927-5371\(00\)00016-6](https://doi.org/10.1016/S0927-5371(00)00016-6)
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879–891. <https://doi.org/10.3758/BRM.40.3.879>
- Puente-Díaz, R. (2016). Creative self-efficacy: An exploration of its antecedents, consequences, and applied implications. *Journal of Psychology: Interdisciplinary and Applied*, 150(2), 173–193. <https://doi.org/10.1080/00223980.2015.1051498>
- Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship: Theory and Practice*, 33(3), 761–787. <https://doi.org/10.1111/j.1540-6520.2009.00308.x>
- Ringle, C. M., & Sarstedt, M. (2016). Gain more insight from your PLS-SEM results. *Industrial Management & Data Systems*, 116(9), 1865–1886. <https://doi.org/10.1108/imds-10-2015-0449>
- Rocha, V., Carneiro, A., & Varum, C. (2018). Leaving Employment to Entrepreneurship: The Value of Co-worker Mobility in Pushed and Pulled-Driven Start-ups. *Journal of Management Studies*, 55(1), 60–85. <https://doi.org/10.1111/joms.12318>

- Sarkar, M. B., Echambadi, R. A. J., & Harrison, J. S. (2001). Alliance entrepreneurship and firm market performance. *Strategic Management Journal*, 22(6–7), 701–711. <https://doi.org/10.1002/smj.179>
- Scott, S., & Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. Academy of Management. *The Academy of Management Review*, 25(1), 217–226. <http://www.jstor.org/stable/259271%0Ahttps://pdfs.semanticscholar.org/e777/71389077a13c680c124a005da85fbb5b3742.pdf>
- Shaw, G., & Williams, A. (1987). Firm formation and operating characteristics in the Cornish tourist industry - the case of Looe. *Tourism Management*, 8(4), 344–348. [https://doi.org/10.1016/0261-5177\(87\)90092-6](https://doi.org/10.1016/0261-5177(87)90092-6)
- Soukiazis, E., & Proença, S. (2008). Tourism as an alternative source of regional growth in Portugal: A panel data analysis at NUTS II and III levels. *Portuguese Economic Journal*, 7(1), 43–61. <https://doi.org/10.1007/s10258-007-0022-0>
- Stajkovic, A. D., & Luthans, F. (2001). Differential effects of incentive motivators on work performance. *Academy of Management Journal*, 44(3), 580–590. <https://doi.org/10.2307/3069372>
- Tolli, A. P., & Schmidt, A. M. (2008). The Role of Feedback, Causal Attributions, and Self-Efficacy in Goal Revision. *Journal of Applied Psychology*, 93(3), 692–701. <https://doi.org/10.1037/0021-9010.93.3.692>
- Van Stel, A., Storey, D. J., & Thurik, A. R. (2007). The effect of business regulations on nascent and young business entrepreneurship. *Small Business Economics*, 28(2–3), 171–186. <https://doi.org/10.1007/s11187-006-9014-1>
- Vora, D., Vora, J., & Polley, D. (2012). Applying entrepreneurial orientation to a medium sized firm. *International Journal of Entrepreneurial Behaviour and Research*, 18(3), 352–379. <https://doi.org/10.1108/13552551211227738>
- Walmsley, A., & Thomas, R. (2009). Understanding and influencing the entrepreneurial intentions of tourism students. *Tourism and Entrepreneurship: International Perspectives*, 335–345. <https://doi.org/10.4324/9780080942728>
- Wei, J., Chen, Y., Zhang, Y., & Zhang, J. (2020). How Does Entrepreneurial Self-Efficacy Influence Innovation Behavior? Exploring the Mechanism of Job Satisfaction and Zhongyong Thinking. *Frontiers in Psychology*, 11(May), 1–15. <https://doi.org/10.3389/fpsyg.2020.00708>
- Williams, A. M., Shaw, G., & Greenwood, J. (1989). From tourist to tourism entrepreneur, from consumption to production: evidence from Cornwall, England. *Environment & Planning A*, 21(12), 1639–1653. <https://doi.org/10.1068/a211639>
- Williams, S. M. (2001). Is intellectual capital performance and disclosure. *Journal of Intellectual Capital*, 2(3), 192–203.
- Wright, P., Kroll, M., Pray, B., & Lado, A. (1995). Strategic orientations, competitive advantage, and business performance. *Journal of Business Research*, 33(2), 143–151. [https://doi.org/10.1016/0148-2963\(94\)00064-L](https://doi.org/10.1016/0148-2963(94)00064-L)
- Xavier-Oliveira, E., Laplume, A. O., & Pathak, S. (2015). What motivates entrepreneurial entry

under economic inequality? The role of human and financial capital. *Human Relations*, 68(7), 1183–1207. <https://doi.org/10.1177/0018726715578200>

Zhang, J., Gong, Z., Zhang, S., & Zhao, Y. (2017). Impact of the supervisor feedback environment on creative performance: A moderated mediation model. *Frontiers in Psychology*, 8(FEB), 1–13. <https://doi.org/10.3389/fpsyg.2017.00256>