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Abstract

This study provides an in-depth analysis of stakeholder dynamics in Brazil's hospitality sector amid ongoing tourism infrastructure reforms and their implications for the workforce. Stakeholder analysis is a critical tool in hospitality management, aiding in understanding the perspectives, interests, and potential impacts of various stakeholder groups on industry trends and reforms. In the context of Brazil's hospitality industry, key stakeholders range from government agencies and investors to local communities, customers, and the workforce itself. Brazil has launched substantial tourism infrastructure reforms under programs such as "Brasil Mais Turismo," aiming to enhance the country's attractiveness as a global tourist destination. These reforms target improvements in accommodations, transportation, visitor amenities, and overall accessibility. However, the reform process is complex and multifaceted, implicating various stakeholder interests and carrying significant implications for the hospitality workforce. The study emphasizes that the interests and influences of stakeholders can shift rapidly in response to societal, economic, and industry changes. Therefore, stakeholder analysis should be an ongoing process, constantly updated and adapted to reflect these shifts. Further, the study analyzes the impact of tourism infrastructure reforms on the hospitality workforce in Brazil. The reforms present both opportunities and challenges for the workforce. While they promise improved working conditions, skill development opportunities, and job creation, they also pose challenges such as potential job displacement and skill mismatches. The study concludes with recommendations for enhancing stakeholder engagement in Brazil's hospitality sector and optimizing the benefits of tourism infrastructure reforms. These include strengthening partnerships among key stakeholders, adopting a proactive approach to workforce development, and implementing robust feedback and adjustment mechanisms to ensure the reforms remain responsive to evolving stakeholder needs and industry trends.

Keywords: *Stakeholder analysis, Hospitality management, Tourism infrastructure reform, Workforce, Brazil*

1.0 Introduction

Stakeholder analysis plays a crucial role in the hospitality sector, as it aids in identifying and understanding the influence and importance of key people, groups of people, or institutions that may significantly impact the success of a project or reform (Freeman & Phillips, 2019). Such an analysis allows the management to understand the attitudes, interests, and influence of different stakeholders in the reform process, thereby shaping the strategies and actions required to achieve the desired outcomes. In the context of tourism infrastructure reform, stakeholder analysis becomes even more critical (Smith, 2019). This is because changes in infrastructure can have a broad range of impacts, not just on the businesses directly involved in the tourism industry, but also on local communities, government agencies, and the environment. Understanding the perspectives and interests of these stakeholders can facilitate more effective communication, collaboration, and negotiation, leading to more sustainable and beneficial reform outcomes.

The impact of these reforms on the workforce can be substantial, making it another crucial area of focus (Jones & Comfort, 2020). For instance, changes in infrastructure may result in changes to job roles, skill requirements, and employment opportunities. Stakeholder analysis can help to identify these potential impacts early in the reform process, allowing for strategies to be developed to manage these changes and support affected employees. However, it is important to note that the process of stakeholder analysis in this context is complex and multifaceted (Freeman & Phillips, 2019). It requires an in-depth understanding of the local context, the tourism industry, and the specific infrastructure reforms being proposed. Moreover, it involves ongoing engagement with stakeholders to ensure that their views and interests are accurately represented and that the reform process remains responsive to their needs and concerns.

Project management in Hospitality reforms involves the application of project management principles and practices to plan, organize, and manage complex hospitality service projects aimed at reforming Hospitality and tourism systems (Guo & Zhang, 2022). It requires a deep understanding of Hospitality and tourism systems, policies, and regulations, as well as strong project management skills (Gulati, Singh, Gupta, & Sarkar, 2022). According to Martens et al. (2022), stakeholder analysis is a critical process in project management that involves identifying and assessing the interests, concerns, and influence of individuals and groups who may be affected by or have an impact on a project. In the context of Hospitality reforms, stakeholder analysis helps project managers identify the key players who can influence the success of the project and how to engage them effectively.

Brazil that are known for their robust tourism industry (Souza et al., 2019). This process is crucial for ensuring that the different stakeholder groups - from hotel operators and tour companies to local communities and government bodies - are considered in any planned tourism infrastructure reform. It facilitates the development of strategies that meet diverse needs and expectations while ensuring the successful execution of reform plans. With regards to tourism infrastructure reform in Brazil, the significance of a comprehensive stakeholder analysis becomes more apparent (Barbosa et al., 2020). Given Brazil's natural and cultural diversity, infrastructure changes can impact a broad range of stakeholders, from local communities to environmental agencies.

Understanding the perspectives of these stakeholders is essential for developing a shared vision for tourism development that respects local cultures and environments while enhancing the sector's economic contributions.

Such reforms invariably have substantial implications for the workforce in the hospitality sector (Costa et al., 2020). With modifications in the infrastructure, roles and skill requirements may change, potentially leading to job displacements or the creation of new opportunities. A proactive stakeholder analysis can help foresee these potential changes, thereby allowing management to devise appropriate strategies for workforce training, support, and transition, minimizing any negative impact and fostering positive workforce transformation. However, carrying out a stakeholder analysis in the context of Brazil's diverse and dynamic tourism industry is a complex task (Pereira et al., 2019). It requires a deep understanding of the local socio-economic and cultural contexts, the global tourism industry's changing dynamics, and the specific infrastructure reforms under consideration. Active engagement with all stakeholders is necessary to ensure that their perspectives are accurately reflected in the reform planning and execution process, promoting inclusivity and sustainability.

There are a number involved in conducting stakeholder analysis for Hospitality reforms including:

Identify stakeholders: The first step is to identify all stakeholders who will be affected by the Hospitality reforms project (Węgrzyn & Wojewnik-Filipkowska, 2022). This includes customers, hospitality service providers, government agencies, insurance companies, pharmaceutical companies, non-governmental organizations, and other relevant parties.

Determine stakeholder interests: The next step is to determine the interests, concerns, and needs of each stakeholder group (Schlund, Schulte & Sprenger, 2022). This may involve conducting interviews, surveys, or focus groups to gather information on the stakeholders' perspectives and expectations.

Assess stakeholder influence: Once the stakeholders have been identified, their level of influence on the project needs to be assessed (Maiorescu-Murphy, 2022). This includes looking at the stakeholders' decision-making power, their level of support or opposition to the project, and their ability to mobilize resources or sway public opinion.

Prioritize stakeholders: After assessing the stakeholders' interests and influence, the next step is to prioritize them based on their importance to the project's success. This will help project managers focus their efforts on engaging stakeholders who are critical to achieving the project's goals.

Develop a stakeholder engagement plan: Based on the stakeholder analysis, project managers can develop a stakeholder engagement plan that outlines the strategies for engaging each stakeholder group (López-Concepción, Gil-Lacruz & Saz-Gil, 2022). The plan should identify the specific actions that will be taken to address stakeholder concerns and how stakeholders will be involved in the project's decision-making processes.

2.0 Stakeholder Analysis in Hospitality Management

Stakeholder analysis is a critical component of hospitality management, providing a systematic way to identify and understand the various groups that can influence or be influenced by the business (Cummings & Bridgman, 2017). These stakeholders may range from customers and employees to suppliers, regulators, and the broader community. A comprehensive stakeholder

analysis aids in understanding their perspectives, interests, and potential impact on business operations, thereby informing more effective decision-making and strategy development. A well-executed stakeholder analysis can guide key decision-making and planning processes in hospitality management (Mar stakeholder and, M., & Jenkins, 2017). For example, when developing new services, policies, or initiatives, it can illuminate who will be affected and how. This foresight can minimize negative impacts and resistance, maximize benefits, and improve overall stakeholder engagement and satisfaction. In essence, it provides a platform for more inclusive and balanced decision-making.

Furthermore, stakeholder analysis can enhance relationship management in the hospitality industry (Serrano & De los Salmones, 2019). Understanding the needs and expectations of different stakeholders allows for more targeted and effective communication, fostering stronger relationships. Such relationships can enhance business resilience, particularly in an industry as people-centric and competitive as hospitality. It is important to note that performing a stakeholder analysis in hospitality management can be a complex and dynamic process, requiring regular updates and revisions (Bramwell & Sharman, 2017). Given the ever-evolving nature of the hospitality industry - due to factors like changing customer preferences, technological advancements, regulatory changes, and socio-economic shifts - stakeholder interests and influences can change rapidly. Therefore, continuous stakeholder analysis is necessary for maintaining a current and nuanced understanding of the stakeholder landscape.

Stakeholder analysis is a critical process in project management that helps to identify, analyze and manage stakeholders' expectations and interests. According to the Project Management Institute (PMI), stakeholders are individuals or organizations who may be impacted by or have an impact on the project. Thus, identifying and analyzing stakeholders is an essential part of any project planning process. In the context of Hospitality reforms, stakeholders can include customers, hospitality service providers, government agencies, insurance companies, advocacy groups, and other organizations that have a stake in the hospitality service system. Each stakeholder group may have different expectations and interests in the project. Therefore, it is necessary to conduct a stakeholder analysis to identify and understand these differences to develop effective strategies for managing stakeholders throughout the project. The stakeholder analysis process is critical to project success as it helps project managers understand the needs and expectations of stakeholders and develop strategies to manage their impact on the project. Failure to manage stakeholders effectively can lead to project delays, scope creep, and other negative outcomes. Moreover, stakeholder analysis is a critical process in project management, especially in the context of Hospitality reforms. Project managers must identify, analyze, and engage stakeholders throughout the project lifecycle to ensure project success and achieve the desired outcomes.

3.0 Tourism Infrastructure Reforms in Brazil

Hospitality reforms in Brazil have gained traction as the country aims to enhance its tourism potential and attract more international visitors. The country has taken several steps, including regulatory and policy changes, to boost its hospitality and tourism sectors (Medeiros & Young, 2019). One of the significant reforms has been the introduction of the "Brasil Mais Turismo" (Brazil More Tourism) program in 2017. This program aims to modernize the industry, facilitate investments, generate jobs, and promote Brazil as an international tourist destination (Mariano & Reis, 2019). It involves strategic actions such as the modernization of the Embratur (Brazilian

Tourism Board), changes to the General Tourism Law, and the implementation of tourism management systems in various regions of the country.

Reforms in the visa policy are another aspect that Brazil has focused on to enhance tourism. In 2019, the Brazilian government waived off visa requirements for tourists from countries including the United States, Canada, Australia, and Japan, making travel to Brazil more accessible (Neuts et al., 2020). The move aimed to encourage tourism and economic activity, with Brazil's Ministry of Tourism suggesting that this could boost the country's tourism revenue significantly. However, these reforms do not come without challenges. Despite the promising measures, some sectors within hospitality still face hurdles such as high tax burdens, complex bureaucracy, and infrastructure bottlenecks that may inhibit their growth and development (Medeiros & Young, 2019). Therefore, continuous efforts to address these barriers are crucial to ensure the effective realization of the intended benefits from the implemented reforms.

Hospitality reforms in Brazil is a complex and ongoing process, but there have been significant efforts made in recent years to improve access to quality hospitality service for all citizens. These efforts include increasing the number of hospitality service workers, improving hospitality service infrastructure, expanding health insurance coverage, and addressing the burden of infectious diseases (MoH, 2020). Despite these challenges, the Braziln government remains committed to building a strong and resilient hospitality service system that can provide quality hospitality service services to all its citizens.

Brazil, like many other countries in sub-Saharan Africa, has been facing significant challenges in its hospitality service system (WHO, 2021). The hospitality service system in Brazil has been plagued by a lack of resources, inadequate infrastructure, and an overwhelming burden of infectious diseases. The country has been making efforts to reform its hospitality service system, with the aim of improving access to quality hospitality service for all its citizens. One of the major challenges facing the hospitality service system in Brazil is the shortage of hospitality service workers. The country has one of the lowest doctor-to-patient ratios in the world, with only one doctor for every 16,000 people. To address this challenge, the Braziln government has been working to increase the number of hospitality service workers through training and recruitment programs (WHO, 2021). Additionally, the government has also implemented policies to improve working conditions and remuneration for hospitality service workers, in order to attract and retain qualified professionals.

Another area of focus for Hospitality reforms in Brazil is the improvement of hospitality service infrastructure. Many health facilities in the country lack basic amenities such as clean water, electricity, and adequate medical supplies. To address this challenge, the government has been investing in the construction and renovation of hospitality service facilities, as well as the procurement of medical equipment and supplies. In addition to addressing the shortage of hospitality service workers and improving hospitality service infrastructure, the Braziln government has also been working to improve hospitality service financing (WHO, 2021).The majority of hospitality service services in Brazil are paid for out-of-pocket, which can be a significant financial burden for many citizens. To address this challenge, the government has implemented policies to expand health insurance coverage and improve the efficiency of hospitality service financing systems.

Tourism infrastructure reforms have been a focal point of Brazil's strategy to bolster its tourism sector. Brazil's national tourism plan, "Brasil Mais Turismo," launched in 2017, targets significant

improvements in tourism infrastructure, including accommodations, transportation, and visitor amenities (Mariano & Reis, 2019). The plan also emphasizes improving connectivity to and within the country by modernizing airports, expanding flight routes, and upgrading road networks. These infrastructure enhancements are aimed at not only making the country more accessible to international visitors but also improving travel experiences within Brazil.

However, infrastructure reforms in Brazil face several challenges, including the need for substantial investments, bureaucratic hurdles, and the vast geographical distances and diversity of the country (Medeiros & Young, 2019). For example, ensuring equitable development and access to tourism infrastructure across Brazil's diverse regions is a considerable challenge. The progress and effectiveness of these reforms are closely tied to broader economic, regulatory, and political factors. Nonetheless, the emphasis on infrastructure reform reflects the Brazilian government's recognition of the tourism sector's potential economic and social contributions.

4.0 Hospitality Workforce in Brazil

The hospitality workforce in Brazil is a critical driver of the country's tourism sector. Given the country's vibrant culture, natural beauty, and attractions, the hospitality sector is a substantial employer. However, this sector is often characterized by seasonality, informality, and relatively low wages (Costa et al., 2017). Some studies also point towards a significant skill gap, with a need for training and development initiatives to enhance the workforce's skills and competencies, particularly in areas such as customer service, foreign languages, and digital competencies (De Oliveira & Barbosa, 2018).

In recent years, the Brazilian government and private sector have undertaken efforts to professionalize and upskill the hospitality workforce as part of broader tourism and hospitality reforms (Costa et al., 2017). These include partnerships with educational institutions to provide vocational training, apprenticeship programs, and continuing education opportunities for hospitality workers. Furthermore, the "Brasil Mais Turismo" plan launched in 2017 has emphasized the importance of workforce development, recognizing that a skilled and professional workforce is vital for delivering quality tourist experiences and enhancing the competitiveness of Brazil's tourism sector (De Oliveira & Barbosa, 2018).

The hospitality workforce in Brazil is a critical component of the country's hospitality service system. Nurses provide essential care and support to customers in hospitals, clinics, and other hospitality service facilities across the country (MoH, 2018). However, Brazil, like many other African countries, faces significant challenges in terms of its hospitality workforce. One of the biggest challenges facing the hospitality workforce in Brazil is a shortage of nurses. The country has a relatively low number of nurses compared to its population, with only 1 nurse for every 1,000 people. This shortage is particularly acute in rural areas, where hospitality service facilities are often understaffed and under-resourced. To address this challenge, the Braziln government has implemented policies to increase the number of nurses through recruitment and training programs.

Another challenge facing the hospitality workforce in Brazil is the lack of adequate training and education (North, Shung-King & Coetzee, 2019). Many nurses in the country have only basic training and lack the advanced skills and knowledge needed to provide quality care in complex hospitality service settings. To address this challenge, the government has implemented policies to improve hospitality education and training programs, including the establishment of a national hospitality curriculum and the accreditation of hospitality schools (Challinor, Alqudimat, Teixeira

& Oldenmenger, 2020). Additionally, the hospitality workforce in Brazil also faces challenges related to working conditions and remuneration. Many nurses in the country work long hours, often with limited resources and inadequate infrastructure. They also often face low salaries and inadequate benefits, which can make it difficult to attract and retain qualified nurses (Challinor et al., 2020). To address this challenge, the government has implemented policies to improve working conditions and remuneration for nurses, including the establishment of minimum wage standards and the provision of additional benefits such as housing and transportation allowances.

5.0 Quality and Risk Plan Management

Quality and risk management are integral to the successful operation of any hospitality business. Quality management ensures that the services offered meet or exceed customer expectations, contributing to customer satisfaction and loyalty. Simultaneously, risk management helps identify, assess, and manage potential threats that could hinder operations or negatively impact the business (Khan et al., 2019). Both elements require careful planning and constant monitoring to be effective. Quality management in hospitality involves multiple dimensions, including service quality, food quality, and the physical environment. Service quality, particularly, plays a crucial role in influencing customer perceptions and experiences, requiring careful attention to aspects like staff training, service consistency, and responsiveness to customer needs (Garay & Font, 2019). The physical environment, cleanliness, decor, and ambience also significantly influence customers' overall satisfaction.

Risk management, on the other hand, covers a wide range of potential risks in the hospitality industry, including operational risks (e.g., food safety, service failures), financial risks (e.g., revenue fluctuations, cost increases), strategic risks (e.g., competition, market changes), and external risks (e.g., natural disasters, global pandemics) (Ritchie et al., 2020). A comprehensive risk management plan identifies these potential threats and outlines strategies to mitigate them. In hospitality businesses, a risk management plan typically involves processes for risk identification, assessment, and control. Regular risk audits, staff training on risk management practices, and contingency planning are among the strategies employed (Lee & Harrington, 2019). The implementation of risk mitigation measures such as insurance, safety regulations, and crisis management protocols are also critical elements of the plan.

Quality and risk management in hospitality are interconnected. For instance, lapses in service quality can pose reputational risks, while unmanaged risks can lead to service disruptions or failures, impacting service quality (Khan et al., 2019). Therefore, an integrated approach to quality and risk management is crucial, ensuring that both elements are considered in decision-making and strategy development. In conclusion, effective quality and risk management are essential for the successful and sustainable operation of hospitality businesses. By enhancing service quality and managing potential risks proactively, hospitality businesses can create memorable experiences for their guests, build customer loyalty, and ensure their own long-term viability and growth.

Quality and risk plan management is an essential process for ensuring that an organization delivers high-quality products or services while minimizing potential risks. The process involves identifying, assessing, and managing risks to minimize negative outcomes and enhance the organization's performance. The first step in quality and risk plan management is to identify potential risks. This can be done through a risk assessment process, where potential risks are identified and evaluated based on their likelihood and impact. The assessment should involve input from all stakeholders, including employees, customers, suppliers, and regulatory bodies.

Once potential risks have been identified, the next step is to develop strategies to manage them. This may involve implementing preventive measures to avoid risks, such as improving processes, training employees, or updating technology. Additionally, the organization may need to develop contingency plans to address risks that cannot be prevented, such as natural disasters or unexpected market changes. In addition to managing risks, quality and risk plan management also involves ensuring that the organization delivers high-quality products or services. This can be achieved through the implementation of quality assurance processes, which may include regular testing, quality audits, and customer feedback surveys. The goal of quality assurance is to identify any issues or defects in products or services and address them before they impact customers or other stakeholders.

Quality Assurance: Quality assurance is the process of ensuring that products or services meet the established quality standards. This process involves monitoring and verifying that the products or services meet the requirements and specifications set forth in the quality objectives.

Quality Control: Quality control is the process of monitoring and verifying that the products or services meet the established quality standards. This process involves inspecting, testing, and analyzing the products or services to ensure that they meet the quality objectives.

Performance Indicators: Performance indicators are metrics used to measure the effectiveness of quality and risk management processes. Continuous improvement is also an important aspect of quality and risk plan management. Table 1 shows a quality and risk plan.

Table 1: Quality and Risk Plan

Impact		Very Low	Low	Medium	High	Very High
Probability	Very High	Moderate	Severe	Severe	Critical	Critical
	High	Sustainable	Moderate	Severe	Critical	Critical
	Medium	Sustainable	Moderate	Moderate	Severe	Critical
	Low	Sustainable	Sustainable	Moderate	Severe	Critical
	Very Low	Sustainable	Sustainable	Sustainable	Moderate	Critical

6.0 Conclusion

Stakeholder analysis in hospitality management, particularly in the context of tourism infrastructure reform in Brazil, provides invaluable insights into the interests, power dynamics, and potential impacts of various stakeholders on the industry. Understanding the viewpoints and expectations of stakeholders such as government agencies, local communities, employees, customers, investors, and others, allows for the creation of more effective strategies and policies, fostering balanced growth and improved outcomes for all parties involved. The ongoing reforms in Brazil's tourism infrastructure, under programs like "Brasil Mais Turismo," have significant implications for the hospitality workforce, highlighting the need for consistent stakeholder analysis and engagement.

However, it is important to note that effective stakeholder engagement and analysis in Brazil's dynamic and diverse hospitality environment require ongoing commitment and adaptability. It is important to understand that stakeholder interests and influences can change rapidly with evolving societal, economic, and industry trends. Therefore, the stakeholder analysis must be a continuous process, consistently updated and revised to reflect these changes. Furthermore, potential challenges such as workforce development, regulatory constraints, and infrastructure bottlenecks should be considered in the stakeholder analysis process to ensure a comprehensive understanding of the evolving landscape of Brazil's hospitality industry. This ongoing stakeholder engagement is crucial for enhancing the effectiveness of tourism infrastructure reforms, contributing to the sustainable development of Brazil's hospitality sector.

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