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**UNDERSTANDING AN ORGANIC CLUSTER FROM THE PERSPECTIVE OF
DIFFERENT STAKEHOLDERS: AN INTEGRATED LOOK**

Porto Alegre

2018

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DIFFERENT STAKEHOLDERS: AN INTEGRATED LOOK**

Master's Dissertation presented to the Postgraduate Program in Business Administration of the Federal University of Rio Grande do Sul, as a partial requirement to obtain a Master's degree in Business Administration.

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"Maybe I could not do the best, but I fought for
the best. I am not what I should be, but, thank
God, I am not what I was before"
- Martin Luther King.

ABSTRACT

The increase in organic production and consumption demonstrates a movement in favor to alternative forms of food production, aiming to achieve modes that provide health and well-being for the producers and consumers, together with environmental preservation. People's interest in organically produced food is increasing worldwide. Even so, many challenges are faced by the producers, and in this context new forms of organization appear in this market: clusters. The cluster constitute a way to gain competitiveness. In order to explore and better understand this phenomenon, this dissertation aimed, as main objective, **to understand the formation of an organic cluster from the perspective of different stakeholders**. Through a single embedded case study, this research had a qualitative approach, being the exploratory type. A research protocol along with other cautions in order to gain rigor in the qualitative research. The data were collected through documentary research, in-depth interviews and participatory observations, and analysed through content analysis. As evidence resulting from this study, the following points are highlighted: (1) it was possible to map the cluster and the relations established by the agents; (2) the main drivers of the cluster are mostly related to the pioneerism, institutionalization of the arrangement and its form of management. The barriers are mostly the lack of prepare to deal with tourists, and the marketing initiatives were considered both as a driver and a barrier, since needs to be better developed, but even incipient has some actions established; (3) the main motivations and barriers for the agents to work with organics were confirmed from the literature. The will to educate the consumers, although, was an interesting finding, as one of the drivers; (4) four pillars were identified as fundamental for the cluster, and their structuration and fortification might help the development of the arrangement: to product, to preservate, to show and to educate.

Key-words: Organic cluster; Organic Production; Drivers and Barriers of Organic Production; Stakeholder Theory.

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1 INTRODUCTION

Much is currently being discussed about financial crises, environmental degradation, excessive consumption, depletion of resources, tons of waste that are generated daily, and the need to learn more about sustainability. To talk about the care needs that the Earth lacks and that the impacts of human action are already visible and resulting in increasingly serious social problems, is also an argument that is no longer controversial (PORTILHO, 2005).

In the last decades, society has been experiencing what can be called as "sustainable awakening", from the development of an awareness of the need to find ways toward sustainability. The notion of finite resources has gained space in discussions and the mitigation of environmental problems has been seen as a global challenge (MEBRATU, 1998).

However, one of the human activities that most generates environmental impacts is also the only activity that is mandatory for every human being who wants to stay alive: food production and consumption (TANNER, KAISER, WOLFING, 2004). Conventional agriculture, which is dominant in the current paradigm, is characterized by mechanization of production, monoculture, use of chemical fertilizers and pesticides. Thus, as the focus is on maximizing productivity and profit, the result is the loss of product origin and quality (GOODMAN, 2017).

This system of agricultural production stems from the Green Revolution, which in the 1960s was a response to the demographic explosion experienced in the post-war period. At the time, it was necessary to develop ways to optimize food production, since it was necessary to generate production capable of supplying a global network. This production logic, however, did not consider environmental aspects - and even society was not worried about knowing such impacts, since it was not yet widely spoken about sustainability (ALTIERI, 2000).

These production strategies began to be challenged in the 1980s in terms of equity and sustainability, as they did not solve the problem of food production for all, nor did they end hunger or malnutrition. In addition, it has become aware that, with this production logic, other environmental problems are aggravated (ALTIERI, 2000). As a result of these questions, the notion of organic agriculture emerges, which advocates the use of alternative production systems, offering a great number of environmental advantages over traditional production, in which the use of agrochemicals can contaminate water, disrupt ecological processes,

beneficial micro-organisms and cause health problems for producers and consumers (FAO, 2002). Thus, organic farming offers a great number of environmental advantages when compared to the traditional one, in which agrochemicals can contaminate water, disrupt ecological processes, harm beneficial micro-organisms and cause health problems for producers and consumers (FAO, 2002).

In this context, there has been a growing increase in the global market of products and services that provide health and well-being, allied to environmental preservation, and so, agriculture and consumption of organic products are in a process of expansion in the last years (DIAS *et al.*, 2015). In Brazil, according to Law Nr. 10.831 of December 23th of 2003, to be considered an organic system of agricultural production, it needs to adopt specific techniques that optimize the use of natural and socioeconomic resources and respect the culture of rural communities, with the objective environmental and economic sustainability, maximizing social benefits and minimizing dependence on nonrenewable energy (BRASIL, 2007). Thus, "organic food is a produce of organic farming, which is a type of farming that sets very strict limits on the amount of artificial synthetic inputs allowed" (FIRST; BROZINA, 2009, p. 186).

In parallel with the notions of sustainability that involves food production, there is a movement of consumers that are seeking alternative forms of food, aiming to achieve more sustainable or health-oriented modes of consumption (BARCELLOS *et al.*, 2015). In this way, food consumption patterns are changing as a result of health and environmental issues. Interest in organically produced food is increasing throughout the world.

Global demand for organic products is growing by over 5 billion US\$ dollars a year. Consumers have been showing interest on this type of product because of the search of food that promotes well-being and, at the same time, does not harm the environment. The trend in the consumption of organic food occurs mainly by the search for a socially fair, ecologically correct and economically sustainable agriculture (KEATING, 1993). Thus, an organic food market emerges, involving an increasing number of consumers and producers.

Instilled in what has been discussed, one assumption that can be made is that it is not possible to promote sustainable development without thinking about changing food production and consumption patterns. There is a feedback loop between consumers and producers, in that increasing demand for "green products" prompts consumers to search for products with sustainable agricultural practices (TANNER; KAISER; WOLFING, 2004).

1.1 PROBLEM STATEMENT

With the advent of changes in rural production process in the end of the 20th century, traditional agriculture has gradually losing space for organic production, despite the challenges that it faces. In Brazil, organic production is still small, but there is a very positive growth perspective.

The state of Rio Grande do Sul is one of the pioneers in organic production in Brazil, and, because of this proposal, attracted families producing small farms that adhered to the alternative systems of cultivation without pesticides and sought to make production and commercialization possible out of the agrobusiness logic (VARELA; TORRES, 2017). In this way, and as an example of that, in Rio Grande do Sul (RS) was recently created a agroecological and manufactured production and touristic network that constitutes one of the first rural tourism routes of Brazil that contains, for now, eight (08) certified organic properties: it is Via Orgânica, in Garibaldi city.

Inaugurated at the end of October 2016, Garibaldi's Via Orgânica was an initiative of Garibaldi's Tourism and Culture Secretariat and the City Hall. There, visitors can observe and experience ways of cultivation enhanced by new technologies. According to news published in the official website of Garibaldi's City Hall, it is an experience that combines food with health, social and cultural aspects, without forgetting the pleasures and charms of agroecological and artisanal production. In addition to rural tourism, the itinerary includes restaurants, alternative wines and sparkling wines, cooperative, commerce, lodging and industry - all within the theme of food allied to health, environmental, social and cultural sustainability (VIA ORGÂNICA, 2018).

In times of technological complexity, environmental impacts, depletion of natural resources and hundreds of consequences resulting from the consumption of agrochemicals in food, Via Orgânica challenges this reality and provokes a reflection in the search for a way of life closer to nature, simplicity, healthy and, above all, more human relations. The route brings together producers and organic entrepreneurs who follow a non predatory relationship with nature and also a closer proximity between who produces and who consumes.

From what is known about Via Orgânica and has been presented so far, it can be seen as an organizational arrangement that can be understood as a **cluster**, that are geographic concentrations of interconnected companies and institutions in a particular field (PORTER, 1988). Also, in this organizational arrangement has multiple agents and interest groups, who

are its stakeholders. According to Freeman (1998), organizational actors, such as consumers, employees, suppliers, shareholders and the community in which the company is inserted are the stakeholders, being either a group or individuals that may affect or be affected by the organizational objectives that are legitimized by the organization. It is believed that scrutinizing who the agents within the cluster are, as well as their organization and how they relate is relevant to this work. For that, it is believed that Geographical Agglomerations Theory provides insights to better understand the emergence of Via Orgânica, as well as and Stakeholders Theory has interesting insights to better understand the relations involved.

Aiming to use this different stakeholders perceptions in order to better understand Via Orgânica, and due to the fact that there still aren't studies that seek to approach this phenomenon, it seems a good opportunity of case study in the south of Brazil. Given this, what appears as a central issue is to understand **how an organic cluster emerges, considering the perception of different stakeholders?** Based on this questioning, the general and specific objectives are presented in the following sections.

1.2 MAIN OBJECTIVE

To understand the emergency of an organic cluster from the perspective of different stakeholders.

1.3 SPECIFIC OBJECTIVES

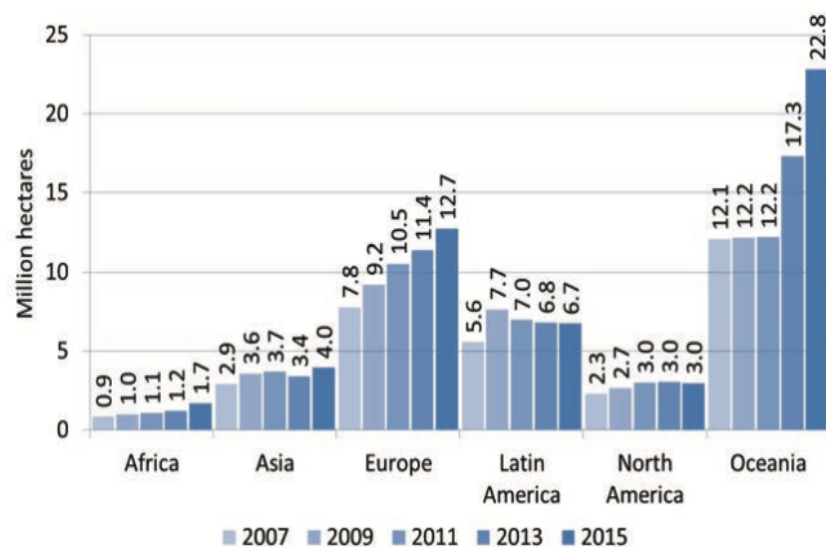
- a) To understand what are the main motivations and barriers for the companies to work with organics;
- b) To describe what are the purposes for the formation of an organic cluster;
- c) To understand how this type of cluster is organized and which stakeholders are important;
- d) To investigate the benefits and challenges that belonging to a cluster might generate for organic organizations and for the region where it is located.

1.4 RELEVANCE

Seeking for a parameter of the environmental problems caused by conventional agricultural practices, data demonstrates damages such as: decline in soil fertility due to erosion, compaction and destruction of organic matter, impaired water supply capacity, depletion of nonrenewable fossil energy reserves, productive agricultural land, and large amounts of garbage and irregular management (INSTITUTO AKATU, 2010). In addition to environmental damage, there are still harmful effects on public health, which are being widely discussed around the world.

Although, in this context, since 1990, national and international organic market has been presenting expressive growth (DULLEY; SILVA; ANDRADE, 2003). Between 1995 and 2000, the total area of organic farming in Europe and United States has tripled. In 2001, nearly 15,8 millions of hectares were under organic management (FAO, 2002). Nowadays, according to the Research Institute of Organic Agriculture (FiBL) and Organics International (IFOAM), there are 43,7 millions of hectares of organic farming land in the world. These data shows that most of this hectares are located in Australia (39%), followed by Argentina (7%) and United States (5%). As follows, Figure 1 evidenciates this evolution by continent and, entering in the Latin America's continent reality.

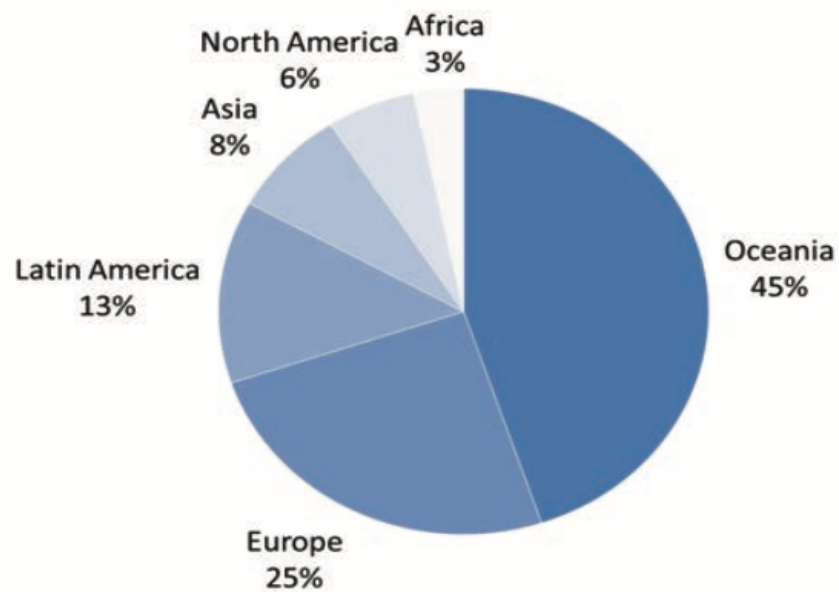
Figure 1 - Growth of the organic agricultural land by continent 2007 to 2015



Source: The World of Organic Agriculture (FiBL)

According to FiBL (2017), the latest report shows that organic farmland has grown in many countries, and the total organic area increased to 50.9 million hectares, managed by over 2.4 million producers. In particular, for some crops such as coffee, cocoa, cereals, and temperate fruits, area growth rates of 15 percent and more were reached in 2015. "New" countries have joined the community of organic producers, so there are now 179. Despite these continual growth, the challenges of assessing global organic production compared to the majority of *conventional* production are huge, since currently organic agriculture represents just 1.1% of the global agricultural land. In Latin America, almost 460,000 people managed 6.7 million hectares of agricultural land organically, which constituted 13% of the world's organic land and almost 1% of the land's agricultural land, as shown in Figure 2.

Figure 2 - Distribution of organic agricultural land by region



Source: FiBL (2017)

Even though the data on the global context of organic production show strong growth, it can be seen that Latin America and Brazil did not follow this growth in recent years. In terms of share of organic agriculture compared to traditional agriculture, Brazil has only 0.3% of production, having decreased by 130,000 hectares in 10 years. Figure 3 helps to visualize this information.

Figure 3 - Development of organic agricultural land by country 2012-2015

Country	2012 [ha]	2013[ha]	2014 [ha]	2015 [ha]	1 year growth [ha]	10 years growth [ha]
Afghanistan	61	61		81	+81	+81
Albania	560	515	515	515	-	+373
Algeria	700	700	700	1'400	+701	-150
Andorra		1	4	2	-2	+2
Angola	2'486	2'486			-	-
Argentina	3'637'466	3'281'193	3'061'965	3'073'412	+11'447	+715'037
Armenia	810	1'000	1'000	1'832	+832	+1'597
Australia	12'001'724	17'150'000	18'340'000	22'690'000	+4'350'000	+10'344'686
Austria	561'611	558'623	551'062	553'570	+2'508	+27'103
Azerbaijan	23'740	23'331	23'331	37'630	+14'299	+16'851
Bahamas		49	49	49	-	+49
Bangladesh	6'860	6'860	6'860	6'860	-	+6'860
Belarus			Wild collection only			
Belgium	59'718	62'529	66'704	68'818	+2'114	+39'510
Belize	753	802	892	840	-52	+108
Benin	2'628	1'987	2'344	2'364	+21	+1'539
Bermuda			Processing only			
Bhutan	6'156	6'726	6'829	6'950	+120	+6'889
Bolivia	145'894	145'894	114'306	114'306	-	+73'302
Bosnia and Herzegovina	343	292	353	576	+223	-150
Brazil	705'233	705'233	750'000	750'000	-	-130'000

Source: FiBL (2017)

Particularly in relation to the Brazilian context, there are also data on the increased use of pesticides in food crops have demonstrated the urgency to change the usual modes of production and consumption of these products. The National Health Surveillance Agency (ANVISA) pointed out in a survey conducted in 2012 that in the last ten years, the world market for agrochemicals grew 93%, while in the Brazilian market, this growth was 190%. In 2008, Brazil became the first market leader in the use of agrochemicals in plantations (CARNEIRO *et al.*, 2012), a worrying position.

Despite of that, according to FiBL (2017), Brazil has the largest market for organic products in Latin America. According to the Coagulation of Agroecology (COAGRE) of the Department of Agricultural Development and Cooperatives (SDC), linked to the Ministry of Agriculture, Livestock and Supply ¹(MAPA), this kind of cultivation in the field is already found in 5% of the municipalities in the country. The five states that have the largest number

¹Ministry of Agriculture, Livestock and Supply (MAPA): free translation from Ministério da Agricultura, Pecuária e Abastecimento. The agency responsible for the management of public policies to stimulate agriculture, for the promotion of agribusiness and for the regulation and regulation of services linked to the sector.

of organic producers registered in the National Register of Organic Producers are Paraná (14.1%), Rio Grande do Sul (12.43%), São Paulo (11.62%), Santa Catarina (7.9%) Piauí (7%), the state with the fewest producers is Roraima (0.04%) (BRAZIL, 2017). According to data from the Ministry of Livestock and Food Supply, the number of organic producers registered in the National Register of Organic Producers in January 2017 is 14,331 (BRAZIL, 2017) - a small but growing number.

Still, data released by the National Council for Organic and Sustainable Production (ORGANIS) shows that the organic market in Brazil grew 20% in 2016, with estimated revenues of R\$ 3 billion. Growth rates recorded globally in the last period are much lower, ranging from 5% to 11%, according to data from consultancy Organics Monitor (2017). In this way, the market is growing at a double rate in Brazil, although the country still represents less than 1% of production and consumption.

Thus, taking into account the importance of agriculture to the Brazilian economy, since the sector is responsible for approximately $\frac{1}{4}$ of the country's Gross Domestic Product - GDP (MAPA, 2017) and the demonstrated growth of organic production in the country, it is justified the relevance of this work. The motivation of this master thesis to study Via Orgânica is also to provide technical subsidies for the development of this organizational arrangement, aiming the daring goal of providing, in this way, some contribution to the development of this market, and specifically the Via itself.

Also, this master thesis project is inserted in a larger research that is the project intituled “Analysis of the Production and Consumption of Organics From the Perspective of Sustainability and the Aggregate Marketing System”², a FAPERGS³ project in which the author is researcher.

1.5 OUTLINE

This study is organised as follows. Chapter 1 presents an introduction to the subject, in which the research background is briefly described and the research problem is presented. The

² Notice 04/2016 -- FAPERGS RESEARCH GROUP NUCLEARITY PROGRAM;

³ FAPERGS: Foundation for Research Support of Rio Grande do Sul. Free translation from Fundação de Amparo à Pesquisa do Rio Grande do Sul. Institution for scientific research of the government of Rio Grande do Sul

relevance of the study, the research questions and the objectives that guide this research are also described.

Chapter 2 brings the research background, in which a thorough literature review is performed. The subjects discussed are local productive arrangements and clusters; stakeholder theory; organic agriculture; and finally rural tourism. Method is presented on Chapter 3, results and final considerations follows on Chapters 4 and 5, respectively.

2 RESEARCH BACKGROUND

On this topic, the literature review is presented and some contributions that based the research in the formulation of the methodology and in the elaboration of the research instruments is presented, also giving support to the discussions and analyzes further presented (see next chapter). For this, the following perspectives are addressed according to the scope of this work: geographical agglomerations (section 2.1); stakeholder theory (section 2.2); organic agriculture (section 2.3) and rural tourism (section 2.4).

2.1 GEOGRAPHICAL AGGLOMERATIONS

Geographic agglomerations have been associated with the economic and technological development of the regions (ZEN; FENSTERSEIFER; PRÉVOT, 2014; MOLINA-MORALES, 2001). The studies on the geographic agglomerations of companies were initiated and still currently has as reference the work of Marshall (1890), that worked on English industrial districts, denominated later of marshallian districts. Such agglomerations generate externalities, which can be positive or negative - which will make the cluster more or less attractive. He cites the positive ones, due to the presence of three factors: concentration of specialized companies in different stages of the productive process of a specific segment; facilitated access to resources; and availability of skilled labor (MARSHALL, 1920).

The work of Marshall (1920) also emphasized that the agglomeration of companies improves the flow of information and ideas within the agglomerated firms. The externalities resulting from cluster formation are also responsible for the process of urbanization of the city and access to new markets (CRESPO, 2011). According to Porter (1998, p.07), the linkages of cluster members results in a whole greater than the sum of its parts. “In a typical tourism cluster, the quality of a visitor’s experience depends also on the quality and efficiency of complementary businesses such as hotels, restaurants, shopping outlets, and transportation facilities”. In this way, good performance by one can boost the success of the others.

In this sense, it is also argued that companies can intuitively seek to cluster geographically within the space of a cluster seeking to take advantage of the positive

externalities that the agglomeration process generates, but also the formation itself can start from the proposition of other agents, motivated by what Marshall calls a region's regional vocation, that is, according to the existence of specific characteristics that, in the beginning, already make the region attractive for a certain type of business. Examples of this may be soil (in the case of agriculture), the pre-existence of skilled labor, or other abundant artifices that are embedded in the context of the region (MARSHALL, 1920). Thus, it is argued that the emergence of clusters can occur both spontaneously and induced.

The precepts of Marshall generated a series of definitions and theoretical approaches arising, in several fields of knowledge. Despite this, the literature does not show a consensus about the concept (VAHL, 2009; MENZEL; FORNAHL, 2010; TER WAL; BOSCHMA, 2011). Among these different approaches to describe the phenomenon of geographic agglomerations, this dissertation is based on the cluster concept.

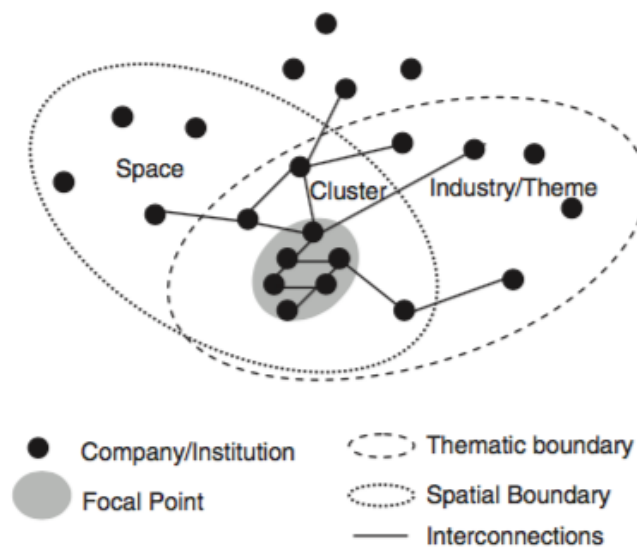
Michael Porter (1998) works on one of the currents derived from Marshall's work: Business Economics, focusing on business-to-business cooperation. The cluster phenomenon, possibly the most widespread denomination in the literature on geographic agglomerations (ZEN; FENSTERSEIFER; PREVOT, 2014), refers to "a geographically concentrated grouping of interrelated companies and related institutions in a given area, linked by common and complementary elements" (Porter 1998, p.211). There are many authors who work with different definitions of cluster, but, although consensus is not reached on the concept, the definitions brought by the different authors are similar (BAPTISTA; SWAN, 1998; ZACCARELLI *et al.*, 2008; BRESNAHAN *et al.* Morosini, 2004).

Also, in addition to regional concentration, clusters have the characteristics of involving a group of companies that cooperate simultaneously. So, another aspect that characterizes the clusters is the interdependence between the sectors and the institutions that compose them. The activities carried out in this type of agglomeration can involve companies of different sizes, often belonging to different sectors. These sectors and their activities, however, are related to the same productive chain (PORTER, 1998; UCHIDA; BRANDÃO; SANCHES, 2011). Also, for Porter (1998), the cluster's competitive advantages are precisely in the local aspects, internal to the cluster: knowledge, relationships and competitive factors. Schmitz (1995), on the other hand, considers the cluster to be only a concentration of companies in a geographic location and in a certain segment, without necessarily cooperative relations between the companies.

Still, it is important to highlight the notion of cluster boundary: what is the limit between the institutions that are part of the cluster? You must delimit an external border to the

cluster. Thus, it is postulated that only the organizations that are connected within the field and give it commercial sense, such as: specialized suppliers of inputs, machines, services and specialized infrastructure, as well as the companies themselves and other agents who possess skills and knowledge relevant to the network of economic activities that are carried out. Thus, the cluster is a part of the regional production system that differs from other companies by its thematic boundary (PORTER 1998; MOROSINI 2004; MENZEL; FORNAHL, 2010). Figure 4, below, illustrates the demarcation explained.

Figure 4 - Elements of clusters



Source: Menzel; Fornahl, 2010, p. 214.

The identification of a cluster should take into account aspects such as concentration of similar companies, existence of a productive chain of vertical relationships between them, and horizontal relationships between companies and institutions, as well as complementarity between companies of different sectors, in addition to the presence of institutions that are capable of supplying the agglomeration of specialized qualifications and action of government agencies and other regulatory bodies (PORTER, 1998; SCHMITZ, 1999). Figure 5, presented below, clarifies this concepts.

Figure 5 - Forms of joint action

	Bilateral	Multilateral
Horizontal	e.g., sharing equipment	e.g., sectoral association
Vertical	e.g., producer and user improving components	e.g., alliance across value added chain

Source: Schmitz, 1999, p.469.

It is these vertical and horizontal relations that Schmitz (1999) called joint actions, and it is because of them that it was perceived that the cluster offers an efficiency that, hardly an organization acting in isolation could achieve. Therefore, collective efficiency compels competitive advantages derived from local external economies and joint action of companies. A common misconception is that the notion of collective efficiency presupposes only the cooperation between the actors, but it is important to point out that the aspects of rivalry and competition are quite common among agglomerated companies. This competition should not, however, prevent them from joining forces within the cluster, generating the aforementioned collective efficiency (HUMPHREY; SCHMITZ, 1996).

It should also be noted that the companies in a cluster are more sensitive to the needs of the buyers than the isolated competitors and also that, due to access to suppliers and support sectors, the companies belonging to the clusters have better conditions for the development, for the application of new technologies and for operational improvements (PORTER, 1998). Due to these facts, it was realized that the cluster offers an efficiency that, hardly an organization acting alone could achieve, these gains were defined by Schmitz (1999) as collective efficiency, which competes competitive advantages derived from local external economies and action companies.

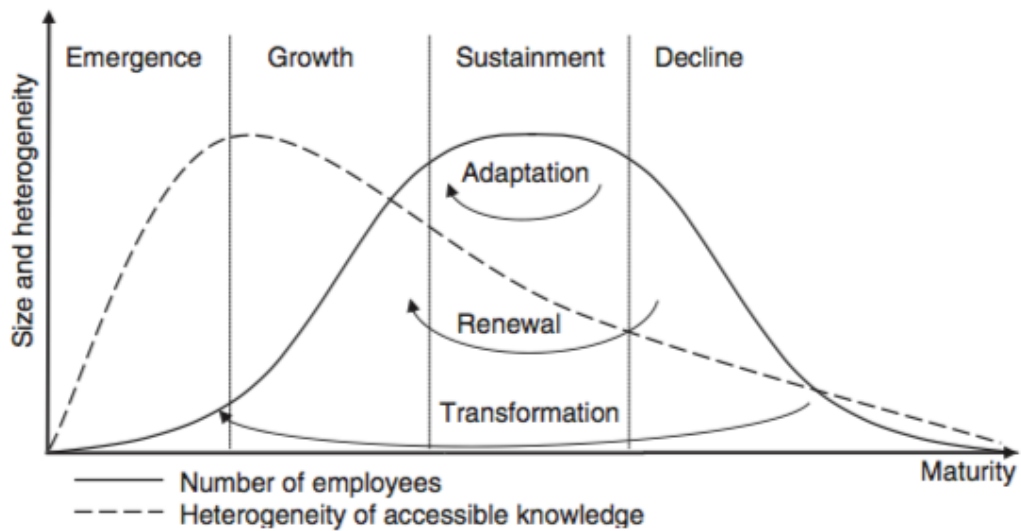
Porter (1998) further adds the notion of social glue, which are the activities that engage agents within the cluster. Social glue can be developed through production, technology, and organizational knowledge. Moreover, "the social glue that binds clusters together also facilitates access to important resources and information". Tapping into the competitively valuable assets within a cluster requires personal relationships, face-to-face contact, a sense of common interest, and 'insider' status" (PORTER, 1998, p.18).

Also regarding the agents that are part of a cluster, it is important to highlight the relevance of the role of the facilitators, especially in the initial stages of the agglomeration life cycle. Facilitators are thus agents installed within a formal cluster, and whose role is to facilitate and coordinate their development through facilitation policies, which change over

time, mainly in accordance with the stage at which the cluster is within the life cycle (INGSTRUP; DAMGAARD, 2013).

Menzel and Fornahl (2010) proposed a four-stage life cycle model, based essentially on the number of employees and the heterogeneity of knowledge available within the cluster. In an initial moment, there are few collaborators and growing heterogeneity due to the entry of companies in the cluster. In the next phase of growth, a significant increase in the number of employees is seen, but the aspect of knowledge heterogeneity begins to decrease. The support stage provides for a high number of employees, however, the heterogeneity of knowledge decreases even more, since the agglomeration assumes a dominant design. Finally, the stage of decline, in which the number of employees begins to decrease and the existing heterogeneity can no longer sustain the cluster. If the heterogeneity increases again, growth or sustenance stages are resumed. Figure 6 clarifies the idea proposed by the authors.

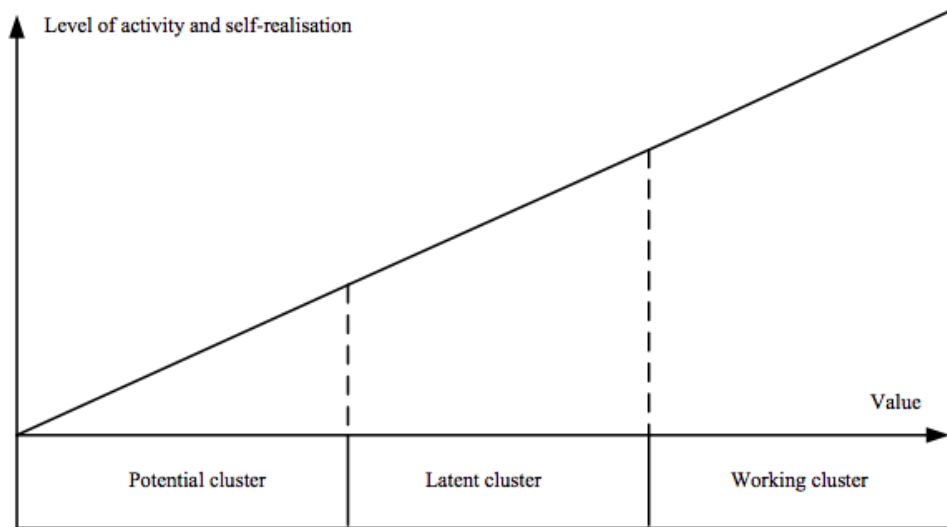
Figure 6 - Dimensions of the cluster lifecycle



Source: Menzel; Fornahl, 2010, p. 218.

Enright (2003) proposes a classification of the life cycle in three main stages: potential clusters, latent cluster and running cluster. Figure 7, below, illustrates the proposition.

Figure 7 - The applied cluster life cycle



Source: Enright (2003)

Among the approaches that discuss the life cycle of clusters and the criticisms of the evolutionary model proposed by Menzel and Fornahl (2010), one can think that the theory serves as a useful label that facilitates the understanding of the evolution process of the clusters (BERGMAN , 2008). This dissertation will not delve into the slopes and variations proposed by the authors about life cycle, since the objective of this work is to analyze a cluster that is known that is still very incipient and recent. However, it is important to realize that the strategies adopted by agents should be changed taking into account the existence of a life cycle.

Within this cycle of life logic and the notion of facilitation policies, authors Instrup and Damgaard (2013) established the different roles played by facilitators in the different stages of the cluster life cycle. To do so, they were based on the model proposed by Enright (2003).

In this sense, in the initial stage of the cluster, the role of these agents should be focused on adjusting the cluster and creating networks, improving local conditions, building trust bonds, locating new players to enter the cluster and developing mechanisms to stimulate training of ties between them. In the second stage, the role of the facilitators focuses on cooperation and confidence building, locating the needs of the actors and creating professional ties in the cluster. At this stage, the role of facilitators is given as a relationship builder, focusing much more on building a brand for the cluster. Finally, the role of the facilitators in a functioning cluster is given as an integrator of activities and an agent that

seeks new business opportunities, focusing on facilitating new business creation and exploring trust already established (INSTRUP; DAMGRAAD, 2013). Figure 8 below summarizes these notions.

Figure 8 - Cluster life cycle framework for cluster facilitators

	Potential cluster	Latent cluster	Working cluster
Facilitator role	Framework-setter Networker	Entrepreneur Relationship builder	Business seeker Integrator
Facilitator focus	Create social actor bonds Framework conditions Locate new actors Trust building	Create professional actor bonds Cooperation Locate actor needs Trust expansion	Create business actor bonds Business creating activities Locate actor opportunities Trust exploitation
Facilitator competencies	Communicator Credible Networker Originator Political flair Seller	Analyser Communicator Credible Entrepreneurial Networker Problem solver	Business understanding Communicator Credible Innovative Industry knowledge Managerial skills Networker Organiser Problem solver
Facilitator tasks	Branding Funding Lobbying Matching of expectations Networking events Seminars Social events	Branding Business idea workshops Funding Knowledge sharing Networking events Seminars Small-scale cooperation projects	Branding Cross-cluster cooperation Funding Innovation and business projects Knowledge sharing Market analyse Networking events Project portfolio management Seminars

Source: Ingstrup; Damgaard, 2013, p. 596.

In this line of analysis, the authors Ingstrup and Damgaard (2013) still highlight the political agents within the group of facilitators. Policymakers are the agents that have the interest of benefiting the development of a region through the presence of one or more clusters within its administrative domain. In this way, the support institutions, as well as the public policies focused on the cluster and the facilitating agents, are of great importance for the development of the agglomeration (Porter 1998, Enright 2003, BRENNER, SCHLUMP 2011, INGSTRUP, DAMGAARD, 2013).

The present theoretical chapter sought to understand the geographic agglomerations, more specifically the clusters, from the first notions on the subject, with the ideas of Marshall (1920) on reasons of emergence of the clusters and benefits generated. Then the work started

by Porter (1998), which focuses on the cooperation between the companies within the cluster, the generation of competitive advantages and the own delimitation of the cluster boundaries. Then, analyzes on the reactions between the agents were approached from the works developed by Schmitz (1999). Also, considerations about the existence of a life cycle in the clusters (ENRIGHT, 2003; MENZEL; FORNAHL, 2010) were made and, on top of these concepts, facilitators within clusters were discussed and their role, which changes from according to the phase in which the agglomeration is in relation to its life cycle (INSTRUP; DAMGRAAD, 2013).

Linking “cluster” to organic production and to tourism may cause some doubts initially, but it is importante to mentionate that in the literature there are also formations that are not necessarily related to industrial production or tecnologia – which are the main sectors that are more comunly related clusters. Porter (1998, p.03) also points out that there are also “clusters in agriculture, food and restaurants, and tourism (...), formations that in developing economies can be a positive force in improving the outlying infrastructure and in dispersing economic activity”. In one of Porters works (1998) , the author thakes Portugal’s clusters as an example and maps the existing clusters by region (Figure 9), elucidating the existence of these kind of formations.

Figure 9 - Portugal's clusters

In a middle-income economy like Portugal, exporting clusters tend to be more natural-resource or labor intensive.



Source: Porter, 1998, p.15.

In relation to the applicability of these concepts in research correlated to the theme of this dissertation, Schmidtner, Lippert, Engler, Häring, Aurbacher and Dabbert (2011) defend that joining the ideas of the new economic geography with traditional concepts used to explain spatial distribution offers an interesting approach to study the spatial distribution of agricultural production. Among the results of his research, applied in Germany, the authors identified that available technical knowledge in a region, as well as positive external effects, might increase the diffusion of organic farming, leading to the conclusion that incentives to stimulate clusters of organic farming could support the exploitation of economies of scale external to the farm.

The work of Boncinelli, Bartolini, Brunori and Casini (2016) emphasizes the role of space for economic and social development, arguing that, to investigate the spatial effects of

organic is crucial for a better understanding of the causes and patterns that determine the spatial concentration of organic farm support. The authors study the spatial distribution of farms' participation in the main policy instrument in the EU to encourage organic farming diffusion (Measure 214), seeking to identify common factors and agglomeration effects on the distribution of participation in organic farms in Tuscany (Italy). The findings indicate the importance of public support (facilitators), considered as indispensable, since organic farming entails greater risks than conventional agriculture, and since conversion costs from conventional to organic barriers.

Caumo, Rosa, Schultz and Souza (2017), more recently, also sought to analyze the distribution of organic agriculture in the state of Rio Grande do Sul, and identified the formation of clusters. Among the findings, the authors confirmed that the identified geographic clusters function as an alternative of local development. According to them, this type of organization of organic production presents as main advantages to be able to "diversify the production, reduce the dependence of inputs coming from outside of the property and reach the sustainability in small properties with the commercialization of the products" (CAUMO *et al.*, 2017, p.437).

Within what is being discussed, it is believed that scrutinizing who the agents within the cluster are, as well as their organization and how they relate is relevant to this work. For that, it is understood that the Stakeholders Theory provides insights to better understand these relationships, and is addressed below.

2.2 STAKEHOLDERS THEORY

Relationships between organizations and society have changed, especially since the 1980s. New demands are imposed on organizations by consumers, employees and society in general. In this sense, studies in the field of administration have been discussing these new relationships. Discussions about corporate social responsibility emerged, as well as conceptual and methodological difficulties to delimit the extent of responsibility and actions of the organizations (FREEMAN, 1998).

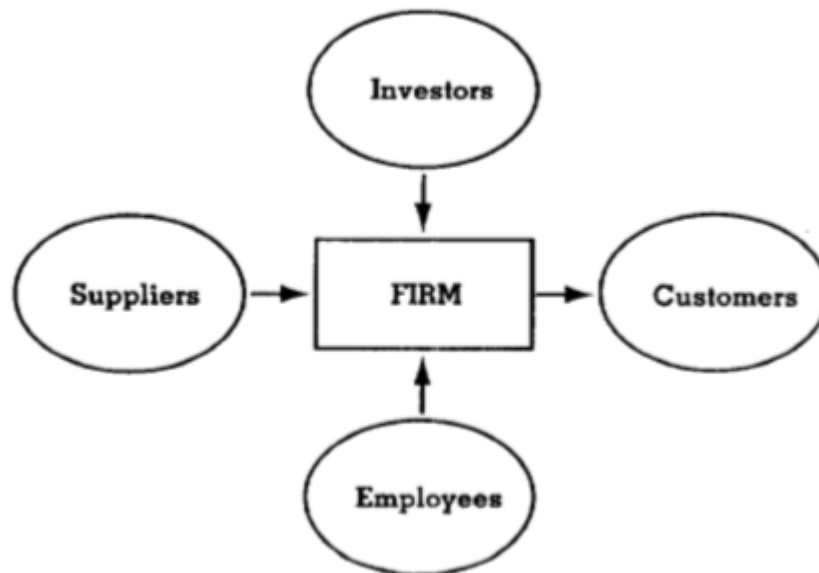
The term stakeholder was first used in 1963 as a derivation of the term stockholders, which for a long time was treated as the only group to which management was intended. Thus, in an internal memorandum from the Stanford Research Institute (SRI), the word

stakeholder was used referring to "any group or individual that may affect or be affected in achieving the objectives of the company", also mentioned that managers should understand the (1984, p.46), and then to consider shareholders, employees, customers, suppliers, creditors, and society as interest groups. Freeman, based on Firm Theory, proposed Stakeholders Theory intending to highlight the importance of looking beyond the boundaries of the company.

The model originally proposed by Freeman (1984), therefore, considered the stakeholders (government, employees, competitors, clients, shareholders, suppliers and society) related to the firm - which is at the center of the model. From this perspective, Freeman (1984) provides a simple definition of stakeholder as any group or individual that affects or is affected by the attainment of the company's objectives.

Until then, companies were conceived in the view of inputs and outputs (Figure 10), in which investors, suppliers and employees competed with inputs to the production process, which were transformed into outputs for the benefit of consumers. To that end, the relationships were one way, be it investors, suppliers and employees in relation to the company or the company in relation to its customers.

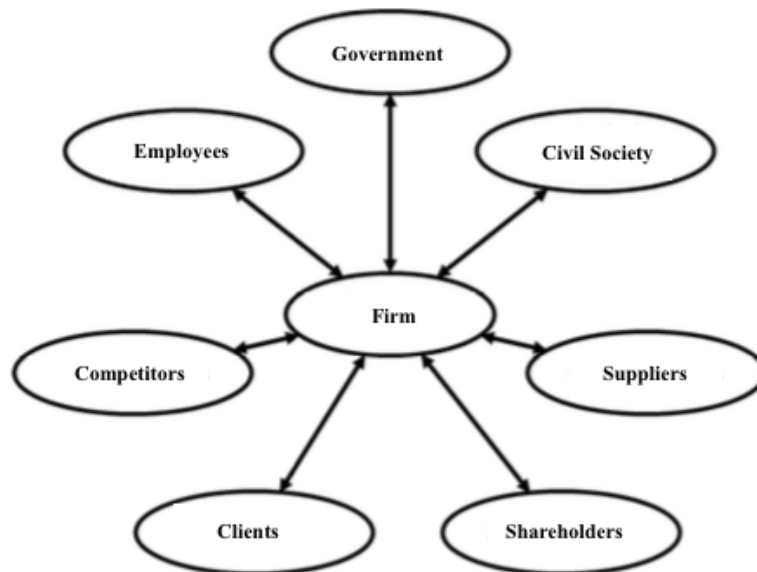
Figure 10 - Contrasting models of operation: input-output model



Source: DONALDSON; PRESTON, 1995, p.68

The model of stakeholders, proposed by Freeman (1984), contrasts explicitly with the input and output model (Figure 11).

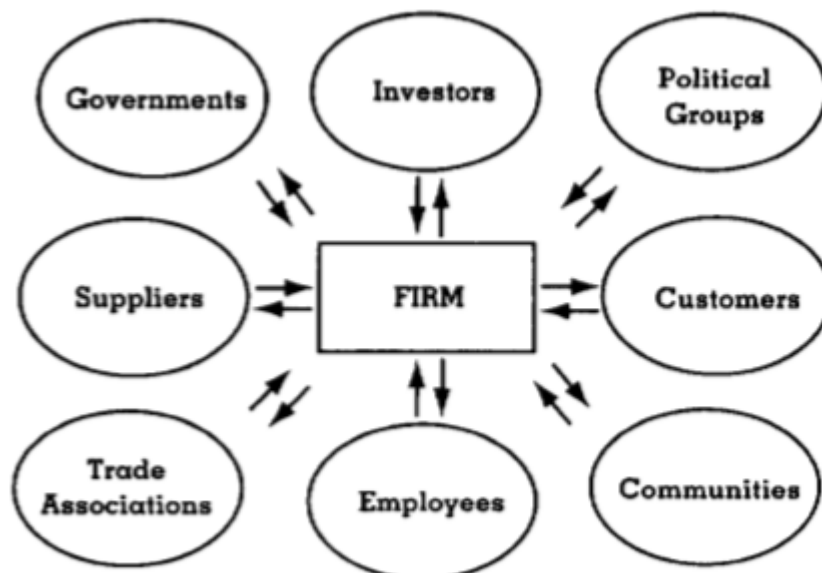
Figure 11 - Stakeholders original model



Source: FREEMAN, 1984, p.115

The model proposed by Donaldson and Preston (1995) involves even more stakeholders (Figure 12).

Figure 12 - Contrasting models of the corporation: the stakeholder model

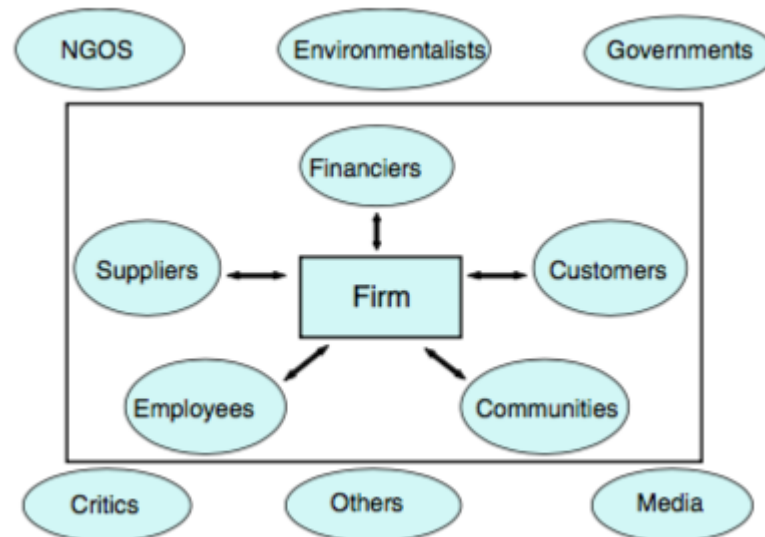


Source: DONALDSON; PRESTON, 1995, p.69

In 2003, Freeman published the paper "The Stakeholder Approach Revisited", in which he proposed some improvements to his original work (1984), among them, the model

itself, presenting a larger number of stakeholders involved, separated according to their proximity to the organization. Moreover, Freeman (2004) in this version highlights a larger number of stakeholders. The updated model is presented in Figure 13, below.

Figure 13 - Stakeholders original model



Source: FREEMAN, 2004, p.115

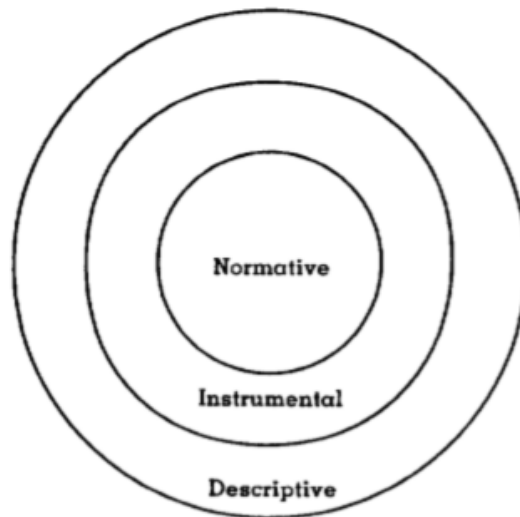
It can be seen that in these classic studies on stakeholder theory, as well as in most of the literature about it, the organization is placed as the nucleus of analysis as the center, and therefore it is the company that defines the stakeholders and determines the organization's strategy for each of the groupings with the aim of coordinating the interests of all, since it is a theory that has a perspective from the organization (STEURER, 2005).

However, there are already in the literature authors who state that the goals of organizations can be more complex, and therefore stakeholders such as civil society, government agencies and other institutions sometimes meet with organizations in order to find a solution for a problem that affects everyone and that is too complex to be tackled effectively without mutual collaboration. Thus, such stakeholders can be as or more influential than the organization within the common goal (ROLLOF, 2008).

Stakeholder literature was already widely disseminated in discussions both in the academic and organizational spheres, in its different approaches, when Donaldson and Preston (1995), when discussing the literature on this topic, proposed that the subject is explained, supported, criticized or used by several authors basically by three approaches. Thus, they classified them in: descriptive aspect, instrumental aspect and normative aspect.

In the descriptive aspect, the works describe and explain the characteristics of the company through the design of the company and its relationship with the diverse stakeholders. Already in the instrumental, it is sought to emphasize the results (growth, profitability) obtained by the companies that adopt the management considering the stakeholders. Finally, the normative has a more philosophical bias, and seeks to discuss the purpose of the organization vis-à-vis society. According to the authors, the nucleus would be the normative aspect because it is what justifies, in fact, the theory (DONALDSON; PRESTON, 1995, p.74).

Figure 14 - Three aspects of Stakeholder Theory



Source: DONALDSON; PRESTON, 1995, p.74

Although criticized by some authors for its breadth and considered by many as having a philosophical orientation, the stakeholder approach can be considered as a mechanism to incorporate ethics into organizations. Donaldson and Preston (1995) brought a contribution to the Theory when they proposed that it should be structured on ethical bases, since they understood that the construction of moral and ethical principles of business makes it possible to define the role and importance of stakeholders.

Mitchell *et al.* (1997, p.855) still says that the Theory of Stakeholders is "a powerful heuristic tool, designed to increase the administrative view of their roles and responsibilities beyond profit maximization function to include interests and demands of groups that are not owners of the shares of the company. " Other authors show that stakeholder theory tends to be based on fairness and equity, having a greater impact on stakeholders who outsource moral reason through changes in initiatives (CARROL, 1989; BOURNE; WALKER, 2008).

Nevertheless, the theory allows to develop a typology of groups of stakeholders and to analyze how, what resources and strategies can match their objectives (FROOMAN, 1999). In order to facilitate the applicability of theory in practice, in companies (MITCHELL, ANGLE; WOOD, 1997). This process involves a determination of primary and secondary stakeholders, which can be deciphered and identified which influence or are influenced, and what their respective interests are (BENDELL, 2000; CLARKSON, 2003). The criterion for division is whether or not there is a formal contract with the organization (customers, suppliers and employees) or direct authority over the company (owners and regulatory agencies).

The primaries have active participation in organizations, there is a high level of interdependence with the corporations. Secondary stakeholders are the groups that affect or are affected, which are influenced by organizations, but are not involved in transactions with organizations and therefore are not essential for their survival, there being no dependency relation between them. They have, however, the power to mobilize the public in their favor or in opposition to the corporation's performance (CLARKSON, 2003).

Fassin (2009) proposes yet another way of classifying stakeholders, taking into account a triangular relationship to subdivide them.

For almost each major constituency there is a corresponding pressure group. For most stakeholder there is a corresponding stakewatcher, and these are labelled associated stakeholders. Finally, for each group of associated stakeholders there is also at least one corresponding specific stakekeeper, while the generic stakekeepers have impact on many stakeholders (FASSIN, 2009, p. 122).

Figure 15 - The triangular relationship among stakeholder groups

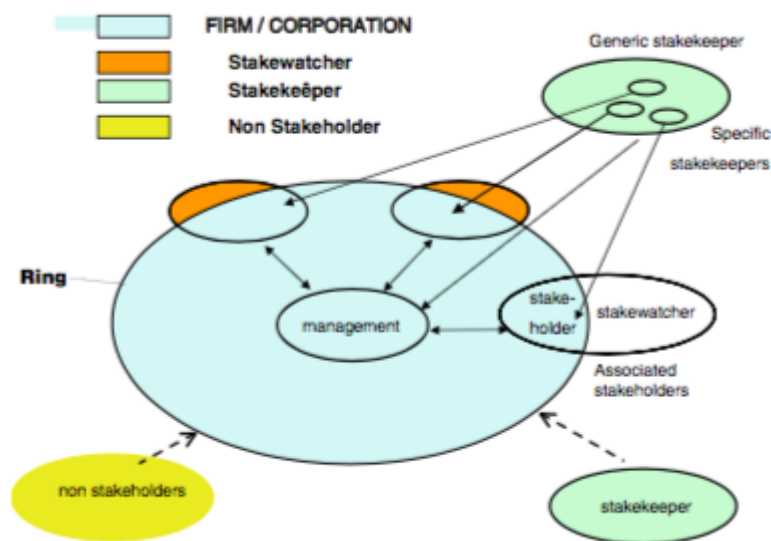


Source: FASSIN, 2009, p. 122

In this model, employees have their unions as their stakewatchers, while the government through the law and the courts are the stakekeepers. The stakeholder group of clients or customers includes wholesalers, retailers and final customers. Pressure groups, such as consumer associations, act as stakewatchers, whereas regulators agents play roles as stakekeepers. Suppliers have been increasingly integrated into a larger stakeholder group called 'business'. This group comprises the suppliers and competitors from the original

model. Competitors represent a special case, originally seen as a stakeholder but later rejected (FREEMAN, 1984; DONALDSON; PRESTON, 1995) as they do not strive for the wellbeing of the firm. Thus, "the proposed systematic categorisation of stakeholders should lead to a new graphical representation that integrates the concepts of stakewatchers and stakekeepers" (FASSIN, 2009, p. 123). Below is presented the model developed by Fassin (Figure 22).

Figure 16 - The triangular relation between stakeholder, stakewatcher and stakekeeper transposed on the new framework as a solar system



Source: FASSIN, 2009, p. 124

The present theoretical chapter sought to understand stakeholder theory from the first use of Freeman's first propositions (1984), the developments in theory brought by Donaldson and Preston (1995) and by Freeman himself in revisiting the theory later (2003). Some of the criticisms of the theory have also been presented, as well as aspects of discussion on which the discussions about stakeholders are centered (DONALDSON; PRESTON, 1995). Aspects related to the identification of the stakeholders and the grouping of agents were also addressed, as well as the establishment of levels of influence in primary and secondary (CLARKSON, 2003) or in stakeholders, stakeholders and stakekeepers (FASSIN, 2009). In this way, the main aspects of the theory are elucidated to understand the different agents, their importance and position within a cluster - in the specific case of this research.

In relation to the applicability of these concepts in research related to the theme of this dissertation, Post and Mikkola (2012) sought to explore the progressive understandings and activities of stakeholders for sustainable catering as forms of sociocultural realization in the Nordic countries, understanding the promotion of organic food consumption and local efforts

such as these. They found that the way sustainability was viewed suggests a translation of ideology into practice and calls for proper tools and support, both within own activities and in the linking with other stakeholders. Also, they found that the generic pattern of intensive modern agriculture was rather negatively encountered by all stakeholders. The supply professionals were interested in agricultural products with added value such as local, domestic, organic and integrated production, which were seen to avoid heavy use of agricultural inputs.

Manning (2015) worked on a paper that aimed to review the evolving nature of what represents value in the food supply chain in the perspective of different stakeholders, and proposed that there is an interface between price and "factors that suggest reward through the degree of utility that reflects the price paid, the concept of affordability in terms of intrinsic and extrinsic quality, hedonistic factors defining the emotional worth of the food and acquirability, the ratio of price to volume of food purchased" (MANNING, 2015, p.8). The author also concluded that stakeholder perceptions of value are always an interface between reward and risk.

More recently, Kalibwani *et al.* (2018) studied how the agricultural commodity value chain development using multi-stakeholder partnerships can fast-track improvement in the livelihoods of rural farming households. The authors used the case of the organic pineapple value chain in western Uganda to understand the governance features that hold the value chain partners together, mainly. Among the findings, the authors understood that the selection of partnerships to develop the value chain is critical and that the strategic multi-stakeholder partnerships should be bound by formal contracts, to ensure stable relationships in the value chain and hence sustainable market access for the farmers.

Stakeholder analysis allows us to distinguish the relative power of each group that influences solving (RAMIREZ, 1999), because stakeholders have different numbers of relationships that need to be considered for understanding environmental conflicts, such as the relationship of base resources and relationships with each other. The next topic deals with aspects related to organic agriculture, which is the context under which the cluster and its stakeholders, in this study, are inserted.

2.3 ORGANIC AGRICULTURE

The many problems caused by the production and consumption of traditional foods demonstrate the need of changing standards in favor of healthier foods, both in terms of human health and environmental degradation. The contemporary dominant agricultural system is the conventional agriculture, which is characterized by mechanization, monoculture, use of chemical fertilizers and pesticides. The focus is on productivity, seeking to maximize profit (RODALE, 2010). In this context, Goodman (2017) explains that large-scale agriculture is based on a fordist logic between the food industry, which manufactures processed products. The result is the loss of origin and loss of quality of the products, since the emphasis is the supply of a global network.

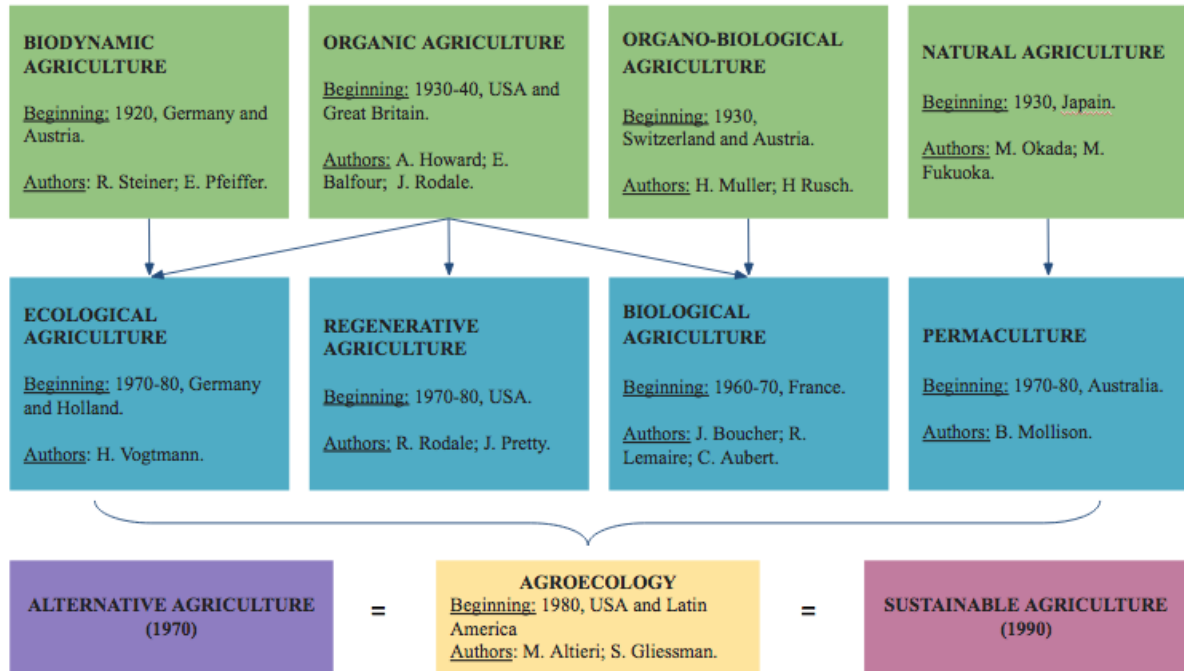
This logic was originated in the Green Revolution that emerged in developed countries in the 1960s to increase food production through the use of chemical inputs, genetically enhanced high yielding varieties, expansion of irrigation systems and intense mechanization, all of that an attempt to fill a crisis in the food supply resulting from the unbridled population growth that was established in the post-war era (ALTIERI, 2000). This logic, however, did not consider the environmental aspects, nor was society concerned about knowing such impacts, because the mindset of concern with established sustainability didn't exist. These development strategies, however, began to be limited in terms of equity and sustainability, not being able either to solve the problem of producing food for all or to solve the problem of hunger and malnutrition. In addition, further aggravated environmental problems (RODALE, 2010; ALTIERI, 2000).

However, since the end of the nineteenth century, a movement emerged in Germany, which was part of a current of thought that challenged the industrial and urban development of the time, by a natural diet, advocating a healthier life and as much in harmony with nature as possible. Organic agriculture reflects this general philosophy, but the recent history of concepts such as organic, biodynamic, agroecological, natural farming, and other related concepts, can more specifically be traced back to early in the XX century (GEIER, 2007; LOCKERETZ, 2007).

Thus, in the 1920s, the first alternative currents appeared to the industrial or conventional model of agriculture. However, the progress of this movement and its practical repercussions occurred after the 1960s, when they began to have a worldwide scope (DARLOT, 2004; ASSIS; ROMEIRO, 2002). In this sense, today's organic agriculture

represents the fusion of different currents of thought that have arisen (DAROLT, 2004). The diagram below, in Figure 23, illustrates the various streams of thought connected with the organic movement and its precursors.

Figure 17 - Major currents linked to the organic movement and its precursors



Source: developed by the author based on Darolt (2004)

Frame 1 below summarizes the main notions and differences of the presented aspects.

Frame 1 - Basic principles of the main currents

AGRICULTURE STRANDS	BASIC PRINCIPLES
<u>Biodynamic</u>	Interaction between the earth, the soil and the formative forces of the electric and astral activity. It is defined as a "spiritual science", linked to anthroposophy, in which property must be understood as an organism.
<u>Organic</u>	Based on the improvement of soil fertility by a natural biological process, by the use of organic matter, which is essential to plant health. The principles are basically the same as biological farming.
<u>Natural</u>	Has religious attachment (Messianic Church). The fundamental principle is that agricultural activities must respect the laws of nature, minimizing interference on the ecosystem. Therefore, in practice, it is not recommended to turn the soil, nor the use of organic compost with animal dejects. This strand was first thought by the Mokiti Okada, but his ideas were strengthened and disseminated internationally by Masanobu Fukuoka's research.
<u>Regenerative</u>	Model reinforces the fact that the farmer seeks his independence for the potentialization of the resources found and created in the own unit of agricultural

	production instead of seeking external resources. Thus, it aims at the regeneration and maintenance not only of crops, but of the entire food production system, including rural communities and consumers.
<u>Biological</u>	Based on socioeconomic and political aspects: producer autonomy and direct marketing. The concern was environmental protection, biological quality of food and development of renewable energy sources. The principles are based on plant health, which is linked to soil health. It recommends the use of organic matter, but this can come from other sources external to the property, differently than the biodynamic ones recommend.
<u>Permaculture</u>	It is the evolution of the natural agriculture's strand, developed in Australia by Bill Mollison.
<u>Alternative;</u> <u>Agroecology;</u> <u>Sustainable</u>	Unconventional farming systems that over the years have been being altered in concept

Source: developed by the author based on Darolt (2004); Assis *et al.* (2002).

Biodynamical agriculture, despite having initiated the movement, has been considered as a more advanced stage of organic agriculture, since it has an integrated approach of the unit of production compared to an organism. It presupposes the use of biodynamic inputs, which are highly diluted mineral, vegetable and animal substances according to the principles of homeopathy applied to the soil, plants and compounds. In addition, it works with the idea of carrying out agricultural operations (planting, pruning, thinning, other cropping and harvesting) according to an astral calendar, giving special attention to the arrangement of the moon and the planets. They have their own system of certification, inspection and accreditation of farmers. Like many other sustainable farming practices, biodynamic production units are often grouped under the generic term 'organic farming'. That is, a biodynamic production unit is also organic, but the opposite is not true (DAROLT, 2004; ASSIS *et al.* 2002).

Some years later and independently of the biodynamic movement, the Englishman Sir Albert Howard begins to publish relevant works resulting from his research in India, in which he tried to demonstrate the relation of health and human resistance to diseases with the organic structure of the soil. Therefore, he is considered the founder of **organic agriculture**. In his works, he emphasized the importance of the use of organic matter in the improvement of soil fertility and life, inferring that for the elimination of pests and improvement of yield and quality of agricultural products, it was necessary to work the natural fertility of the soil (DAROLT, 2004; ASSIS *et al.* 2002).

Inspired by the work of Sir Albert Howard, the English researcher Lady Eve Balfour transformed her farm from Suffolk, England, into an experimental station. In 1946, he

founded an entity called the Soil Association, where he carried out various activities and publications comparing soil quality in organic, mixed and chemical plots. Their studies were disseminated, reinforcing the importance of soil biological processes, as well as the relationship between soil, plant, animal and human health. In the same period, the American Jerome Irving Rodale, also influenced by the ideas of Howard, founded a strong movement in favor of organic agriculture, and founded the Rodale Institute that carries out research, extension and education in organic agriculture until today (DAROLT, 2004; ASSIS *et al.* 2002).

In the 1970s, the set of currents previously seen came to be called alternative agriculture. The term emerged in 1977 in the Netherlands when the Ministry of Agriculture and Fisheries published an important report, known as the "Dutch Report", containing the analysis of all unconventional farming trends, which were grouped under the generic name of alternative agriculture, not constituting a theoretical current, but used to gather currents that differ from conventional agriculture. Later, in the 1980s, the term agroecology came to be assigned to work the concept of alternative agriculture. Some authors infer that this is a broader concept, which incorporates an important social aspect (DAROLT, 2004; ASSIS *et al.*, 2002; GLIESSMAN, 2001; ALTIERI, 2000). Already in the 1990s, the same concept began to be worked by some authors as sustainable agriculture, because it encompasses the idea that there is an objective to be achieved, transposing the notion of 'set of agricultural practices'.

In summary, it can be emphasized that the common point between the different currents that form the basis of organic agriculture is the search for a sustainable production system in time and space, through the management and protection of natural resources, without the use of harsh chemicals to human health and the environment, maintaining the increase of fertility and soil life, biological diversity and respecting the cultural integrity of farmers (DAROLT, 2004).

The history of the organic movement has a clear and logical sequence. "First came the philosophy and teachings, which were based on observation of nature and respect for natural laws. In turn, the organic pioneers transformed these principles into practical farming methods. Finally there emerged a worldwide organic movement" (GEIER, 2007, p. 176).

Although there are conceptual differences between the strands that began, as previously presented, the terms agroecological and organic are used as synonyms in most of the researched academic materials, as they refer to this third stage in the history of the organic movement, and refers to the practical farming methods. However, when the terms are

differentiated, some theoretical lines consider that agroecological production takes into account various aspects of production and ownership, while organic production refers to agriculture that does not use artificial chemical fertilizers and pesticides and animals raised under more natural conditions without the use of drugs and antibiotics common in normal cattle. In this sense, "organic" is merely a production technique, and does not necessarily imply any change in supply structures (ROITNER, 2008). This dissertation, however, considers the terms as equivalent.

This, organic agriculture emerged as a search and construction of new knowledge, based on new scientific approaches and that could support a transition to sustainable farming styles. Therefore, is understood as a gradual and multilinear process of change, which occurs over time, in the ways of managing the agriculture in a way that has as a goal the agrochemical model of production to styles of agriculture that incorporate ecologically based principles and technologies (CAPORAL; COSTABEBER, 2004). This process of change is related to obtaining self-sustaining agricultural systems: with low use of diversified and energy-efficient external inputs conserve natural resources, aiming at long-term sustainability and not short-term productivity (ALTIERI, 2000, p. 59).

For this reason, is an orientation which contributions go far beyond merely technological or agronomic aspects of production. It incorporates broader and more complex dimensions, which include both economic, social and environmental variables, as well as cultural variables, political and ethical aspects of sustainability. The complex agroecological transition process does not dispense with technical progress and the advancement of scientific knowledge (CAPORAL; COSTABEBER, 2004). In other words, "it's not a matter of saying no to technology, but rather a comprehensive agroecological strategy for agriculture in general" (NIGGLY, 2007, p. 86).

Implicit in what has been discussed, it makes sense to question what factors motivate producers to move from traditional production to organic production, as well as to know the barriers involved in this process since, as already mentioned, many factors need to be changed in order to work in the organic path.

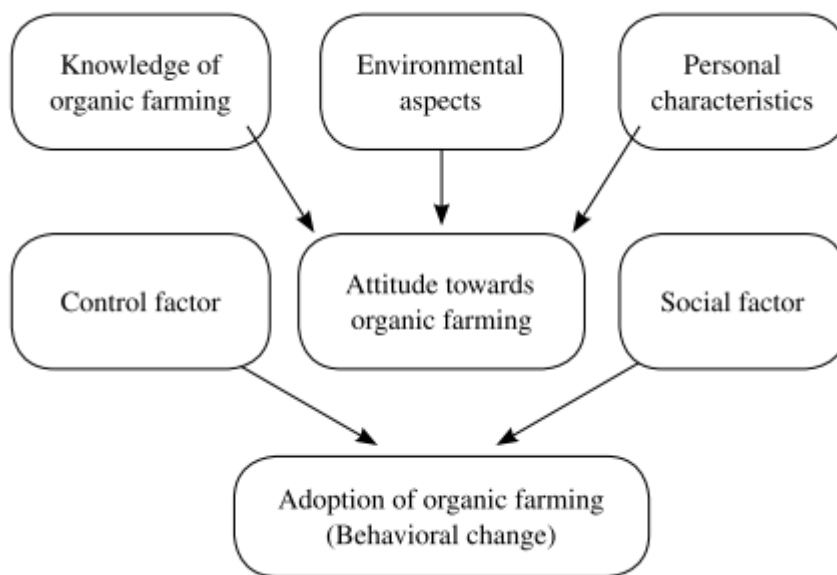
It is noteworthy that, unlike what happens in the studies that address the consumption of organic products, when there is talk about production, there are not so many academic papers that aim to understand what are the main motivations and barriers to the adhesion of organic production. Jouzi et al. (2017) explains that the main **motivations** are related to the opportunities generated by the cultivation of organic and are divided into 4 groups: environmental; economic; Social; and health and nutrition benefits.

The main motivations related to environmental benefits are such as biodiversity conservation, soil protection, water supplies protection and not contribute with the risk of water, soil and air contamination by chemical inputs (IFOAM, 2011; RAHMANN, 2011; SEUFERT, 2012; MÜLLER; GATTINGER, 2012; GATTINGER *et al.*, 2012). With regard to economic benefits, aspects such as contribution to sustainable development and poverty reduction, reducing external inputs cost, access to organic market with premium price and the reduction of the risk of main crop failures were considered (KILCHER, 2007; NEMES, 2009; KLEEMANN, 2011; FAYET; VERMEULEN, 2014; CROWDER; REGANOLD, 2015).

About social benefits, aspects such as enhancing social capacity, increasing employment opportunities in rural areas, improving educational and health conditions, promoting indigenous knowledge and empowering rural women appeared (RUNDGREN; PARROTT, 2006; KILCHER, 2007; VAN ELZAKKER; EYHORN, 2010; SEUFERT, 2012). Sobre o último aspecto, health and nutrition benefits, os aspectos considerados são: enhancing food security through improving income and consequently increasing food purchasing power for the poor, decreasing nutrient deficiencies, improving diverse and nutritious diet, not putting heavy metals and pesticide residues in food, reducing the risk of chemical exposure on the production process (SLIGH; CHRISTMANN, 2007; SEUFERT, 2012; BARAŃSKI *et al.*, 2014).

In the same direction, the authors Herath and Wijekoon (2013, p. 07) proposed a framework that considers that farmer's behavior is "guided by three kinds of considerations; attitude towards organic farming, social factor and control factor (constraining or encouraging factors)". The proposed framework sistemathizes this notions, as presented below (Figure 18).

Figure 18 - Theoretical framework of factors influencing organic farming attitudes and behavior.



Source: Herath and Wijekoon, 2013, p. 07.

About the existing **barriers**, Stephenson (2012) defends that there are three main groups: economic; production; and market challenges. About the economic context, the author explains that it is often cited as a barrier to making the transition to organic production, and includes financial hardship during the three-year transition period, certification and inspection expenses, high labor costs and the difficulty in quantifying success simply through yield and income. Different production challenges may be encountered in the production aspects, depending on the farmer's experience, but mainly the external factors, such as the organic market and policies are considered a challenge (CRANFIELD *et al.*, 2009; SAHM *et al.*, 2012; STEPHENSON *et al.*, 2012). Also, limited technical assistance specific to organic production is a recurring barrier to transition (STROCHLIC; SIERRA, 2007; CRANFIELD *et al.*, 2009; JOHNSTON, 2010) and more university research on organic challenges would be useful (Johnston, 2010).

Finally, on regarding to the marketing barriers, the main aspects are the lack of marketing networks, lack of farmer interest or ability to aggressively market their products, difficulty obtaining organic price information and geographic isolation or distance to available market (JOHNSTON, 2010; LAU *et al.*, 2010). Como um processo social, a produção orgânica apresenta diferentes formas de inserção no mercado, em maior ou menor grau (CAUMO *et al.*, 2017).

The transformation of the dynamics on production and consumption of foods towards

a sustainable pattern has contribute to the emergence of new dynamics in the agro-food markets (RENTING, MARSDEN; BANKS, 2003). In this logic of transposition of the pattern of production and agri-food consumption from the logic of production into industrial and mass, to a more domestic standard, criteria related to product quality become the core of the discussion, as well as ecological, moral and aesthetic characteristics. In this context, there is scope for the emergence of alternative organizations (GOODMAN, 2003). Marsden (1998, p. 107) corroborates with this argument, inferring that "food markets are increasingly differentiated, based on a series of socially constructed criteria for food quality". With regard to product quality, since it is a comprehensive concept, it needs to be defined that, in this context, it can be understood as differentiating the chain from what is found in the traditional system, such as organic production or traceability, certification of place of origin, among others (MARSDEN, 1998; GOODMAN, 2003).

Also, a relevant aspect when talking about short chains is the narrowing of the relationship between producers and consumers. It is observed that in the short chains an approximation occurs between them (MARSDEN; BANKS; BRISTOW, 2000; RENTING; MARSDEN; BANKS, 2003). This concept is an important factor for the creation of new links between agriculture and society, producers and consumers, and has the capacity to resocialize the food (MARSDEN; BANKS; BRISTOW, 2000). One of this forms is through tourism strategies. This subject will be further explored in the next section.

2.4 RURAL TOURISM

Tourism, in general, refers to the activity of traveling and staying in places outside its usual environment for no more than a consecutive year, for pleasure, business and other purposes (OMT, 2018), and is one of the largest and fastest growing industries in the world today (UNWTO, 2016). With this rapid growth, a diversification of tourism products and destinations has taken place, and for this diversification of tourism, the diversity of motivations that lead people to plan their trips, as well as the different personalities of the tourists were important points for this segmentation.

Among this diversity of tourism products, rural tourism stands out, which emerged as a new and more sustainable type of tourism (BUTLER, 1999; SHARPLEY; VASS, 2006; BELTRÃO, 2001; SU, 2013). Urry (2002) emphasized the conception of the 'post-tourist' - a different profile of tourist, with ecological values and seeking for new experiences, health, human relations and personal growth.

The emergence of rural tourism, however, is not only linked to the motivations of consumers (tourists), but also to the need to value the rural environment. It was from the 1990s that it began to gain strength in several countries, when a change in people's understanding of the farmer and agriculture aroused an interest of the tourist agents and the urban population for the rural and the ruralities. Rural tourism has developed into an increasingly diversified phenomenon worldwide where tourists seek multiple experiences even on short holidays (LANE; KASTENHOLZ, 2015).

In this way, in rural areas small businesses are the foundation of the tourism product, by delivering a series of tourism experiences opportunities and making the region attractive (HALL, 2005; RYAN, 2012; DUCK; KASTENHOLZ, 2017). This interest in attractions and developments linked to the tranquility of the countryside made actions such as government support, regulation of rural tourism by the World Tourism Organization (UNWTO) and debate by technicians and researches on the consequences of the opening of rural properties for tourism initiated (CANDIOTTO, 2010).

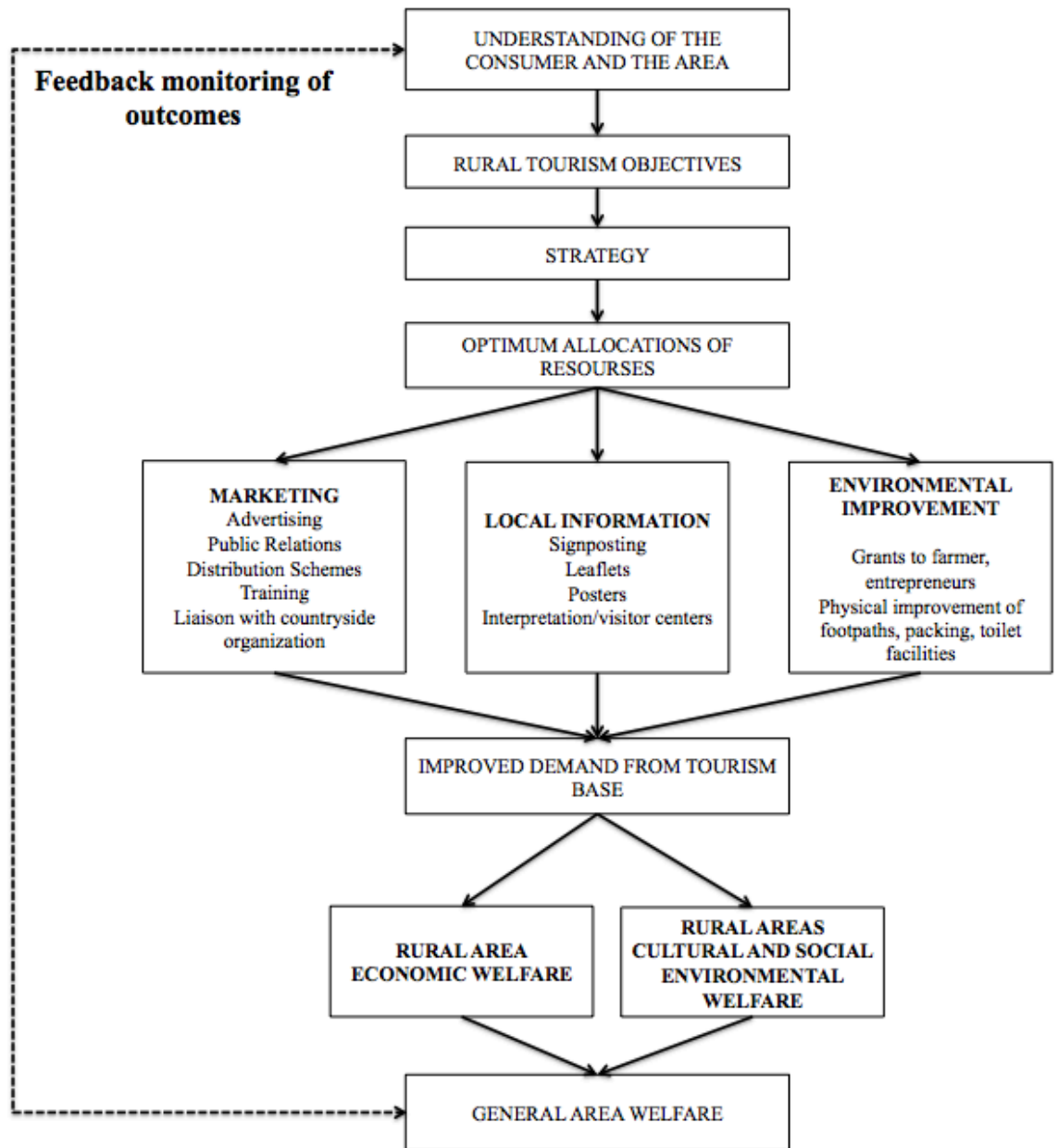
For the purposes of clarification, it should be pointed out, in relation to nomenclature, that rural tourism is considered by some authors as synonymous with ecotourism, rural tourism, agrotourism and adventure tourism (Tullik, 2003; CANDIOTTO, 2010). It is important to differentiate, however, rural tourism from agrotourism. While rural tourism is related to any leisure and tourism activity that is carried out in rural areas, agrotourism refers to agricultural activities, often with the direct or indirect participation of tourists in common activities of farmers, such as planting, harvesting, milking, among others. In this sense, the whole agrotourism offer could be classified as rural tourism, but not all the rural tourism offer presupposes the existence of agrotourism (CALVENTE, 2004; CANDIOTTO, 2010; MCENROE, 2010).

The literature on rural tourism argues that the activity generates local development involving the discovery, mobilization and valorisation of local resources, being punctuated as one of the activities capable of organizing and developing local potentialities (Luigi, 2005; Page 6 A significant number of researchers deffends that sustainable tourism has the potential to provide employment opportunities, infrastructure and financial gains to marginalized rural communities in developing countries (TORRES; MOMSEN, 2004; ZEPPEL, 2006; BUTLER; HINCH, 2007; SLOAN et al. 2014). Still, rural tourism contributes to the permanence of young people, or postponing their exit to the city (ARAÚJO, 2010).

Still in this line, Gilbert (1989) developed a framework contemplating the notion of local development of the rural environment through tourism, generating an increase in general

well-being (Figure 19).

Figure 19 - Framework of the rural area development plan



Source: Gilbert (1989, p. 44)

Figure 25 shows the general area welfare from rural tourism, as a consequence of the strategies of an efficient allocation of resources, generating economic, social, cultural and environmental benefits, that is, that allows to improve the general well-being of the area. The goal is to provide local improvements through job creation, increased consumption power, greater independence of agricultural work and harmonization in the supply / demand relationship between the environment and the local community and the visitors (GILBERT,

1989).

The current fluidity of economic spaces, however, requires a constant innovation attitude. "In tourism, new mechanisms of regionalization, structured in the participation of local governments, can create links of public-private collaboration in the construction and maintenance of tourist activity" (ZAPAROLI, SOUZA, ELESBÃO, 2017, p.1589).

There is a relationship of strong dependence in the tourism sector, and the role of the State is fundamental to coordinate actions, ensuring that there is articulation between the different actors (KNUPP and MAFRA, 2012). Still, the literature on rural tourism highlights that the organization of tourism companies in a region in networks, and the structuring, formal or informal, of councils may enable the development of public policies more articulated specifically for certain needs that generate growth for the regional tourism, and this governance is often implemented by the public authority (FRATUCCI, 2009; CKAGNAZAROFF; ABREU, 2009).

One sees, therefore, a movement toward the regionalization of tourism. Thus, although the social context is strongly globalized, tending to homogenize products, patterns of consumption and customs, simultaneously, this ends up reinforcing a greater search for contact with the environment and traditional cultures, for the local and for the singular (CAMPANHOLA . Calvente (2004) emphasizes that the rural areas of Brazil have their genesis and extension, a rich diversity whose characteristics of each place, in the richness of sociodiversity and biodiversity, must be taken advantage of. The segment has grown in Brazil, valuing environmental, local and social aspects (ARAÚJO, 2010).

In Brazil, the Ministry of Tourism has a guideline for the municipalization of actions, and it was from the National Program for Tourism Municipalization, 1994, that guidelines were adopted for the regionalization of tourism. This reform also strengthened local governments, thus generating an approximation in new formats of relations between local government and society (CKAGNAZAROFF; ABREU, 2009).

The understanding that it is necessary to involve local governments in the process of regionalization of tourism gains space in the Regional Tourism Forums. There is, however, a "significant difference between levels of development and governance in the regions, and mechanisms should be created to empower these bodies, in which regions may establish other forms of organization, especially for promotion and commercialization" (ZAPAROLI, SOUZA ; ELESBÃO, 2017, p.1590).

In this process, regional governance is defined as an organization with "participation of the public and private actors of the municipalities that are part of the tourist regions, with

the role of coordinating the Program at a regional level" (BRAZIL, 2007, p.16). Furthermore, this organization has the role of defining priorities, coordinating decisions, planning and executing the tourism development process in the tourist region (BRAZIL, 2007).

The literature review on the topics covered in this study closes here. Below is a summary of the main concepts and authors used (Frame 2).

Frame 2 - Research background summary

	MAIN CONCEPTS	AUTHORS
BUSINESS AGGLOMERATIONS	Industrial districts and the concept of externalities	MARSHALL, 1920
	Business economy	PORTER, 1998; BAPTISTA; SWAN,1998; ZACCARELLI et al., 2008; BRESNAHAN et al., 2001; MOROSINI, 2004
	Competitive advantages	PORTER, 1998; SCHMITZ, 1999
	Cluster boundaries	PORTER, 1998; MOROSINI, 2004; MENZEL; FORNAHL, 2010
	Joint actions (vertical and horizontal relations)	PORTER, 1998; SCHMITZ, 1999
	Facilitators role	INGSTRUP; DAMGAARD, 2013
	Clusters lifecycle	ENRIGHT, 2003; MENZEL; FORNAHL, 2010
STAKEHOLDER THEORY	Stakeholder model	FREEMAN, 1984; DONALDSON, PRESTON, 1995; CARROL, 1989; MITCHELL, 1997; STEURER, 2005; ROLLOF, 2008
	Hierarchy	MITCHELL; ANGLE; WOOD, 1997; BENDELL, 2000; CLARKSON, 2003
	Stakeholder, stakeholder, stakekeeper	FASSIN, 2008
DRIVERS OF ORGANIC PRODUCTION	Environmental benefits	IFOAM, 2011; RAHMANN, 2011; SEUFERT, 2012; MÜLLER; GATTINGER, 2012; GATTINGER et al., 2012.
	Economic benefits	KILCHER, 2007; NEMES, 2009; KLEEMANN, 2011; FAYET; VERMEULEN, 2014; CROWDER; REGANOLD, 2015

	Social benefits	RUNDGREN; PARROTT, 2006; KILCHER, 2007; VAN ELZAKKER; EYHORN, 2010; SEUFERT, 2012
	Health benefits	SLIGH; CHRISTMANN, 2007; SEUFERT, 2012; BARAŃSKI et al., 2014
BARRIERS OF ORGANIC PRODUCTION	Economic context	CRANFIELD et al., 2009; SAHMet al., 2012; STEPHENSON et al., 2012.
	Procution	STROCHLIC; SIERRA, 2007; CRANFIELD et al., 2009; JOHNSTON, 2010.
	Marketing barriers	JOHNSTON, 2010; LAU et al., 2010.
RURAL TOURISM	Rural tourism	BUTLER, 1999; SHARPLEY; VASS, 2006; BELTRÃO, 2001; SU, 2013; URRY, 2002; HALL, 2005; RYAN, 2012; PATO; KASTENHOLZ, 2017
	Local development	MILANI, 2005; VEIGA, 2007; ELESBÃO, 2009; SAXENA; ILBERY, 2010; ARAUJO, 2010; TORRES; MOMSEN, 2004; ZEPPEL, 2006; BUTLER; HINCH, 2007; SLOAN et al., 2014; gilbert, 1989
	Local government role	KNUPP; MAFRA, 2012; CKAGNAZAROFF; ABREU, 2009; ZAPAROLI; SOUZA; ELESBÃO, 2017.

Source: developed by the author (2018)

In the sequence, clarifications will be made regarding the methodology adopted to conduct this research.

3 METHODOLOGICAL PROCEDURES

The choice of the methodological procedures that will be used for the development of a scientific research is crucial for the construction of knowledge about a given subject, since each method provides a study perspective. Thus, the decision about the research method to be applied depends on what the research aims to achieve, and is influenced by the paradigmatic stance adopted by the researcher (GEPHART, 1999).

Thus, in the following, case study approach is described with the recommendations for ensuring quality, that guided the conduction of this research. This chapter is organized by presenting the research approach and method on section 4.1, followed by the presentation of the research design on section 4.2. Thus, the research protocol is presented on the topic 4.3. The context of the study and the analysis unit, data collection and analysis techniques, as well as rigor in qualitative research are presented on sections 4.4, 4.5, 4.6 and 4.7, respectively.

3.1 APPROACH, TYPE AND METHOD

In order to answer the question and the proposed research objective, the present study opted for a **qualitative** approach of the **exploratory** type, being conducted through the case study method. The case to be studied will be the Via Orgânica (Garibaldi-RS), which is the first rural tourism route with 08 certified organic properties.

Goldenberg (2007) explains that, in a study guided by the qualitative approach, the researcher's concern is not the numerical representativeness of the research group but the deepening of the understanding of a social group, an organization, an institution, a path. Qualitative research "can be characterized as the attempt of a detailed understanding of the meanings and situational characteristics presented by the interviewees" (RICHARDSON, 2008, p.90).

According to Denzin e Lincoln (2008, p. 23), the qualitative approach implies an "emphasis on the qualities of entities, on processes and meanings that are not examined or measured in any way in terms of quantity, volume, intensity or frequency." Still, it is justified, for some authors, as being adequate to investigate the nature of a social phenomenon, complex or strictly particular situations (RICHARDSON, 2008), because it considers a

multiplicity of perspectives and agents (POUPART *et al.*, 2008).

Some authors also point out that qualitative research requires the researcher to have certain skills in the conduct of observations and to the creation and use of categories of analysis. These authors justify that for socially constructed nature of reality; the close relationship between the researcher and the object of study; and the situational limitations that influences the investigation (RICHARDSON, 2008; DENZIN; LINCOLN, 2008).

In the same way, the study has an exploratory perspective, which is adequate when the researcher has few about the reality to be studied, since it allows greater familiarity with the research problem, facilitating the emergence and development of ideas, which provides a more comprehensive view of the phenomenon under study. The purpose of this type of study is precisely to look for patterns, ideas or even hypotheses, rather than to test them. The focus is to gain insights and familiarity with the subject area (COLLINS; HUSSEY, 2003).

In this way, the qualitative and exploratory approach is in line with the proposed objective, given that: the subject studied is of relatively recent formation (October 2016), and it is necessary to explore reality to better understand it ; it will be sought to understand the existing training, searching for benefits and challenges that belong to a cluster that could generate organic organizations and for the region where it is located; and the complexity of a study involving so many stakeholders.

Among all methodological strategies, the research method carried out was the **single and embedded case study**, having as unit of analysis the Via Orgânica, Garibaldi's rural touristic route, in Rio Grande do Sul - south of Brazil. Yin (2001, p. 34) mentions that there are at least five different paths to the application of case studies, and this paper uses this research strategy to "explore those situations in which the intervention being evaluated does not present a simple and clear set of results".

The option to work with a unique case is justified by the revealing nature of the Via Orgânica case, which is a unique and pioneering initiative for the formation of one of the first touristic routes composed of certified organic properties. Also, the last aspect (embedded case study) refers to having been worked on more than one unit of analysis. Yin (2001, p.64) explains this use "when within a single case attention is paid to one or several subunits", and has adherence to the study carried out since almost all the companies that compose the cluster under analysis were as well as the main stakeholders. It is important to highlight the warning given by Yin (2001) about the need to return to the larger unit of analysis to provide an analysis of the case as a whole.

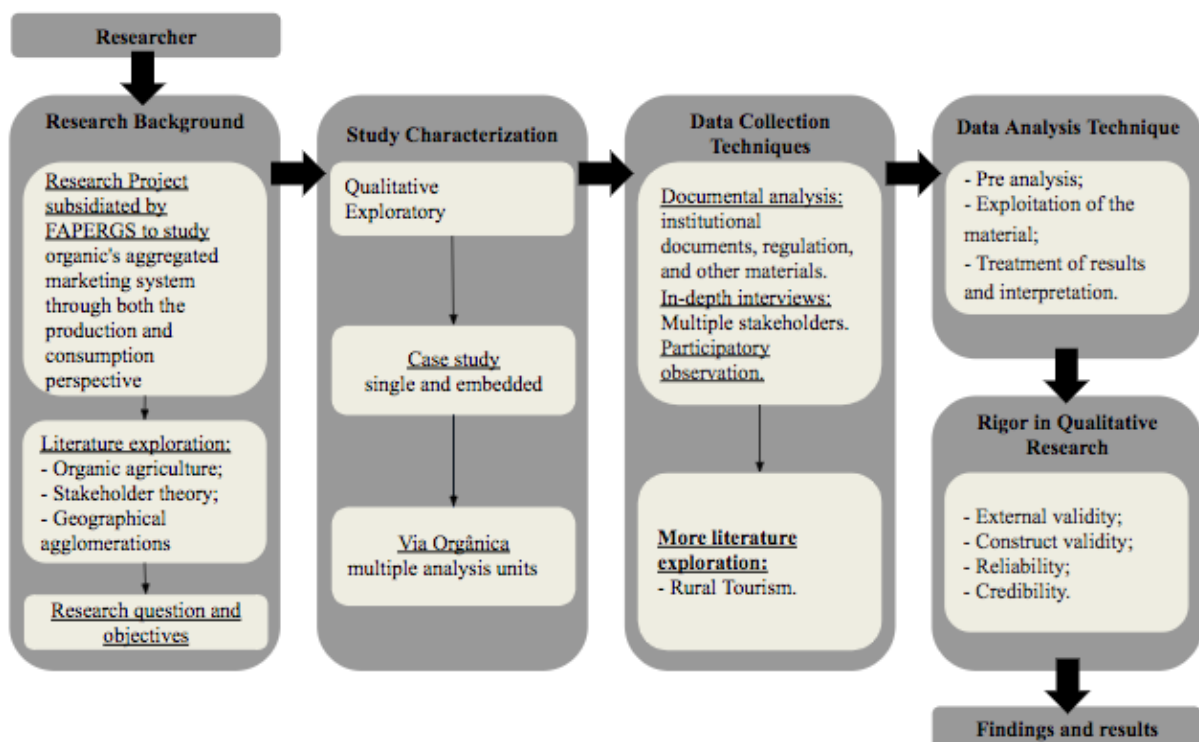
Thus, the method case study is appropriate to provide a thorough appreciation of social

Depending on what has been discussed so far, due to the fact that it was created recently (October 2016), Via Orgânica is still a subject rarely explored in the academic literature, which justifies the approach of qualitative and exploratory research adopted because of the need to deepen the knowledge of this phenomenon. It's consistent with the theoretical specifications of the case study method, since the boundaries between the context and the phenomenon are not defined and it is a complex case with several agents and interests involved. The next topic clarifies the stages done in order to develop the research.

3.2 RESEARCH DESIGN

The research design can be understood as a representation of the logical sequence that guided the development of research, which should consider the research question and objectives and study models to be applied, as well as the available resources (YIN, 2001). The design of the research is understood as a systematization of the steps taken by the researcher to obtain the correct responses to the research objectives traced. Figure 27, below, systematizes the process.

Figure 21 - Research design



Source: Developed by the author

Figure 27 illustrates, therefore, the methodological course. This research was initiated as part of the project "An Analysis of Organic Production and Consumption from the Perspective of Sustainability and the Aggregate Marketing System", which has been underway since February 2017, subsidized by FAPERGS and involving three educational institutions: UFRGS, UNISINOS and UNIVATES. As already mentioned, this dissertation is part of the project objectives. From that point on, we sought the support of existing literature on organic agriculture, as well as theories of geographic agglomerations and stakeholder. Then, the research question was delimited to the study context, defining the objectives.

Afterwards, the characterization of the research methodology was defined. A unique and embedded case study was chosen based on the precepts of Yin (2001), and approach the question of research in a qualitative way through an exploratory study. It was also defined the units of analysis that would be studied and the respective research instruments to be applied. In addition, the data collection strategies were established with a view to bringing multiple sources of evidence, but having as main source the semi-structured interviews and, in a complementary way, the documentary analysis and participant observation.

After the collection, it was necessary to return to the stage of theoretical construction, seeking to support categories a posteriori that were found. Notions about rural tourism were added, then. Then, the data were analyzed generating the results, using as basis for both the definitions of Bardin (2011). Validation aspects were sought to bring more rigor to qualitative research, as proposed by Yin (2001).

To guide the researcher during the different moments of research, presented above in research design, one of the procedures was the development of a research protocol. In addition to guiding the development of the study, the protocol was also used to bring more rigor to the research, followed by the indications of Yin (2001) and other authors. The protocol developed is presented in the following topic.

3.3 RESEARCH PROTOCOL

The research protocol is one of the main tactics to be adopted in the development of a case study to increase the reliability of the research. The objective of having a protocol is to assist the researcher in conducting the study (YIN, 2001; MARTINS, 2008). Thus, after

defining the research design, some sets of operational procedures were developed that allowed the accomplishment of the study objectives, being more than an instrument for the data collection, since it contains procedures and rules that the researcher must follow before, during and after the use of the data collection instruments (YIN, 2001).

Martins (2008) argues that the research protocol in case studies are questions that function as a check list so that the researcher is aware of the actions that must be taken in the conduct of work, especially in the collection of the information and the reasons why they should be collected (or not). Based on the assumptions of Yin (2001), a rigorous procedure protocol was developed to operationalize the objectives of this study. For the author, the protocol should contemplate the following aspects: the overview of the case study project; field procedures; case study question and instruments for data collection; and guide to the case study report. The Frame 3, presented below, brings the steps proposed by Yin (2001) more completely:

Frame 3 - Research Protocol

1	Overview of the case study project	Project objectives, case study issues, and important readings about the topic being investigated.
2	Field procedures	Credentials and access to case study sites, general sources of information and procedural warnings.
3	Case study questions	Specific questions that the case study researcher should keep in mind when collecting the data, a spreadsheet for the specific provision of the data, and the potential sources of information to answer each question.
4	Guide to the development of the case study report	Summary, narrative format and specification of any bibliographic information and other documentation.

Source: developed by the author based on Yin (2001, p.91).

From these notions, the research protocol followed by the researcher, presented in Frame 4 below, was developed. It is important to note that the steps do not follow a chronological order, since some were developed simultaneously. The described procedures followed the order of execution in the steps in which they are presented.

Frame 4 - Research protocol of this research

SECTIONS (YIN, 2001)	STAGE	PROCEDURES
A Overview of the case study project	1. Definition of the context of the research and the case to be studied	<ul style="list-style-type: none"> - To conduct a literature search on Organic Agriculture, Geographical Agglomerations and Stakeholders Theory; - To define the research problem and study objectives; - To elaboration of the Theoretical Referential based on the research problem chosen; - To read the theoretical reference and highlighting elements that could be inserted and assisting in the development of the data collection instruments; - To review and understanding of the context of the case study.
	2. Choice of sources of information and preparation of collection instruments	<ul style="list-style-type: none"> - To define sources of data collection (in-depth interviews, documentary analysis and participant observation); - To define the agents to be interviewed; - To contact the agents initially defined (companies participating in Via Orgânica and Garibaldi's tourism secretary); - To elaborate the initial interview script based on the script developed in the FAPERGS Research Project, adapted according to the stipulated objectives and the questions arising from the specific theoretical framework addressed in this research; - To define agents where the researcher could carry out participant observation collection; - To elaborate the script of the participant observation.
B Field procedures	3. Field entry (first contact)	<ul style="list-style-type: none"> - To formalize the research with the agents involved in the research; - To make initial contact via e-mail with the agents to be interviewed, explaining the research objectives and how it would be developed, and also inviting them to participate in the research; - To schedule of interviews; - To make telephone contact with the agents to be investigated in the participant observation; - To schedule in the establishments the visits in which the participant observation will be carried out.
	4. Collection of documents for documentary analysis	<ul style="list-style-type: none"> - To identify documents to be analyzed; - To develop the script of the collection of documents; - To relate the collection of documents according to the route of collection.
C Case study questions	5. Review of interview scripts and conducting the interviews	<ul style="list-style-type: none"> - To review the script of interviews from the documentary collection made; - To submit the interview script prepared for the analysis of specialists in the field (researchers involved with studies in the field of organic agriculture); - To adjust the interview script according to the experts' suggestions; - To conduct the interviews; - To note the aspects that stood out during the interview, and the non-textual elements perceived.
	6. Review of observation and realization of the observations	<ul style="list-style-type: none"> - To review the observation script from the documentary collection made; - To adjust the observation route; - To realize the observation.

D	Guide to the development of the case study report	<p>7. Decryption of the data obtained</p> <ul style="list-style-type: none"> - To transcribe interviews in full; - To read the transcript and listen to the audio simultaneously, making any adjustments; - To structure the discussion of results based on theoretical reflections. <hr/> <p>8. Data analysis</p> <ul style="list-style-type: none"> - To analyse the interviews, observations and documents confronting them with the theory from the analysis of content, respecting the precepts of Bardin (2011); - To write the results of the dissertation research.
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Source: developed by the author, 2018

The procedures presented in Frame 4 demonstrate the path taken by the researcher to obtain the results of the present research, and its elaboration aims to bring greater reliability to the study. It was sought to make the process steps as operational as possible, as indicated by Yin (2001). The steps and procedures adopted at each point can be better understood at the following sections of the text. Specifically, in the next topic, the context of the study and the units of analysis selected for the understanding of the phenomenon are presented.

3.4 CONTEXT OF THE STUDY AND ANALYSIS UNITS

The city of Garibaldi is located in the mountains of the State of Rio Grande do Sul, southernmost state of Brazil. The region of the Rio Grande do Sul is strong in winemaking and tourism, being known and recognized throughout the country for such characteristics. In this context, the city of Garibaldi proposed to create a roadmap for tourism and organic production: the cluster Via Orgânica. Thus, the research developed in this research fell on the eight (08) properties belonging to the cluster, in addition to the main stakeholders, mapped a priori (based on the documentary and bibliographic analysis carried out before going to the field) and a posteriori, interviewed.

Four out of the eight companies that belong to Via Orgânica are in the field of winery, such as Cooperativa Vinícola Garibaldi, Família Boroto, Família Mariani and Econatura. There are also one restaurant (Valle Rústico), one groceries store (Sabor Ecológico) and two sites (Sítio Crescer and Sítio do Celo).

Also, representatives of the City Hall involved in the creation of the project through the Tourism Secretariat were considered, an NGO, a cooperative and SEBRAE's consultants were contacted and interviewed to corroborate with this research. The mentioned NGO was

identified in Do Canto's work (2016) has been established in the city since 2013 with the aim of promoting a better appreciation of food, improving the quality of meals and a production that values the product, the producer and the environment.

Still, very incipient, a (01) consumer of Via Orgânica was interviewed, as a way to add another evaluation lens. It was decided not to look for more consumers respondents, because the scope under which this dissertation proposed to work was precisely the organization of the cluster by the productive bias Frame 5 below summarizes the agents that composed the unit of analysis.

Frame 5 - Analysis Unit

AGENTS/ STAKEHOLDERS	INTERVIEWEES	NUMBER OF INTERVIEWS	REFERENCE OF INTERVIEWEE
Cluster - Valle Rustico	Owner	1	Interviewee 1
Cluster - Família Mariani	Owners	2	Interviewees 2 and 3
Cluster - Econatura	Owners	2	Interviewees 4 and 5
Cluster - Sabor Ecológico	Owner	2	Interviewees 6 and 7
Cluster - Sítio Crescer	Owners	2	Interviewees 8 and 9
Cluster - Sítio do Celo	Owners	3	Interviewees 10, 11 and 12
Cluster - Coop. Garibaldi	Directors	2	Interviewees 13 and 14
Cooperativa Coopeg	Director	1	Interviewee 15
SEBRAE	Consultants	2	Interviewees 16 and 17
City Hall	Tourismologist	2	Interviewees 18 and 19
NGO	Volunteer	2	Interviewees 20 and 21
		21	

Source: developed by the author (2018)

It is importante to mention that Via Orgânica was inaugurated with 10 (ten) properties. While this reserarch was getting carried out, two properties had problems with their certification and had to leave the cluster. Neighter of these properties were interviewed. Still, out of the eight left organiations, one of them (Boroto's Family) couldn't participate of this reserach due to personal issues of the owners.

This unit of analysis allowed to know the case under study more in depth, since it was sought to know all the main stakeholders and of direct importance to the cluster. It is important to note that during the contact phase with the agents two properties belonging to Via Orgânica were disconnected from the cluster without disclosing the reason, and therefore, were not interviewed. In addition, one of the organizations belonging to Via also can not be interviewed for circumstantial and personal reasons of the owners. The techniques utilized to

obtain the data through the unit analysis are specified in the following topic.

3.5 DATA COLLECTION TECHNIQUES

Because this is a theoretical-empirical study, this dissertation draws on three different sources of data collection: documentary analysis, in-depth interviews, and participant observation. According to Yin (2001), it is fundamental that in a case study several sources of evidence are used to increase data reliability, generating construct validity (aspects related to methodological rigor in qualitative research will be addressed in topic 4.7). For the accomplishment of this research, data collection was performed at defined moments according to the research protocol (Frame 3).

Documentary research draws on materials that do not yet receive an analytical treatment, with sources that are much more diverse and dispersed. It involves searching files such as research reports, company reports, statistical tables, and so on (GIL, 2008). Marconi and Lakatos (2008, p. 57) explain that "it covers from single publications [...] to oral communications, such as: radio, magnetic tape and audiovisual recordings". Also, developing documentary research as a preliminary stage of exploratory research (MARCONI; LAKATOS, 2008). The collection of documents took place between April 2017 and November 2017, before and during the interviews and observations, in order to allow greater interaction with the context and the activities of the field. The documentary collection followed a document collection route (presented in the appendices of this work), prepared by the researcher, in which sources, objects and the way of storing the collected data were specified.

In a second moment, semi-structured in-depth interviews were conducted between August and November 2017. The interviews were scheduled on specific days according to the possibility of the interviewees' agenda, and were conducted in person and via Skype. Five interview scripts were developed, one specific for each stakeholder interviewed (institution belonging to the cluster, city hall, NGO, Sebrae consultants and consumer). The elaborated interview scripts are presented in the annexes of this work. The use of an unstructured research script is an instrument that guides the researcher in obtaining these data, without, however, being too restrictive (GIL, 2008).

In relation to the in-depth interviews, it can be said that this is a procedure used to

obtain data and information about the subject from the conversation between people, face to face and methodically. It is an important working tool in the various fields of social sciences, among others (MARCONI, LAKATOS, 2008). Gil (2008, p.109) complements this reasoning by inferring that "the interview is a form of social interaction." More specifically, it is the form of asymmetric dialogue, in which one party seeks to collect data and the other presents itself as a source of information". Another important is that this technique has the "great dependence on the interviewer's relational and communication skills" (APPOLINÁRIO, 2006, p.134).

According to Richardson (2008), the best situation to understand the mind of another human being is the face-to-face interaction, because the proximity between people provides the best possibilities to penetrate the mind, life and definitions that are important to each one. In this way, it is believed that this technique of data collection is adherent to the research objectives related to the understanding of Via Orgânica through the companies that constitute it and through the relations established between the companies and the other agents.

Regarding the third source of data collection, the direct observations were made in the period between August 2017 and March 2018. They were carried out in four (4) distinct moments: first, in a technical visit to some properties belonging to Via Organic; then, at two different moments, the observations were made simultaneously with the interviews; and lastly, through a two-day immersion in the countryside, through the experimentation of services provided by Via institutions (accommodation in Sítio Crescer, lunch in the restaurant Valle Rústico and purchases in the Sabor Ecológico and Garibaldi Cooperative).

The literature on this technique of data collection, according to Flick (2009), is very controversial about the role of the researcher and the different conceptions of observation. For Jaccoud and Mayer (2008), it consists of the activity of a researcher who personally observes situations and behaviors for which he is interested, without reducing himself to know them by secondary sources. Flick (2009) also emphasizes that this approach emphasizes knowledge of practices, since interviews, for example, only give the researcher access to what is being reported, since the observations allow one to know the practices themselves.

Participant observation is the form of observation most commonly used in qualitative research. It is a field strategy that "combines both document analysis, interviewing of respondents and informants, participation and direct observation and introspection" (DENZIN, 1989, p.157-158). It is characterized mainly by the fact that the researcher delves into the field, observing it from the perspective of member and whose participation must exert influence in the field under analysis. Also, the importance of the use of charts and structured

observation schemes with the greatest possible detail is important to obtain consistent information about the field (FLICK, 2009). The structured datasheets for the realization of the observations are available in the appendices of this work. Next section presents the analysis technique adopted to understand the data

3.6 DATA ANALYSIS TECHNIQUE

Once the necessary data are obtained, the analysis were done through the technique of content analysis. According to Priest (2011, p. 138) content analysis "focuses much more on latent content and can better consider the subtleties of the structure of arguments and narratives that are not easily captured". This technique of analysis aims to search for the meaning of textual materials, generating as final product a consistent analysis of the theoretical interpretation of what is latent in the data collected (APPOLINÁRIO, 2006).

In order to better organize the content, Bardin (2011, p. 89) suggests a subdivision into the analysis, separating it into: pre-analysis; coding; and categorization. Below, the three steps of content analysis will be detailed, according to the referred author.

Pre-analysis is the phase of organizing the data, and according to Bardin (2011, p. 89) aims to "systematize initial ideas so as to lead to a precise scheme of the development of successive operations in a plane of analysis". Thus, a greater understanding of the material is assumed. "The indicators will be constructed according to the hypotheses, or it may even be that the hypotheses will be constructed in function of the identification of certain indicators" (FRANCO, 2008, p. 52).

The formulation of hypotheses (provisional statements about what is being studied) means trying to particularise, or raise questions, to formulate assumptions, from an empirical and theoretical framework. It is important to make these assumptions, which remain in abeyance as long as they are not subject to the proof of secure data, since this is to make explicit and precise, and therefore to dominate the dimensions and directions that analysis can take (BARDIN, 20011) .

The second step is the exploration of the material through its **coding**, that corresponds to a systematic transformation of the data by aggregating and enumerating, which allows them to produce a representativeness of the contents, serving as indexes. Franco (2008, p. 58) explains that regardless of the subject under study "the same is more important for the

analysis of the data the more frequently it is mentioned." Through thematic categorization, according to Bardin (2011, p. 99), "the text can be cut into constituent ideas, statements and prepositions bearing isolated meanings. [...]"

To do a thematic analysis consists in discovering the nuclei that compose the communication and whose appearance can mean something for the analytical object chosen. Then, from a set of themes, it is possible to use several types of enumerations. In this study, we will use the intensity measure, which evaluates in three levels (corresponding to semantic variations) the appearance of an element.

The third step of the content analysis process is **categorization**, which consists in the treatment of the results obtained and interpretation. According to Bardin (2011, p. 11), "an operation to classify constitutive elements of a set, by differentiation, and then by grouping according to previously defined criteria" generating an analogy, that is, a cross between the obtained data. The categorization presupposes that an investigation is made of what each of the categories established have in common with the others, and what allows the grouping is, exactly, the common part between the information. Thus, "the initial categories, fragmented and extremely analytical, became indicators of broader categories that, when formulated, also incorporated theoretical presuppositions" (FRANCO, 2008, p. 62). The categories can be defined a priori - those that have as starting point the theoretical reference and compose the objectives of the study and the a posteriori categories that derive from the analysis of the data (BAUER; GASKELL, 2002).

3.7 RIGOR IN QUALITATIVE RESEARCH

In the first pages of Robert Yin's "Case Study: Planning and Methods" (2001), the author discusses the reasons why the case study method is little used and is often viewed as a less desirable form of research against other methods. "Perhaps the biggest concern is the lack of rigor of the case study research. A second concern [...] with respect to case studies is that they provide little basis for a scientific generalization" (YIN, 2001, p.28-29). Flick (2009, p.342) corroborates this reasoning, bringing the discussion not on the method, but on the research strand, inferring that "the definition as to the form of qualitative research evaluation is still an unresolved problem, being pointed out repeatedly as an argument for the purpose of questioning the legitimacy of this type of research".

To such questions, Yin (2001, p.29) argues that case studies, in the same way that experiments "are generalizable to theoretical propositions, not to populations or universes. represent a sampling and the researcher's goal is to expand and generalize theories (analytical generalization) and not enumerate frequencies (statistical generalization)".

Also, in order to seek more quality in the case study, some authors propose strategies to bring rigor to this method in qualitative research. Tests of construct validity, internal and external validity, reliability, credibility, and others are proposed. For each test, the authors also propose a series of procedures (KIDDER; JUDD, 1986; YIN, 2001; FLICK, 2009).

Recognizing the importance of these aspects, this research was based on the propositions of Yin (2001) and Flick (2009) for the execution of procedures that would bring such rigor. Thus, in addition to the adoption of the research protocol presented in topic 4.4, Frame 6, below, summarizes the main tests proposed by the authors, explaining their use and suggested procedures (adhered and not adhered to in the present research).

Frame 6 - Procedures to bring rigor to the qualitative study

TEST	PURPOSE OF THE TEST IN QUALITATIVE RESEARCH	PROCEDURES SUGGESTED BY AUTHORS AND CARRIED OUT	PROCEDURES SUGGESTED BY AUTHORS, BUT NOT PERFORMED
Validity of construct	It aims to establish correct personal measures for the concepts that are under study.	- Use of several sources of evidence; - Establishment of connection between the evidences.	- Have the draft of the case study report reviewed by key informants.
Internal validity	It aims to establish a causal relationship by which certain conditions are shown that lead to other conditions (only for explanatory or causal studies, not for exploratory or descriptive studies).	Not applicable	Not applicable
External validity	It aims to establish the domain to which the findings of the study can be generalized.	- Definition of a theoretical framework; - Inferences related to the theory presented in the theoretical framework.	- Use replication logic in multiple case studies.
Reliability	It aims to demonstrate that the operations of a study (such as data collection procedures) can be repeated, presenting the same results.	- Use of case study protocol; - Attention to methodological rigor. - Standardization of the researcher's field notes.	-

Source: Developed by the author, based on Yin (2001) and Flick (2009)

The validity test of the construct seeks to give reliability to the research, and is related

to the ways of obtaining the data. Flick (2009, p.345) explains the importance of understanding whether researchers "see what they think they see". Kirk and Miller (1986) infer that there are basically three types of errors in which researchers may incur and that impair the reliability of the obtained data: to see a relation or a principle when they are not correct (type 1 error); reject some information or stop making a relationship when they are in fact correct (type 2 error); and ask the wrong questions, obtaining skewed data or failing to capture relevant information (type 3 error). In order to increase the validity of the construct, some tactics were used, such as the diversity of sources of evidence and, later, the triangulation of the data, which allows the researcher to obtain different perspectives on the same research question (FLICK, 2009).

Procedures for the internal validity test were not adopted for this research, in view of the recommendations of Yin (2001, p.48) that this test should be used "only for explanatory or causal studies and not for descriptive or exploratory studies". Regarding the external validity, which is concerned with the possibility of generalization of the findings beyond the immediate study. In this sense, because it is a case study, it is understood that generalization per se is not possible, but that this type of study allows replicability. Yin (2001) further explains that the case studies are based on analytical generalizations, that is, the role of the researcher in this case is to seek to generalize a particular set of results to some broader theory. In this case, the procedures adopted were solid foundation and search for support in theory.

As far as research reliability is concerned, it is a question of finding ways to ensure that if another researcher follows exactly the same steps, you may come to the same conclusions when conducting the same study again. Yin (2001) also points out that it is not a matter of replicating the results of a case when doing another case study, but doing the same study again. For this, it is necessary to make explicit all the procedures of the research, to use a clear and defined protocol and to always pay attention to the methodological rigor for the construction and presentation of the research. In this dissertation, the reliability was ensured by the use of a case study protocol that clarifies the steps of execution of the research, and also by the standardization of the field notes. The standardization was given by the development of a default document, in which the researcher padronized the data obtained in the field taking the research script as base.

It is understood that, when taking such precautions in order to obtain more quality in the qualitative research, it is mitigated the possibility of errors and biases in the execution and presentation of the study. With these explanations, the presentation of the methodological

procedures is finished. The results of this research are presented and analyzed in the next chapter.

4 RESULTS AND DISCUSSION

In this chapter, the data obtained through the interviews with the various stakeholders involved in the studied cluster are presented, discussed and analyzed, with the purpose of obtaining subsidies to respond to the objectives proposed in this study. Furthermore, data were analyzed for non-participant observation, information collected in the documentary analysis, and the bibliographic framework used.

In order to facilitate the understanding of this process, the analysis was as follows: first, the cluster and the studied agents are presented (section 5.1); then it is evident what are the drivers and challenges of this training (section 5.2); the understanding of the motivations and barriers surrounding stakeholders to work with organic production (section 5.3) is also discussed; and, finally, the pillars of the cluster studied are defined (section 5.4).

4.1 PRESENTING THE CLUSTER AND ITS STAKEHOLDERS

The organic cluster analyzed in this dissertation corresponds to Via Orgânica, an agroecological and artisanal production network that constitutes one of the first rural tourism routes in Brazil with eight (08) certified organic properties. Located in the municipality of Garibaldi, in Rio Grande do Sul (extreme south of Brazil), the cluster was inaugurated at the end of October 2016.

Figure 22 - Garibaldi's location on Rio Grande do Sul



Source: Google Maps (2018)

The city of Garibaldi already has as a strategy the formation of tourist routes, such as the route of the sparkling wines (the city of Garibaldi is known in the State by the tradition in the production of sparkling wines), religious route, flavor route, perhaps the best known in Brazil, the Vale dos Vinhedos - a route in which the municipality has a 33% stake. The Vale dos Vinhedos was, even, the first region of the country to be recognized by Geographical Indication, and its wines, therefore, have Denomination of Origin. It was in this context that the Via Orgânica emerged: as a proposal of the Garibaldi prefecture to develop and promote agro-ecological tourism in the region.

Within the structural body of the city hall, the initiative came from the Secretary of Tourism and Culture, in action in the year 2016. The idea was that visitors could observe the old ways of cultivation improved by new technologies and have the complete experience, in places, lodging, food and shopping in certified organic sites.

It has a very strong name in this initiative that is the former secretary of tourism of Garibaldi. It was she who fomented this initiative and this Via Orgânica project, bringing organic producers together and making it a tourist initiative: to call the consumer to know these initiatives of organic production. As Garibaldi has several organic producers (we can highlight Coopeg, the Economics, who have a long work there, a lot of experience, are idealists), so why not capitalize this together and call

the consumer to know, right? Like a screenplay. This is the initiative and it's working. (INTERVIEWEE 10).

In addition to providing direct contact with producers, approaching the chain, the itinerary includes different programs related to the theme of environmental, social and cultural sustainability, which is provided by the participating properties of the route. There are eight (08) properties, framed in four (04) types of projects: wineries, restaurants, product stores and sites. Each of the establishments is shown next, and then Figure 29 shows the location of each property.

1 - Wineries:

1.1 - Cooperativa Vinícola Garibaldi: present in the list of the hundred best wines of the world, Cooperativa also bets on organic production, with grape juice and wine from the agroecological cultivation of 70 of its 380 associated families. The visit to the Cooperativa tourist complex tells about its operation and its sustainable practices.

1.2 - Família Boroto: the family is dedicated to the elaboration of organic sparkling wine and the production of handmade chocolates. The visitor can take a wagon ride through the vines and know the process of production of the sparkling wine and is also offered a tour of caves and capitals full of stories, close to the property.

1.3 - Econatura: the "ecofactory", built predominantly with reuse materials, uses processes that seek to minimize environmental impact. It produces grape juice, red wine, balsamic and aged balsamic vinegars, grape seed oil, seed flour and grape peel, all organic. They receive technical visitation only for groups with scheduling.

1.4 - Família Mariani: sharing knowledge of agroecology, the family shows the centuries-old vines, organic production and agribusiness. In the old mansion, with environments transformed into a museum, are told stories of the family. The visitor can take a tractor ride, with panoramic views, and harvest fruits and seasonings of the season.

2 - Restaurants:

2.1 - Valle Rústico: with concepts of enogastronomy and ecogastronomy worked by chef Rodrigo Bellora, the meal is prepared to be enjoyed in stages. The visitor has the opportunity to visit the organic garden, where most of the ingredients used come from. Works with Horta project (delivery of baskets with organic products at home), food truck and gastronomic workshops.

3 - Organic Store:

3.1 - Sabor Ecológico: shop specializing in natural and organic products. Vegetables, fruits, juices, jellies, sauces, teas, sugar, coffee, flour, grains - all organic. Many of the foods are grown by the owners. It also provides natural, gluten-free, lactose-free, dietary and herbal product lines.

4 - Farms

4.1 - Sítio Crescer: has Hostel (shared lodging) in a sustainable construction. Produces organic vegetables and fruits, which can be purchased. It offers a place for events, a site between cascades with environmental education and spaces for spirituality, surrounded by gardens. Receives retreats and serves home cooked meals on a scheduled basis.

4.2 - Sítio do Celo: with a wild landscape, the place has several native plants and exotic fruits. There is presence of animals of little known race, like the Santa Ines sheep. It is worth noting the tasting of the cane juice (garapa) made on the spot. For those who enjoy moments of tranquility, there is an inspiring trail with a meditative path to a stream.

Figure 23 - Via Orgânica's map



Source: Via Orgânica's website (2018).

During the first year of existence of Via Orgânica, some rules were established with the aim of organizing the route. These rules were proposed by the city's Tourism Department, together with a consultancy, which was hired by Garibaldi City Hall to follow the project from its idealization. The consultancy is carried out by professionals registered with SEBRAE. In that sense, an Internal Regime for the cluster was developed during 2017, with the main rules to be fulfilled by the agents. These standards range from prerequisites for joining new establishments and implementing management in corporate governance format, to criteria that may lead to an agent being disenrolled.

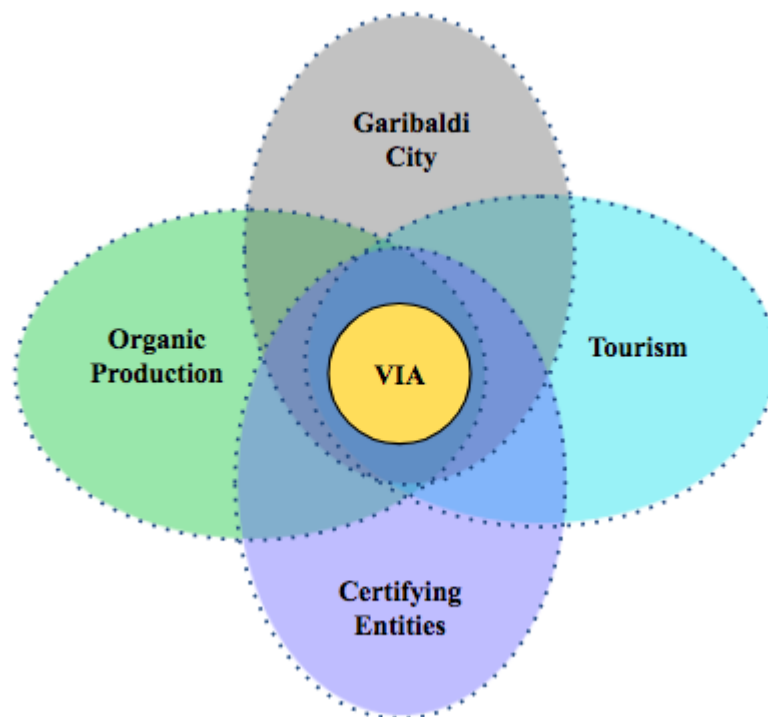
Concerning the rules for the delimitation of the cluster, as well as the adhesion of new agents, there are six fundamental conditions, established in Article 2, of the Internal Regulation of Via Orgânica:

- 1) work with agroecological and artisanal production; 2) have a certified organic property; 3) are individuals engaged in environmental preservation, conscious

consumption and have an adequate waste policy; 4) own the property or head office in the Municipality of Garibaldi or up to 3 kilometers away from the municipality's currency, or reside in the municipality; 5) present hygienic - sanitary conditions to attend and receive tourists; 6) seek excellence in tourist service(VIA ORGÂNICA'S INTERNAL REGULATION, 2017, p. 01).

Regarding mandatory 2, in the case of the organic products store, Sabor Ecológico, this one holds the certification of the producers from whom it buys fresh supplies. In addition, the products you resell are usually already certified. Regarding point 4, the only establishment that is a little further away is the Sítio do Celo, in the district of Boa Vista do Sul - but whose owners are residents of the municipality of Garibaldi. Based on these rules for adhesion of agents to Via Orgânica route, it was possible to delimitate the cluster. Figure 30, below, shows the limits found, based on the rules defined in the Internal Regiment of Via, and based on the theory of geographic agglomerations.

Figure 24 - Cluster's delimitation



Source: Developed by the author, based on Menzel and Fornahl (2010, p. 214).

In addition to the participating ventures themselves, other important stakeholders were identified for the organic cluster. These are: the government (in the specific case of Via Orgânica, the city hall of Garibaldi), SEBRAE (Brazilian Service for Support to Micro and Small Enterprises), the existence of an NGO in the region (Slow Food Movement) certifiers, cooperatives linked to producers and consumers themselves. Each of the seconded agents is

listed below.

SEBRAE: a private entity that promotes, at a national level, the competitiveness and sustainable development of micro and small enterprises. It has service points in the 27 Units of the Federation, offering courses, seminars, consulting and technical assistance for small businesses in all sectors. In this sense, SEBRAE was contracted by Garibaldi City Hall to provide consultancy services to the Via Orgânica within the rural tourism area, aiming at the strengthening and growth of the cluster (SEBRAE, 2018).

City Hall of Garibaldi: the municipality of Garibaldi, through the specific administrative body Secretary of Tourism and Culture, proposed the creation of the Via Organic as a sustainable rural tourism route. This initiative granted to the City Hall the Public Manager Award 2017, an award that evaluates and publicly recognizes the best projects of the municipal public administrations of Rio Grande do Sul (GARIBALDI, 2018).

NGO Slow Food: international non-profit association whose basic principle is the right to food pleasure, using special quality handmade products, produced in a way that respects both the environment and producers. Good, clean and fair: it's how the movement believes it should be food (SLOW FOOD, 2017). The said movement has food as a way of life.

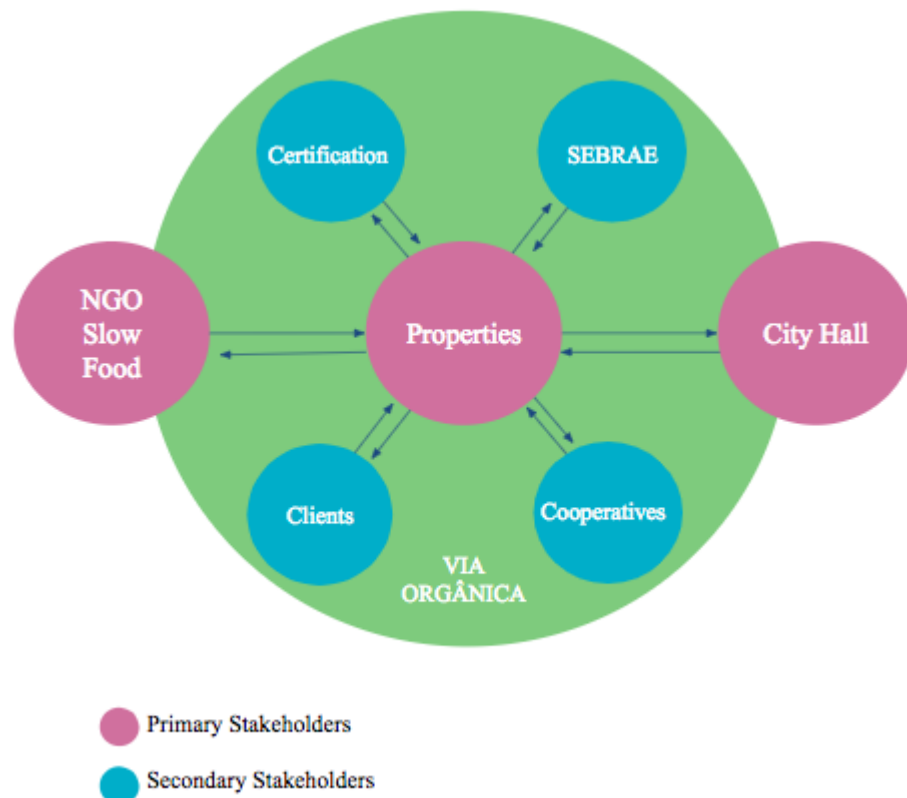
Cooperativa Coopeg: formed by small family farmers of Garibaldi, concerned with the construction of a healthy environment, clean, harmonic and with social responsibility. Its activity is based on the organic production of grapes, fruit and vegetable products, juices, wines, sparkling wines and candies elaborated in an artisan way, combining the popular knowledge of Italian tradition with scientific technical knowledge. Coopeg contributes to the social development of families, encouraging the permanence of man in the countryside, contributing to a fairer society and a cleaner and sustainable planet.

Certifiers: the properties are certified by two certifiers, the Ecovida Agroecology Network and Ecocert Brasil. Most of the properties are certified in the participative system, which is a process of "credibility generation that presupposes the solidarity participation of all the interested segments in assuring the quality of the final product and of the production process. from integration among those involved with production", in addition to those involved in the consumption and dissemination of products to be certified. Thus, "credibility is generated

from the seriousness conferred on the whole process, starting from the word of the farming family and legitimating socially, cumulatively, in the different organizational instances that this family integrates" (ECOVIDA, 2018).

In order to better organize the identified stakeholders, Figure 31 proposes a reading for this organizational arrangement. Bendell (2000) and Clarkson (2003) explain, based on the contributions of Donaldson and Preston (1995), that determining primary and secondary stakeholders is important in order to map an organization's network. This determination can occur through the identification of which agents influence or are influenced, and what their respective interests are (BENDELL, 2000; CLARKSON, 2003). In Figure 31, Via Orgânica is analysed by this view, defining primary (in red) and secondary (in blue) stakeholders.

Figure 26 – Level of influence of the cluster's stakeholders



Source: developed by the author, adapted from Donaldson and Preston (1995)

The eight (08) properties were considered as primary stakeholders, after all, they actually make up Via Orgânica. Garibaldi's City Hall, with the Secretariat of Tourism were also considered as a primary stakeholder, since the cluster still depends substantially on the performance of this agent to maintain and grow. The cluster's governance meetings, for example, are marked by the Tourism Secretariat and take place monthly at the City Hall. In

addition, the Municipality covers several costs of the formation, such as SEBRAE consultancies, to assist in structuring the route. Perhaps because it is still a very incipient formation, the City Hall still has a key role and its essential for the continuity and growth of the cluster.

Another primary important stakeholder is the NGO Slow Food, which joined the city in 2013. It was verified that all members of Via Orgânica are associated with the movement as individuals (since the movement does not associate companies). Nevertheless, its importance was stressed in all interviews: "I discovered that there were over 100 thousand people in the world doing and thinking what I thought! So it was very cool this process, it is very important this membership in the group" (INTERVIEWEE 02).

Since this movement has food as a way of life, all the people who are involved in this cluster have the agroecological or organic production as a principle, a personal value that guides their personal and professional choices. The interviewee's speech 1, producer of one of the Via Orgânica organizations, illustrates this question:

I was raised in the big city, but 7 years ago I returned to Garibaldi, because my family is from here. I worked in commerce, and I wanted to have my land, to know the origin of food that my family consumed. I started planting some things in a vacant lot next to my building, me and a friend. Then came the opportunity to buy this place. The former owner was an ecologist, so it was not necessary to convert the property to agro-ecological. Entering the Slow Food NGO was very important in this trajectory. Until then I thought I was alone. The movement has shown me that other people are also thinking this way. Nothing would make me go back (INTERVIEWEE 8).

In addition, according to Interviewee 3, who also owns one of the 08 Via's organizations, the Slow Food Movement, as well as the Garibaldi City Hall, has a relevant role in publicizing the Via to the media and the market.

Regarding the secondary stakeholders, it was considered that certifying agents (mainly ECOVIDA and ECOCERT), although very important for the operation of the Via, do not have a leading role with this organization: they certify, control and control the properties according to with organic's regulation, but it has no direct interface with the cluster. In the same way, the SEBRAE organ, although also an important agent for the development of the cluster, has a less direct and less constant interference with the properties, and acts through two consultants with the properties.

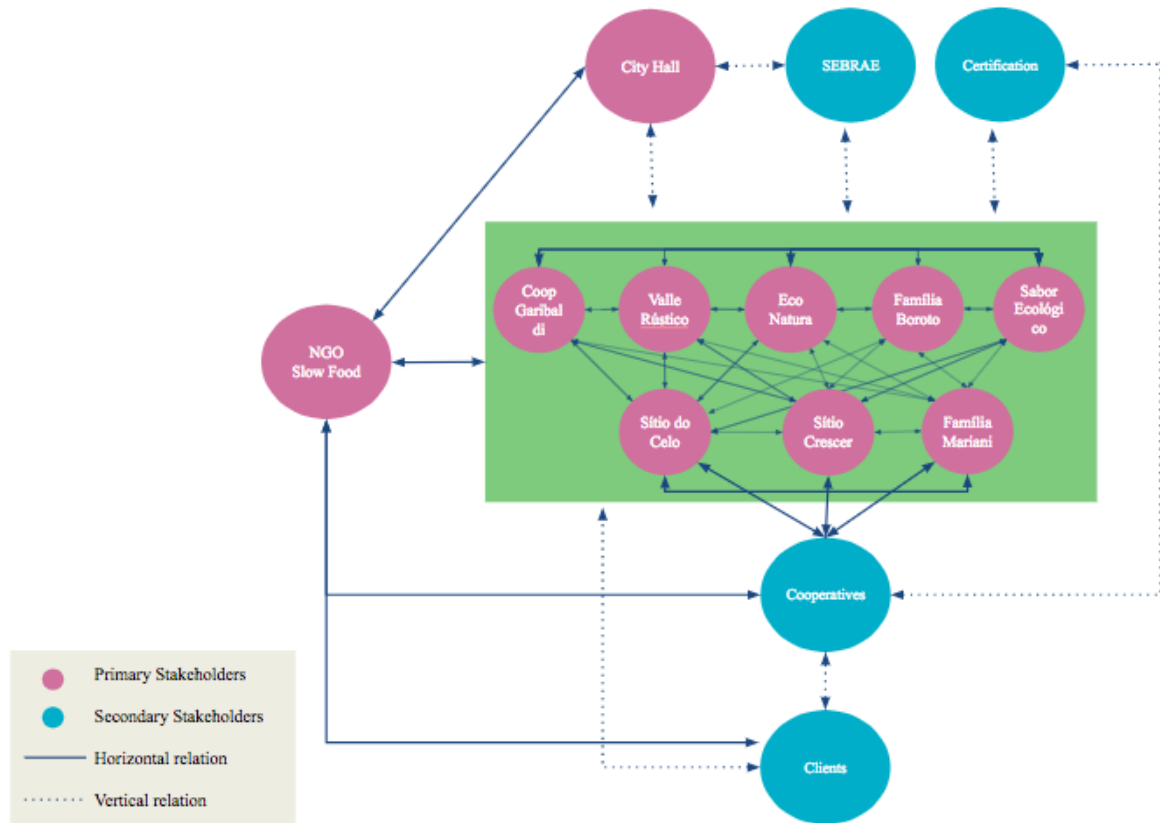
Many of the properties belong to the Coopeg Cooperative (Garibaldi's Cooperative of Ecologist Producers), but Coopeg itself is not part of and does not raise the flag of Via. In this

way and for that reason, it was also considered in this model as a secondary stakeholder.

In addition to the notions of "hierarchical" definition of stakeholders in primary and secondary, the authors Porter (1998) and Schmitz (1999) talk about the relations between the agents belonging to the cluster (in this work, relations among stakeholders) . The authors identify the existence of horizontal and vertical relationships. It is these vertical and horizontal relations that Schmitz (1999) called collective actions, and it is because of them that it was perceived that the cluster offers an efficiency that, hardly an organization acting in isolation could achieve.

In this logic, agents need to be connected in some way, either by horizontal relations (complementary products and services, equipment sharing, development of partnerships or associations), or by vertical relations (commercial relations of buying and selling or alliances that add value) . Taking into account these classic notions from the literature of geographic agglomerations, and adding them to the previously explored notions of level of influence of the stakeholders in the cluster (aforementioned classification of primary and secondary), the following framework was developed in Figure 32.

Figure 26 – Joint actions between stakeholders, considering their level of influence in the cluster



Source: developed by the author, based on Donaldson and Preston (1995) and Schmitz (1999)

Among the companies that constitute the Via Organic, it has been identified that the existence of horizontal relations, resulting from mutual help that they establish among themselves. Although, as a community, the agents are fairly united, it can be seen that these relationships can be extended at both levels (horizontal and vertical), in order to generate greater collective efficiency. In addition, there are vertical relationships between three of Via's companies (Sítio do Celo, Sítio Crescer and Família Mariani) with COOPEG Cooperative, since these agents market their products to and by COOPEG. In this sense, consumers can establish commercial relationships (vertical) with agents both directly, with each of the organizations, and indirectly through the consumption of COOPEG products. COOPEG, in turn, also establishes a vertical relationship with certification bodies (specifically with Ecovida).

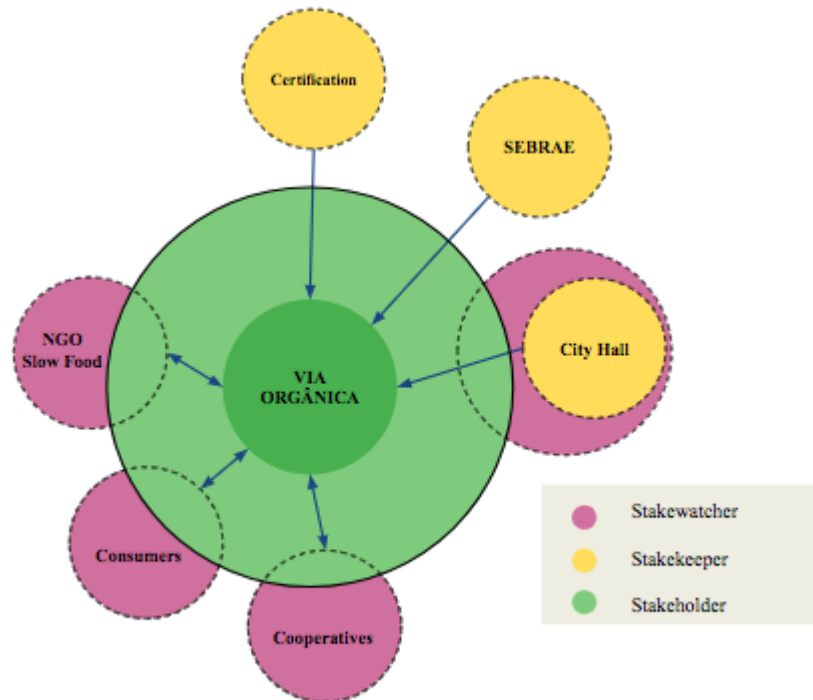
The certifying bodies (Ecocert and Ecovida) also relate to the companies of Via in a vertical way, since they inspect and certify the work done by each of them. In this sense, the horizontal relations between the agents are also important, since they also function as fiscals assisting in the accreditation of the productions.

The Garibaldi City Hall, in turn, establishes relations with the Via Orgânica that were considered of a vertical character, since it is understood that, although there is no commercial relationship involving buying and selling activities among these stakeholders, there is an aid relationship financial, by the City. This aid is both to subsidize operating costs and through the hiring of the consulting firm of Sebrae, which works with organizations to carry out growth planning for Via. In addition, there is also the expected counterpart of the Via in relation to the city of Garibaldi as a whole, in the sense that the Via develops and becomes a tourist route of greater impact, contributing to the tourist and economic development of the city.

It is also important to highlight the stakeholder NGO (Slow Food Movement), which establishes a horizontal relationship with almost all the agents and stakeholders mentioned (except for SEBRAE and the certifying bodies). The NGO, although it has indirect influence in Via, had its importance highlighted by all the agents, who are volunteers in the NGO.

Still considering the relationships between the various agents and the Via and the role of each agent in the cluster, we present a mapping of the Via Orgânica and its stakeholders based on the Fassin's framework (2009), which proposes the classification of agents in Stakeholders, Stakekeepers and Stakeholders, having an understanding of the role of each agent as a way of classifying them. The Figure 33 below presents the proposed definition.

Figure 27 – Relations between stakeholder, stakewatcher and stakekeeper transposed on the new framework

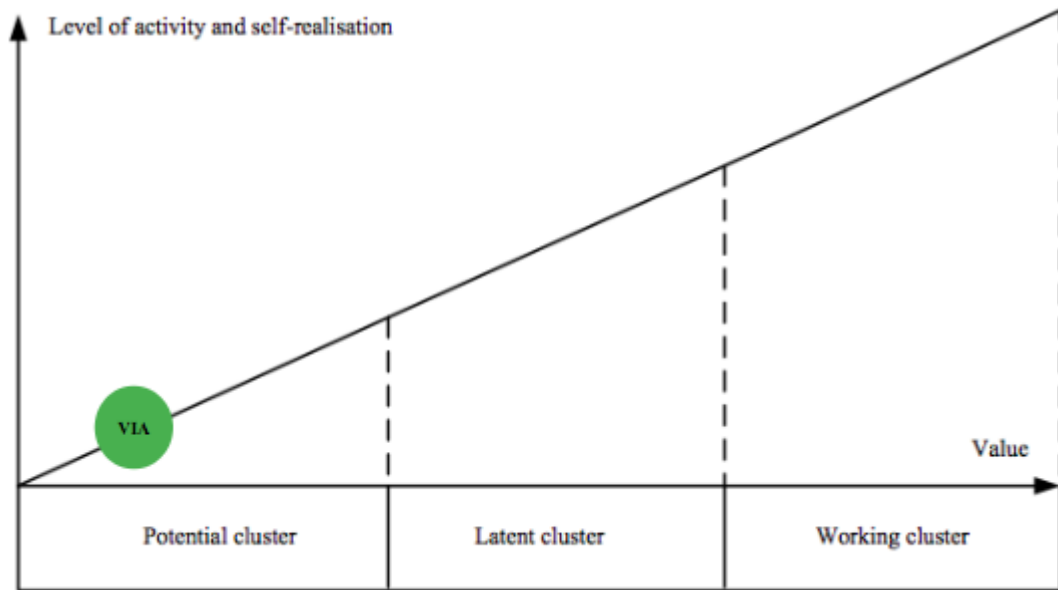


Source: developed by the author, based on Fassin (2009)

According to the previously described roles of each of the agents, the NGO, the consumers and the cooperatives were considered as Stakeholders, since they support the Via but are in the same time, pressure groups. Certifying bodies and SEBRAE were considered the Stakekeepers, due to their regulatory role. Garibaldi's City Hall, however, was considered both Stakeholder and Stakekeeper, due to its regulatory, supporter and pressure role. The eight (08) organizations that compose Via Organic were considered as the Stakeholders themselves.

Finally, with the same objective of understanding the role of stakeholders in relation to Via Orgânica, the classification of the Via in relation to the life cycle of the clusters was taken into account. It was considered that the Via is in an initial life cycle, being a cluster still in formation, that looks for elements to organize, and counts strongly with its stakeholders for this (Figure 34).

Figure 28 –Via Orgânica's applied lifecycle



Source: adapted from Enright (2003)

Based on Enright's (2003) life cycle classification, the authors Ingstrup and Damgaard (2013) established roles for facilitating agents, taking into account the stages defined by Enright (2003). However, considering the roles of the facilitators presented by the authors, it can be concluded that the only agent to be classified as such is the City Hall of Garibaldi, through the Secretary of Tourism. It performs the various activities brought by the literature, thus being a fundamental stakeholder for the continuity, growth, development and organization of the Via.

In this way, based on the definitions of these authors, the role, focus, competencies and tasks of this agent as the literature brings them are presented in Frame 7. Also, the constructs brought by other authors in the literature, how these activities are performed by the agent, and yet, if such activities are based on the literature or if they were only observed empirically.

Frame 7 – Cluster life cycle framework for cluster facilitator - stakeholder City Hall

DIMENSIONS	ACTIVITIES	HOW	EMBASAMENT
Facilitator Focus	Create social actor bonds	By promoting mensual meetings	Literature
	Framework conditions	-	Literature
	Locate new actors	By disclosing the cluster but filtering according to pre-established criteria	Literature
	Trust building	By motivating the organizations to participate of the Via and believe in the project	Literature
	Promote general area welfare (GILBERT, 1989)	By creating the Via itself and aiming to generate more visitation in the area	Literature and empirical
	Promote as a touristical route	By promoting the Via and generating the desire for the tourists to get to know this kind of touristic productive cluster	Empirical
Facilitator competencies	Communicator	By promoting the communication through the agents	Literature
	Credible	Due to being a government agent	Literature
	Networker	With skills to develop a network with and for the cluster	Literature
	Originator	Due to the proposition of the cluster as a touristic-productive route	Literature
	Political flair	Due to being a government agent	Literature
	Seller	By promoting the communication for the community an tourists	Literature
Facilitator tasks	Branding	By inviting Bela Gil, a brazilian proeminent Chef whitch is well known conscious and healthy food, to be the brand ambassador; and by divulgating Via as a new touristical - productive route	Literature
	Funding	In the first 2 years, the agent payed most of the costs to formate the cluster	Literature

Lobbying	By contracting SEBRAE to develop the cluster	Literature
Matching of expectations	By motivating the organizations for their participation and belonging to the cluster	Literature
Seminars	-	Literature
Social events	By promoting the launch event, the 1 year commemoration, and other community events	Literature
Corporate governance	By promoting cluster management through the corporate governance structure, scheduling these board meetings, keeping minutes of meetings and organizing actions	Empirical

Source: developed by the author, based on Enright (2003) and Ingstrup and Damgaard (2013).

It is understood that, as the cluster consolidates in the region and as a tourist route, it will move in the life cycle and, consequently, the role of its stakeholders will be changed. In this sense, other stakeholders can be considered as facilitators in the next steps. In the following section, the organic drivers and challenges of an organic cluster are analyzed.

4.2 DRIVERS AND CHALLENGES OF AN ORGANIC CLUSTER

When working with the logic of a cluster, there is a tangle of interrelated organizations with multiple goals, motivations, barriers and interests. To better organize the main drivers and challenges found, the analysis is subdivided into two moments, as shown below.

4.2.1 Main drivers

It is noticed that Via Orgânica has some differentials as a cluster that end up constituting forces, market drivers for the formation itself and for the organizations that belong to it. The great difference of Via Orgânica in relation to other existing clusters, and its

main drivers are the fact of being the first organic (touristic-productive) cluster with all certified properties and constituting a tourist route in Brazil, according to the interviewees (**pioneerism**), being organized in an **institutionalized form**, having a **marketing exhibition** and specific touristic appeal and having an organized **management** - even though many of these strategies are, still, very incipient.


In this sense, it can be thought that the cluster has developed up to the moment of this analysis some strategies to organize itself, developing such drivers. In relation to **pioneering**, the interviewees were unanimous in affirming that there are no other initiatives similar to Via Organic. This dissertation found the route Caminhos Rurais as having been constituted with a similar idea.

The route Caminhos Rurais was proposed in 1995 by the rural entrepreneurs themselves, landowners in the Porto Alegre Rural Area. Currently, the route consists of small family farming and agroecological properties that preserve the natural landscape, rural and gaucho way of life and seek sustainability through tourism. Although it has an idea similar to that of Via Orgânica, it can be thought that Via is differentiated by its clear proposal that all the institutions that belong to the cluster are certified organic producers, even though its central business is not even the production in itself, as is the case of the Crescer and Celo sites. In this sense, one might think that perhaps Via is not the only or necessarily the first, but it certainly was the pioneer to use the "rural tourism route with certified organic properties" approach.

Another point that can be considered a driver of the cluster is the fact of being **institutionalized**, that is, having an entire organization and regulation behind it: having a name, a brand and being recognized by the municipality of Garibaldi as a tourist route. It is understood that this support differentiates the Via Organic from other existing formations. The Via Organic brand, including, has a petition in the National Institute of Industrial Property ⁴(INPI), seeking registration of the logo and name (Figures 35 and 36).

⁴ National Institute of Industrial Property (INPI): free translation from Instituto Nacional de Propriedade Industrial. Is a federal agency linked to the Ministry of Industry, Foreign Trade and Services, responsible for the improvement, dissemination and management of the Brazilian system of granting and guaranteeing intellectual property rights for the industry.

Figure 29 – INPI's request for trademark registration petition

BRASIL	Acesso à informação	Participe	Serviços	Legislação	Canais
Instituto Nacional da Propriedade Industrial Ministério do Desenvolvimento, Indústria e Comércio Exterior					
Consulta à Base de Dados do INPI					
[Início Ajuda?]					
» Consultar por: Pesquisa Básica Marca Titular Cód. Figura]					
RESULTADO DA PESQUISA (11/06/2018 às 15:55:48) Marca: "Via Orgânica" Foram encontrados 1 processos que satisfazem à pesquisa. Mostrando página 1 de 1 .					
Número	Prioridade	Marca	Situação	Titular	Classe
911285075	06/07/2016	 VIA ORGÂNICA	Aguardando pagamento da concessão (em prazo extraordinário)	MUNICÍPIO DE GARIBALDI	NCL(10) 39

Source: search on INPI's website (2018).

Figure 30 – INPI's request for trademark registration petition details

Nº do Processo: **911285075**

Marca: VIA ORGÂNICA

Situação: Aguardando pagamento da concessão (em prazo extraordinário)

Apresentação: Mista

Natureza: De Serviço



Classe Nice	
Código	Especificação
NCL(10) 39	Roteiro turístico de visitas à produção de produtos orgânico...

Classificação Internacional de Viena- CFE(4)	
Código	Descrição
27.5.1	Letras apresentando um grafismo especial
5.3.13	Folhas estilizadas

Representantes	
	Nome
Titular(1):	MUNICÍPIO DE GARIBALDI
Procurador:	Norberto Pardelhas de Barcellos

Datas		
Data de Depósito	Data de Concessão	Data de Vigência
06/07/2016		

Petições ?							
Pgo	Protocolo	Data	Img	Serviço	Cliente	Delivery	Data
✓	800180195900	29/05/2018	-	372	MUNICÍPIO DE GARIBALDI		-
✓	850160144689	06/07/2016	-	394	MUNICÍPIO DE GARIBALDI		-

Source: search on INPI's website (2018).

Another factor that can be considered as an important point of differentiation in the institutionalization question is the establishment of specific rules for membership of the Via Orgânica (Article 2 of the Internal Rules), and the duties of the agents. Article 8 establishes

the payment of an annuity of R \$ 50.00 (2017) with an annual adjustment of 20%, in addition to additional fees and contributions. There is also the establishment of control mechanisms and penalties (Article 9), to ensure that such rules are fulfilled by the stakeholders: "the participant who fails to comply with these Regulations, or fails to comply with the payments within a period of thirty) days after expiration shall be subject to penalties that may culminate in the exclusion of the Group, without the right to any compensation or compensation "(VIA ORG NICA'S INTERNAL REGIMENT, 2017, p.03).

From the institutionalization and organization established, two other points emerge, which are also important drivers. They are marketing and management. **Marketing** initiatives are still very incipient, but they already exist. Via Orgânica already has participation in social networks, through a fanpage on Facebook and an account in Instagram, both powered by one of the entrepreneurs whose property belongs to Via.

Figure 31 – Via Orgânica's fanpage on Facebook

The screenshot displays the Facebook profile for 'Via Orgânica' (@rotaviaorganica). The cover image is a promotional graphic with the heading 'QUER NOS VISITAR? SAIBA COMO!' and four wooden signs providing contact and visitation information. The page statistics show 2,263 likes and 2,272 followers. A recent activity notification indicates that five friends, including Anderson Cougo and Natália Rohenkohl Do Canto, liked or visited the page.

Source: Facebook (2018).

Figure 32 – Via Orgânica's profile on Instagram



Source: Instagram (2018).

In addition to these channels of communication used to publicize the Via, perhaps the most important point since its launch has been the spontaneous media generated in the media. Vehicles like Gaucho ZH Website, Trip Advisor Website, Traveling Blog and RBS TV have announced the launch of the route (Appendix E).

Most of the stakeholders representing the organizations that make up the Via, interviewed, mentioned that they felt the reflex of these disclosures in the movement in their establishments. "The great merit of Via is to help publicize, to be showcase, to call the consumer to this reality of organic production. In our case, yes, it helped in this disclosure" (INTERVIEWER 13). The literature on geographic agglomerations tells the cluster to generate externalities, which can be positive or negative. The positive externalities resulting from cluster formation are responsible for the process of urbanization of the city and access to new markets (MARSHALL, 1920; CRESPO, 2011). In this sense, this aspect can be understood as a positive externality generated by the agents that make up the Via.

In relation to the **management** of Via, the strategy adopted by the cluster was the corporate governance structure, with the creation of internal regulations, both proposed by the

Garibaldi's City Hall to help organizing the cluster. Thus, stakeholders meet monthly at the City Hall's headquarter to discuss matters pertaining to Via Orgânica. All members are invited to participate in the meetings, and the ones that, for any reason, can not attend to justify their abstaincy. In addition, in relation to the governance meetings of Via Orgânica, Article 10 of the bylaws, which refers to the rules regarding attendance "the participant who misses meetings twice consecutive or four times alternately, without justification, in the period of one year, is subject to penalties, including exclusion" (VIA ORGÂNICA INTERNAL REGULATION, 2017, p. 03).

4.2.2 Main challenges

For being a still very recente formation, there are some fundamental challenges for a better structuring. As challenges and main problems faced, the interviewees aspects related mainly to the **marketing, preparation for tourism and organization as a touristic-productive cluster**.

Regarding the **marketing** aspect, it's important to understand that as soon as it appeared in October 2016, there was a lot of spontaneous media generated, and its inauguration was widely publicized in the press. However, there is still a lack of organization and marketing planning for the Via as a whole, as well as the stakeholders themselves, both to publicize the cluster and to deal with clients / tourists. In this sense, it has been that the marketing of Via Orgânica is both its greatest strength (and interest, for the agents that participate) and, as well, a weakness for the cluster.

The big problem is that we are still living from the reflection of the media that was generated in our launch event. At the time, we invited the media, the media came to the event, but we still need to spread more. The tourist is still lost to find the properties. Today the tourist does not come here because of Via Orgânica, it comes because of the Serra Gaúcha, the Vale dos Vinhedos, the city of Garibaldi itself. So those who are here find the Organic Way. Poxa, is a differentiated consumer of that, the Via Organic. But we can not yet say that he comes here because of Via. But it has the potential to get there (INTERVIEWEE 06).

Still in relation to marketing, it was mentioned by the various actors that there is no maintenance of contact with visitors after their visits to Via Orgânica. Respondent 21 summarizes marketing deficiencies from the consumer's point of view:

I got to the Via because I wanted to know more about the mountains. I was researching to go organic farms, because I'm interested in this, from there I found Via's website and I was calling from one to one. Today I no longer have contact with Via. I want to go back there to go to places I have not been to. I always talk to my friends, family members, I think there is a lot of word of mouth to know, because in communities, in social networks, Via Organic is not very strong ... The problem of connecting to places is that people are less and less this effort, of course, but since I was very interested in this topic, I called and made that effort, but I know a lot of people will not do it (INTERVIEWEE 21).

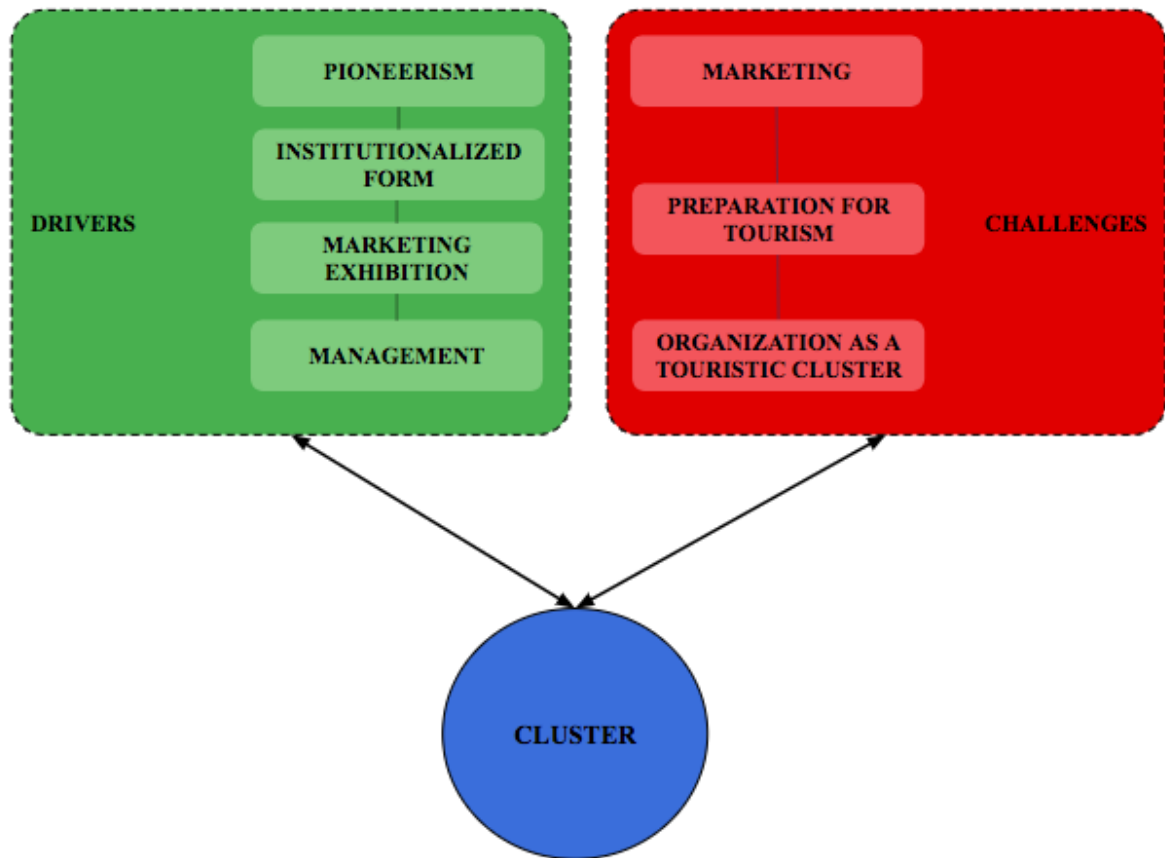
The other points cited by the interviewees concerning the **preparation for tourism** and **organization as a touristic-productive cluster** are much related. As many of the properties still did not work with tourism before the proposition of Via Orgânica, this lack of preparation still represents a weak point. Although the properties are seeking to structure themselves for this, there is often the need to open their own houses to receive the tourist. Therefore, the experience with tourism and the professionalization of this service is a delicate point for some agents, and has a direct impact on consumer perception: "I had difficulty in some properties that were not well prepared to receive the tourist. is organized even, you just have to have more dissemination of Via".

In this sense, the point of the **organization as a touristic-productive cluster** must be considered: there is no Via interface, directly, with the consumer public. If the person wishes, for example, to stay in Sítio Crescer, he / she must contact the owners directly, arrange the visit, check availability, make a bank transfer to secure the reservation, among other procedures. The interviewees were unanimous in considering this mechanism of visitation as a weak point: the tourist, for the most part, does not understand that such procedure, to contact the establishment in advance and to schedule their visit, and seek a greater dynamism in this relationship. Another point highlighted by the interviewees was that there were no physical indications of the existence of Via Orgânica in the city, physical demarcations - which also makes it difficult for tourists to access properties. Another point cited in relation to the organization is the dependence of the cluster on the public organs.

I think now it is much more in the hands of the entrepreneurs themselves than the City. I see that the possibility of growth of the Via depends on our ability to invest, to divulge, not to depend solely on the public power ... Then the tourist office changes, someone comes with a new vision ... Today, the City Hall is supporting and engaged in the project, but tomorrow or later ... That's why entrepreneurs have to take over, because entrepreneurs are the ones who stay! (INTERVIEWEE 2).

Figure 39, presented below, illustrates and organizes the drivers and challenges identified.

Figure 34 - Cluster's drivers and challenges



Source: developed by the author

Despite all the challenges of the cluster, the stakeholders interviewed were unanimous in reporting that they do not see any negative points in belonging to Via Orgânica. The benefits founded, although, are closely related to their motivations to work with this type of production: they believe in Via Orgânica, in its purpose. They see in the cluster a way of drawing attention to their work, the opportunity to teach the consumer and to carry out work economically viable and ecologically fair.

5.3 WHY ORGANICS? OR... WHY NOT? MOTIVATIONS AND BARRIERS

In what comes to the motivations and barriers mentioned by the interviewees to work with organic products, convergences were found in the speech of all stakeholders interviewed. The unanimous element among all interviewees is the matter of lifestyle. For them, producing

and / or consuming organic products fits their beliefs, their personal values: there is no other possibility that they consider for their professional and personal lives.

About the drivers, three of the four elements brought by Jouzi et al. (2017) have been confirmed: environmental benefits, economic benefits, and health and nutrition benefits. Besides these, the motivation to educate the consumer and the aim to influence other farmers has also emerged as relevant elements in this construction.

Regarding **environmental benefits**, conservation of local biodiversity and concern for the maintenance of the natural properties of the land were key factors (RAHMANN, 2011; SEUFERT, 2012; MÜLLER; GATTINGER, 2012). In this sense, Interviewee 5 reports that he works with the "clean conscience" and that he is "at peace" because he knows that he is providing truly nutritious products, clean (without pesticides) and without harming the environment.

The **economic benefits** were mentioned by some producers, but in a secondary way, as a result of their work. In contrast to the sense tradition in literature, where about reduction of the population, reduction of external inputs, access to the premium market organic and other aspects are contemplated (KILCHER, 2007; KLEEMANN, 2011; FAYET; VERMEULEN, 2014; CROWDER; REGANOLD, 2015), interviewees refer to this point simply by mentioning that the organic product has added value.

I receive many students, many technical visits from universities here. Much of the gastronomy course, but I receive a lot of administration as well, and it's cool to show that although it's difficult, this work is feasible, yes, it makes money, I pay my bills, I support my family, I have a home, a car , anyway. We really live for it. So it's cool to show that this is effective right. I see that there is this gap between what is sustainable and what is economically viable, things need not be excluding (INTERVIEWEE 02).

The **health benefits** were by far the greatest motivation of the producers to work with organics, both for their own benefits and for the consumer. In this sense, the aspects brought by the literature about improving food security by improving income and consequently increasing the purchasing power of food by reducing nutrient deficiencies, improving the diversified and nutritious diet, not placing heavy metals and pesticide residues on food, reducing the risk of chemical exposure in the production process (SLIGH; CHRISTMANN, 2007; SEUFERT, 2012; BARAŃSKI *et al.*, 2014).

Interviewee 2 brought important elements in his speech that illustrate this aspect: "The fact that many families consider me their farmer of trust, know the origin of their food and trust that I am putting everything that is best in production is for sure what most engages me

in continuing this work". Also, Interviewee 14 talked about the quality of life that organic production generates to the farmers:

Every two years we have a seminar of organic producers: we bring them, bring lecturers, talk, see how the project is, explain to them how it works. And ... That's priceless, right! It is to hear from the producer: "Look, I will not give it up, my quality of life is different with organic production". This is what we imagine to be the most important of all: how much is moving in the quality of life of the producer, and this is influencing the other producers, so they are more careful with the production (INTERVIEWEE 14).

In the same sense, the fact of **educating the consumer** also emerged as a relevant motivation. Interviewee 4 explains: "we need to teach consumers about organic production, we need to show them that the product is not ugly, that the fact that products often do not have the aesthetic standards they know does not mean that they are not good for consumption". In this way, Interviewee 9 corroborates:

I believe in connecting the producer and the consumer. The consumer needs to know the origin of the products that he consumes. They had children who came to my property and were surprised to see that milk is produced by the cow, for example. People can not have this view, that the origin of things is the milk carton. It is necessary that they know where the food comes from to value the land, to take care of the land. We need to bring people closer to the earth " (INTERVIEWEE 09).

On the other hand, the consumer interviewed also highlighted the impact of visiting the Via Orgânica in their education and in their knowledge and understanding about food.

I learned a lot. He opened my vision. I think the Via Organic, I have gone there, has generated a little brick in my ideas about sustainability, health and food. I understood everything better, it was a school for me. They educate the consumer a lot. One cool thing is that my parents and a friend were together with me and they started to see ours, we can pay a little more organic pros, right, and maybe avoid using so many remedies later. This awareness was very important. (INTERVIEWEE 21).

Another aspect mentioned by the agents was the **aim to influence other farmers**, bringing them to organic production. One of the stakeholders in the Via commented that "the main thing is in fact the indirect influence that organic production, and therefore, more natural, ecologically correct, ultimately has on the rest of our production" (INTERVIEWEE 10). Another convergent report came from Interviewee 03:

All of our property today is certified organic, but what I work here within the property is much more research to develop something for the producers. So when the producer tells me "I do not have any more corn, the most I can get is an organic

hybrid." Then I go search, search, search, I turn Rio Grande do Sul from inside out, I turn Brazil from inside out, going after organic corn, that's where we cultivate here and I plant to distribute the seed, and now I buy from these producers. Our agriculture is very research-based to distribute to producing families (INTERVIEWEE 03).

The **barriers** addressed by the interviewees were exactly those brought by Stephenson (2012), related to economic aspects, production and market challenges. The **economic context** and the **production aspects** were barriers mentioned simultaneously by the interviewees. Interviewee 1's speech helps to understand these points: "it is much more difficult to produce organic, it gives more work and has many costs involved. Of course, we do not spend on agrochemical fertilizers, but preparing the property, keeping it according to the criteria demanded by organic certifiers is costly". Interviewee 11 contributes:

The number that arrived is around 10%, and today the number that arrived is bigger, it is more expensive than 10% of a conventional product. In our case, it is now around 30% more expensive. The cost of the grape for us, which is the basic raw material, look ... it reaches 100% more than the conventional grape, we pay the producer. So, it makes the product more expensive, right ?! And of course, there are also other indirect factors: there was the economic crisis, recession, and such, so this also gave some restraint in the growth of interest for organic products. In our case, well, for our product, which may have a slightly higher added value (INTERVIEWEE 11).

Specifically about the difficulties encountered in the production process, the literature brings that different production challenges may be encountered in the production, depending on the farmer's experience (STROCHLIC; SIERRA, 2007; CRANFIELD et al., 2009; JOHNSTON, 2010), but Interviewee 2 that the limited technical assistance to organic production is independent of the producer's experience.

I wanted to interact more with universities and research companies, finally ... I go in the middle of the bush, I harvest leaves, and pick up the fungus that is there and transform it into nutrients that support the plants, I reproduce They to put here. Where is the tool that tells me that those fungi that I am developing in my cultural way, in the eye, that is really from a selected and healthy fungus family? I do not have tools today that help me create this. What in the microbiological area is being studied for me to combat a fungus with another fungus and not need to use poison? (INTERVIEWEE 2).

In what comes to the **marketing barriers**, the Interviewee 5 explains: "the market is the great bottleneck of organic production. The market is still not very prepared to adhere to organic production. It is a risky production because it is totally at the mercy of natural factors

and the consumer is often unwilling to do so". The price at which the organic product reaches the consumer generates this impediment, according to the interviewee 4: "the organic consumer is growing today, he has an interest, more and more people want, but he is not very willing to pay much more for it ".

Some interviewees cited the difficulty with price across the chain: the producer's side. It became clear that there is a need to show the producers the purpose of the work and the standards that are required to make the proposal to work with organic products work for everyone.

On this market issue, I had a very serious problem at the beginning, something I did not imagine. There were times when the producers misunderstood my proposal, and I began to receive rotten food. Like, they'd send it to me because they knew I was buying the thinning. And there came a time when everything was wrong! I paid more for the producers to have these foods, and most of them were spoiled. Then came a time when I almost ... did not know what to do ... Then we created spreadsheets, to work with a fair payment. I always defended this so much, and I was being wronged by the producer! A game turn that I never imagined ... Well, from there I created payrolls, price charts, to be fairer, according to the technical process that I will need to have about that food. I also evaluate case by case also to assign value, and it depends on how it is being produced. I try to visit the producer to make this assessment, this close contact is very important (INTERVIEWEE 02).

In order to better organize the drivers and barriers presented so far, the Figure 40 summarize the ideas.

Figure 34 - Drivers and barriers of the organic production



Source: developed by the author

Three of the four main motivations to work with organic products were confirmed by the interviewees, as well as all of the barriers presented in the literature were also brought by the respondents. Still, the present study evidenced aspects not evidenced in the literature: "educating" the consumer and exerting an influence over other farmers emerged as important motivational drivers.

5.4 CLUSTER'S PILLARS

To summarize the findings of this work, four main pillars were identified, on which Via Orgânica is structured. These pillars constitute the purpose of the cluster for its various stakeholders and also represent how Via generates value for consumers. It is important to emphasize, however, that although the elements found in this research, the pillars that will be

presented are not necessarily explored as such by Via. Are they: production; preservation; show; education.

Regarding **production**, although it is a cluster whose activity is also related to tourism because it is established and positioned as a rural tourism route, its great appeal is organic production. Thus, all owned establishments have rural production as an important subsistence and marketing element for the cluster.

Among the eight organizations that participated in the Via Organic, many of them began their journey as producers and some even as entrepreneurs seeking their own consumption, seeking, from the clean production of food, to generate a higher quality of life for their families. "I started to worry about food after I had my children, I wanted to give the best for them, so my business came along, and with that came the desire to provide consumers with a clean food, as well as what I could offer" (INTERVIEWEE 04). Interviewee 01 corroborates:

I, being a guy from the city, even though I always came here, I was raised in the city. I decided to come here. planting what I was going to consume, and it was ... And when I saw I had a restaurant, I did not mean it, I had never imagined having a restaurant. But I was already working on that concept. It came at a time when I saw that, at last, there was a restaurant (INTERVIEWEE 01).

In this sense, organic production is the strongest pillar for stakeholders. It is also what united them, at first, to the proposal of Via Orgânica. The other fundamental point for the Via is relative to the **preservation**, in what comes to the respect to the environment and connection with the earth. This pillar is a guiding point for all stakeholders related to the cluster, and is strengthened by the active participation of all members in the Slow Food Movement.

The issue of preservation translates more than the beliefs of the participants, but also the lifestyle they lead, and in which organic production as well as self-consumption are intrinsic. Working with organic seems to be inherent in thinking differently. Some producers interviewed reported having been seen as "crazy" by neighbors, by other producers, until they were able to enter a network and give a name to what they were doing. In many cases, as mentioned earlier, the impetus to work without the use of pesticides arose and it was only in a second moment that the producers actually understood what they were proposing and sought forms of support.

Since I'm from the city, I planted it because it was the only way I knew. I did not know how to plant, so I did, I ended up connecting with nature and the way I

understood it was this, without interference. And everyone called me crazy, my neighbors said that I had to get through this, and I did not understand how to get through it. I said "first have to plant and be born!"...Then I discovered other producers and groups of organic producers, agroecology, biodynamics, in fact... several other forms of non-conventional agriculture, and from that I was producing (INTERVIEWEE 03).

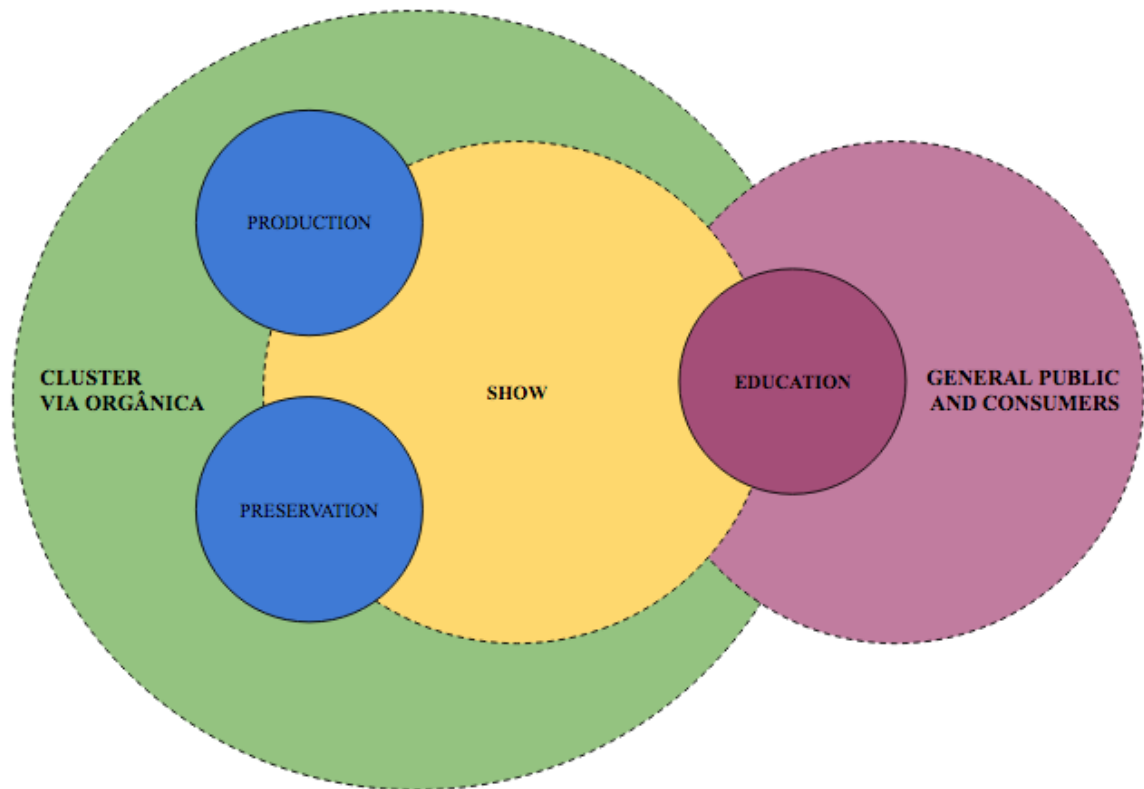
Another important aspect, related to the notions of preservation and work with organic, seems to be to understand and respect the cycle of each food. "It's not just the food, you just pick up an organic group and say, I need it, I have it ... I do not have onions all year round, there's no corn all year round" (INTERVIEWEE 04). Still, how to know the peculiarities of each microregion and what production can be carried out in that place, respecting the properties of each land and climate was also an important identified aspect. "RS has several microclimates, of course, a peculiarity here, but this generates a great diversity in production. We stopped and started trying to understand what was in our environment" (INTERVIEWEE 07).

The pillar **show** is the point of intersection of Via Orgânica with the public, with tourists. When they initially organized themselves on a tourist route and accepted the challenge of becoming organizations open to the public, this pillar represents the great purpose of forming the cluster, which aims to bring consumers closer to organic production, producers and sustainability environmental, social and cultural. It can be seen, however, that this pillar, although very important within the cluster proposal, still seems to be the most fragile.

Finally, it was identified, as a purpose for all stakeholders involved Via Orgânica, and as a consequence for consumers, the education factor as a pillar. In the speeches and attitudes of the interviewees, the motivation to educate the consumer, to show him the origin of the food, to work reconnecting people with the environment, and to change people's awareness of sustainability generally appears as an important factor for each one, and, consequently, for the cluster itself. On the other hand, the consumer interviewed also reported that the visits made by him to the properties changed their consumption.

Figure 41, presented below, summarizes the pillars presented, as well as their relationship with the cluster and the public.

Figure 35 - Cluster's pillars



Source: developed by the author

Having concluded the identification and discussion on the fundamental pillars of the cluster, the chapter on presentation, discussion and analysis of results ends. Finally, the final considerations about the main findings of this dissertation are made and the general and specific objectives that guide the development of this research are answered.

5 FINAL CONSIDERATIONS

This study aimed to understand the formation of an organic cluster from the perspective of different stakeholders. Specifically, to understand what are the main motivations and barriers for the companies to work with organics; to describe what are the purposes for the formation of an organic cluster; to understand how this type of cluster is organized and which stakeholders are important; and to investigate the benefits and challenges that belonging to a cluster might generate for organic organizations and for the region where it is located.

Regarding the main motivations and challenges encountered to work with organic production, it was understood that the main points related to motivation are related to environmental concerns, economic benefits, health benefits, consumer education and willingness to influence other producers. Already the main challenges generated by this type of production are related to production techniques, economic context and market barriers.

Concerning environmental concerns, producers report that working with organic products creates a sense of tranquility for them, of satisfaction that their work is not harming the environment. Producers, even though they have not often been motivated by the environmental issue, have shown that they are constantly seeking a connection with nature, whether through the search for a better knowledge of the characteristics of their lands or through the performance of a work conservation of the land and respect for local biodiversity. The economic question also emerged among the interviewees, but clearly in a secondary way: the producers make clear that it is important, even for the economic sustainability of their business, that the organic product is more valued financially, have an added value intrinsic. However, the economic aspect, among all the points that can be considered as drivers, was certainly the least important.

Another point that emerged as a driver of organic production, this yes with great impact and mentioned in a unanimous way among the interviewees, was the health generated. In many cases, the concern about planting to consume and provide food of greater safety and nutritional quality for their own families was the main motivating factor for starting the business. In addition, the quality of life provided by this form of production in relation to the day to day of the producer, in cases in which the change from traditional production to organic production has been or can be observed, was also highlighted. Also, the belief of producing foods that should be healthier and safer for the consumers was mentioned as a

motivational aspect, as well as teaching these consumers that ate, mostly, from bigger towns and have few contact with the rural ambient. Thus, educate the consumers by bringing them close to the origin of the food, showing all the work that is behind of food production and reconnecting them with the environment was an important factor. In this sense also came the aspect of influencing other producers, to show that it is possible to produce food differently, as well as evidenciate the benefits on such practice.

There is even greater motivation for respondents: lifestyle. The organic production is directly related and corresponds to the beliefs and values, not only of the producers, but of all of the stakeholders connected to Via who were interviewed: there is no other possibility that they consider for their professional and personal lives. The fact that they are participating in Via Orgânica itself and being also activists of the Slow Food movement reinforces this aspect even more. Therefore, the challenges that emerged were superficial and did not prove to constitute, in fact, barriers to organic production.

The factors that constitute outstanding organic production challenges were economic, technical, production and market aspects, with the market being considered the main challenge. There seems to be a gap between consumers' perception of value and their willingness to pay more for organic products, which is reflected in the size of the market that organic production can achieve. Regarding the barriers related to the economic context, they were considered a challenge together with the technique itself, since organic production seems to involve more costs (be it people, knowledge or money) and greater technical knowledge of the farmer. Some interviewees mentioned the need for an approximation with universities that can assist in the development of natural inputs with studies in the specific fields, since in most cases these inputs are developed depending only on the knowledge of the farmer.

Regarding the second objective, to describe what is the purpose of the formation of an organic cluster, it can be said that the main reason Via Orgânica arose was to promote rural tourism focused on agroecology in the region. Positive externalities were generated for the agents that integrate the Via, such as increased cooperation among them, benefits related to disclosure, support from government agencies, and even the reaffirmation of participants' personal values and beliefs - as already mentioned. However, especially since it was proposed by Garibaldi's Secretariat of Tourism and Culture, the main objective was to constitute one more tourist route for the municipality, but with a unique proposal, not yet explored in other regions.

In addition, there is a desire on the part of the city hall and also mentioned by some of the agents interviewed, about making Garibaldi a sustainable city, a "Slow" city. For this

larger purpose, the creation of the Via Organic was seen as a first step. This larger goal, in relation to the city, was not explored in this dissertation because it is still a long-term goal, which today is still a dream for these agents.

On the third objective, to understand how this type of cluster is organized and which stakeholders are important, one can see that the organization of the cluster still depends very much on the government agencies of the Prefecture and Secretariat of Tourism, being perhaps the most important stakeholder for the maintenance, growth and continuity of the Via. In addition, the importance of NGO as a stakeholder is emphasized even without being directly involved in the cluster project itself. The importance of the NGO is its direct influence on the people, representatives of the institutions, besides being a point of support for the dissemination of the Via. By being an institutional organization, even a larger partnership in terms of tourist disclosure could be raised with the members.

In addition to these stakeholders, the consulting provided by Sebrae and certifying bodies were also identified as important. However, it seems that one of the key stakeholders of the cluster still needs to be worked on: the consumer. Perhaps because it is still a very recent formation that seeks ways to organize and establish itself in the market, and still has internal difficulties encountered in some properties (such as little experience with tourism), it has not yet been possible to develop marketing strategies more robust to encourage the visitation of the route. In addition to encouraging the prospection of new visitors, it is important that actions are also taken to maintain contact with visitors, so that the relationship does not end with the end of the visit.

Despite these bottlenecks, the cluster already has some organizational tools that generate important competitive advantages to those involved. The fact that the cluster is institutionalized, having a name, a brand and rules formalized in a statute, already have some initiatives in marketing implemented, have a brand and a form of management in the level of corporate governance, are important drivers for the formation.

Finally, regarding the last objective, of investigate the benefits and challenges that belong to a cluster that could generate organic organizations and for the region where it is located, the main benefits are related to the marketing impact that Via can generate. Stakeholders see the dissemination of Via as their fundamental point: it is the biggest benefit they see in participating in the cluster; is also what can lead training to grow and develop as a productive-tourist cluster; and is also one of the biggest bottlenecks in training.

Regarding the challenges of belonging to the cluster, it was identified that until the moment of data collection of this research, the greatest challenge was being faced by the

properties themselves, since for many of them the contact with the tourist is a novelty: they are not yet all establishments that have an infrastructure and organization to develop this relationship. In this same line, another challenge of the cluster - and not belonging to the cluster, necessarily - is to organize more in tourism.

One can think that currently the cluster is positioned as just another tourist route in the region of the Rio Grande do Sul but without, however, making an integration of the properties for the tourist, facilitating their access to the route. Tangible clustering for the tourist through communication strategies, providing a better and easier consumption experience can be a differential and generate competitive advantages to agents.

It was expected to find more benefits in mapping the internal relationships among agents. However, this aspect has not been confirmed in the field. Such relationships happen but still very incipient, and can not be considered as benefits generated by the cluster. Certainly there is room for more cooperative relations to be developed among the agents. Frame 8, presented below, sintethizes the research objectives and the main findings that answer them.

Frame 8 – Objectives and main results achieved

Objectives	Main Concepts/ Theory	Main Results Achieved
<p>To understand what are the main motivations and barriers for the companies to work with organics;</p>	<p>Organic agriculture.</p>	<p>Motivations <u>Lifestyle</u>: one of the greatest motivations. Organic production corresponds producers values and beliefs. <u>Health benefits</u>: to their familys and to the consumers. <u>Consumer education</u>: origin of the food and reconnection with the environment. <u>Willingness to influence other producers</u>: showing other farmers that it is possible to produce with other techniques, and the benefits that it can generate on their lifestyle and health. <u>Environmental concerns</u>: satisfaction, peace and connection with the environment, knowledge of their farm. <u>Economic benefits</u>: considered secondary, but important even to demonstrate to others that it is possible to develop this kind of production and still be profitable.</p> <p>Challenges <u>Market barriers</u>: gap between consumer's interest and willingness to pay more for this product (maybe for not understanding why it's more expensive than the traditional products). <u>Production techniques</u>: Lack of knowledge on how to better compose natural inputs. <u>Economic context</u>: costs involved in organic production, even though not using agrochemicals, are high and impact the production.</p>

To describe what are the purposes for the formation of an organic cluster;	Business agglomerations; Organic agriculture; Rural tourism.	Promotion of rural tourism on the region with a different and not yet explored proposal; For the companies, the generation of a cooperation network, strengthening relations between them and the use of benefit generated from the support granted by government agencies; Possible first stage for developing a "slow city", a long term project of the City Hall.
To understand how this type of cluster is organized and which stakeholders are important	Business agglomerations; Stakeholder theory.	<u>Government agencies:</u> in the case studied, the main stakeholder, responsible for the proposition, creation, organization, the development of partnerships, financial sponsorship and management. <u>NGO:</u> even though not directly involved, influences all the other stakeholders involved on the project and their personal values towards sustainable food. <u>Consulting entities:</u> considered an important agent for the organization and development of the cluster. <u>Consumer:</u> still not much effort is putted on the development of a relation with this stakeholder, although is an important agent
To investigate the benefits and challenges that belonging to a cluster might generate for organic organizations and for the region where it is located.	Business agglomerations; Stakeholder theory; Rural tourism.	Benefits <u>Marketing:</u> the potential that the cluster has to attract tourists and consumers. Challenges <u>Marketing:</u> is still a weaknesses for the cluster. There is a lack on the development of strategies and stronger communication. <u>Tourism infrastructure:</u> lack of experience of some properties to work with tourists and lack of infrastructure to agend visits, to receive tourists and to guide visitors along the companies that belong to the Via. Opportunity: better explore internal relations between the agents in order to strenghtening each individual company and the cluster as a whole.

Source: developed by the author

After the objectives of this study were answered, their limitations are pointed out. One limitation that can be highlighted is the fact that the proposed study generates a specificity of a single case. In this sense, it is understood that based on a case, a cut of the phenomenon was analyzed, and, based on it, some considerations were expressed. Also, it is possible to mention the access to the respondents. Two (02) properties that used to belong to the cluster left the agglomeration during the data collection, and did not want or could not participate in the research. In addition, other stakeholders were not willing to participate in the research, which resulted in the limitation of the data obtained, which could be wider.

Despite these limitations, it is believed that advances in the study of organic foods were generated through this research. This research brought a different approach in the study of organic production. By using two theories (Stakeholders Theory and Geographical

Agglomerations) to understand a new formation that involves production and tourism, this study addressed a little used form of production in the organic universe: the structured and organized formation of organic clusters involving several actors - in reading this work, stakeholders - to generate competitive advantages to those involved. In addition, the results of this work allow us to obtain concrete managerial implications for the cluster analyzed through the generated highlights.

Finally, from the results obtained in this study, other questions emerge. One of them is to better understand the profile of consumers / tourists who visit the Via Organic in relation to their lifestyle. Do they have values and lifestyles similar to those shown by the producers? Tracing this profile can help significantly the development of these organizational formats. Another possible approach is to seek a similar cluster in another country with a view to conducting a cross-cultural study with the search for good practices that could be implemented in Brazil. In this way, it is possible to continue this study, increasing its relevanc

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APPENDIX

APPENDIX A - Scripts for the Organizations that belong to the Via

Apresentação: a presente pesquisa intitulada de "Entendendo a Via Orgânica pela perspectiva de diferentes stakeholders: um olhar integrado" está sendo desenvolvida pela pesquisadora Cynthia Faviero para conclusão de seu mestrado acadêmico, estando regularmente vinculada ao Programa de Pós Graduação em Administração da UFRGS. O objetivo é entender como a Via Orgânica organiza-se, bem como o propósito de sua formação; critérios para aderência de novas organizações; agentes envolvidos na Via e como se relacionam entre si; e motivações e barreiras para trabalhar tanto com produtos orgânicos quanto para fazer parte da Via. Na divulgação dos resultados desse estudo, o nome dos participantes e o local da pesquisa não serão citados.

PARTE I – INTRODUÇÃO:

Ideia central deste bloco: entender a história das empresas e como vêem, de forma geral, os orgânicos, buscando desta forma identificar seu perfil.

1. **Gostaria de iniciar nossa conversa falando um pouco sobre sua história e o que você faz.**
2. **Existe alguma relação da sua família com a agricultura orgânica/agroecológica?**
Explorar se a produção vem de gerações para entender o perfil do produtor com relação ao contexto que está inserido.
3. **Orgânicos x Tradicional .**
 - a. Para produtores/empresas que mudaram para produção/venda de produtos orgânico/agroecológico: O que envolveu a mudança para trabalhar com produtos orgânicos? O que o orgânico/agroecológico traz/trouxe de diferente para o cultivo/produção/empresa?
 - b. Para produtores/empresas que trabalham com/produzem orgânicos/agroecológicos desde o início: Como você percebe a produção orgânica/comercialização de produtos orgânicos versus a tradicional/os tradicionais?
 - c. Apenas para produtores: Existem diferenças entre produção orgânica e agroecológica? Quais são? Qual dos tipos é desenvolvido por você?
4. **Você possui alguma certificação?** *Verificar como é a certificação, há quanto tempo é certificado, como foi o processo de conversão/certificação.*

PARTE II - MOTIVAÇÕES PARA TRABALHAR COM ORGÂNICOS

Ideia central deste bloco: entender as motivações de adesão ou transição para orgânicos.

5. **Em relação aos orgânicos/agroecológicos, quando (e como) surgiu a ideia de plantar/vender este tipo de produto? O te motivou a dar este início?** *Explorar se houve motivação financeira, cultural, social ou se foi percebido, de alguma maneira necessidade de entrega a consumidores.*
6. **O que faz você permanecer nesse tipo de produção?**

PARTE III – IDENTIFICAÇÃO DE BARREIRAS:

Ideia central deste bloco: explorar os principais pontos que dificultam o cultivo/produção/venda de orgânicos.

7. **Quais as principais dificuldades em trabalhar com/produzir produtos orgânicos/agroecológicos?** *Permitir que o entrevistado liste tudo o que ele entende como dificuldades. Identificar pontos que mudaram (pioraram e melhoraram) e quais*

permanecem os mesmos.

- 8. O que faria você abandonar este tipo de produção? Identificar as dificuldades mais graves.**

PARTE IV - ENTENDIMENTO DA VIA

Ideia central deste bloco: entender as motivações e dificuldades para formação da Via Orgânica, bem como entender o que as organizações enxergam como vantagem para pertencerem à Via.

- 9. Você sabe como surgiu a ideia da formação da Via Orgânica? Poderia me contar um pouco sobre esse projeto?**
- 10. Existem critérios seletivos para entrada na Via Orgânica?**
- 11. Como foi o seu processo de adesão à Via? O que te motivou a participar da Via Orgânica? Identificar quais critérios foram avaliados para a entrada da organização na Via e o que o motivou a querer aderir.**
- 12. Que vantagens e dificuldades você vê em pertencer à Via?**
- 13. Você enxerga alguma mudança em seu negócio por ter aderido à Via?**
- 14. O que é feito para divulgar a Via? Quem é responsável por isto?**
- 15. O que é feito para fortalecer a Via perante o mercado e aos consumidores? Quem faz?**

PARTE V - STAKEHOLDERS ENVOLVIDOS

Ideia central deste bloco: entender as relações entre os stakeholders da Via e descobrir se há novos stakeholders a serem considerados na pesquisa.

- 16. Você tem relação comercial com alguma das demais organizações pertencentes à Via? Como é esta relação?**
- 17. Há alguma relação externa à Via que seja importante para o funcionamento da Via?**
- 18. Quais outros agentes são importantes para o funcionamento da Via Orgânica, além das 10 empresas que a constituem?**
- 19. Como é o relacionamento dos agentes com a Via:**
- a. Prefeitura de Garibaldi e Secretaria do Turismo?
 - b. ONG Slow Food?
 - c. COOPEG?
 - d. Existe outro agente envolvido? Se sim, que papel exerce dentro da Via? Com quais agentes estabelece relação?
- 20. Os agentes da Via reúnem-se? Com que regularidade?**
- 21. Como a Via é gerenciada? Quais stakeholders envolvem-se com seu gerenciamento?**

PARTE VI – FINALIZAÇÃO

Ideia central deste bloco: fazer um levantamento exploratório de como é a relação com os consumidores e finalizar a entrevista com perspectivas do mercado e da via

- 22. Você tem alguma relação com o consumidor final?**
- 23. Como você vê o mercado de orgânicos/agroecológico hoje? E futuramente? Explorar questões de sustentabilidade, se o consumo orgânico pode ou está sendo tratada como uma onda de consumo ou se é algo mais ideológico e duradouro.**
- 24. Falta alguma coisa para a Via ser mais eficiente?**
- 25. Quais as perspectivas para a Via Orgânica?**

APPENDIX B - Scripts for the Garibaldi's government agencies

PARTE I – ENTENDIMENTO DA VIA

Ideia central deste bloco: entender as motivações para formação da Via Orgânica.

1. Como surgiu a ideia da formação da Via Orgânica? Poderia me contar um pouco sobre esse projeto?
2. Quais foram os critérios considerados para a adesão das 10 empresas que atualmente pertencem à Via? E para a entrada de novas organizações?
3. Que vantagens a Via oferece para que as organizações desejem fazer parte dessa rota?
4. O que a formação da Via agregou para o município de Garibaldi? Mudou alguma coisa?

PARTE II – MARKETING DA VIA

Ideia central deste bloco: entender se os órgãos governamentais envolvem-se com a comunicação e divulgação da Via, ou, se não, quem o faz;

5. Quem é responsável pela comunicação da Via com os demais agentes?
6. O que é feito para divulgar a Via? Quem é responsável por isto?
7. O que é feito para fortalecer a Via perante o mercado e aos consumidores? Quem faz?

PARTE III - STAKEHOLDERS ENVOLVIDOS

Ideia central deste bloco: entender as relações entre os stakeholders da Via e descobrir se há novos stakeholders a serem considerados na pesquisa.

8. Há relações comerciais entre os agentes pertencentes à Via?
9. Quais outros agentes são importantes para o funcionamento da Via Orgânica, além das 10 empresas que a constituem?
10. Quais são os agentes externos da Via que são relevantes para sua constituição?
11. Os agentes da Via reúnem-se? Com que regularidade?
12. Como a Via é gerenciada? Quais stakeholders envolvem-se com seu gerenciamento?
13. Qual o papel da Prefeitura/Secretaria do Turismo de Garibaldi neste processo de gerenciamento?

PARTE VI – FINALIZAÇÃO

Ideia central deste bloco: finalizar a entrevista com perspectivas do mercado e da via

14. Falta alguma coisa para a Via ser mais eficiente?
15. Quais as perspectivas para a Via Orgânica?

APPENDIX C - Scripts for the NGO and Consultants

PARTE I – ENTENDIMENTO DA VIA

Ideia central deste bloco: entender as motivações para formação da Via Orgânica.

1. **Como surgiu a ideia da formação da Via Orgânica? Poderia me contar um pouco sobre esse projeto?**
2. **Quais foram os critérios considerados para a adesão das 10 empresas que atualmente pertencem à Via? E para a entrada de novas organizações?**
3. **Que vantagens a Via oferece para que as organizações desejem fazer parte dessa rota?**
4. **O que a formação da Via agregou para o município de Garibaldi? Mudou alguma coisa?**
5. **Em que momento você (instituição) se envolveu na Via Orgânica?**
6. **Com quais stakeholders você trabalha/ se envolve diretamente?**
7. **Qual o escopo do trabalho desenvolvido?**

PARTE II – MARKETING DA VIA

Ideia central deste bloco: entender se os órgãos governamentais envolvem-se com a comunicação e divulgação da Via, ou, se não, quem o faz;

8. **Quem é responsável pela comunicação da Via com os demais agentes?**
9. **O que é feito para divulgar a Via? Quem é responsável por isto?**
10. **O que é feito para fortalecer a Via perante o mercado e aos consumidores? Quem faz?**

PARTE III - STAKEHOLDERS ENVOLVIDOS

Ideia central deste bloco: entender as relações entre os stakeholders da Via e descobrir se há novos stakeholders a serem considerados na pesquisa.

11. **Há relações comerciais entre os agentes pertencentes à Via?**
12. **Quais outros agentes são importantes para o funcionamento da Via Orgânica, além das 10 empresas que a constituem?**
13. **Quais são os agentes externos da Via que são relevantes para sua constituição?**
14. **Os agentes da Via reúnem-se? Com que regularidade?**
15. **Como a Via é gerenciada? Quais stakeholders envolvem-se com seu gerenciamento?**
16. **Qual o papel da Prefeitura/Secretaria do Turismo de Garibaldi neste processo de gerenciamento?**

PARTE IV – FINALIZAÇÃO

Ideia central deste bloco: finalizar a entrevista com perspectivas do mercado e da via

17. **Falta alguma coisa para a Via ser mais eficiente?**
18. **Quais as perspectivas para a Via Orgânica?**

APPENDIX D - Scripts for the Consumer

PARTE I – INTRODUÇÃO:

Ideia central deste bloco: entender o que a pessoa conhece e quão engajada ela é em relação a produtos orgânicos, buscando desta forma identificar seu perfil.

- 01. Você se interessa por produtos orgânicos?**
- 02. O que te levou a desenvolver esse interesse?**
- 03. Existe alguma relação da sua família com a agricultura?**
- 04. Com que frequência você consome produtos orgânicos?**
- 05. Onde você procura comprar esses produtos? Em que momento da sua rotina você se engaja com esse assunto?**

PARTE II – ENTENDIMENTO DA VIA

Ideia central deste bloco: entender as motivações para chegar até a Via Orgânica.

- 06. Como você chegou até a Via Orgânica?**
- 07. Pode me contar sobre como foi/foram sua/suas visita/visitas?**
- 08. Encontrou alguma dificuldade em sua/suas visita/visitas?**
- 09. Quais propriedades você visitou?**

PARTE III – MARKETING DA VIA

Ideia central deste bloco: entender como o consumidor vê a comunicação estabelecida atualmente pela Via Orgânica

- 10. Após sua visita, a Via Orgânica manteve algum contato?**
- 11. Você vê a Via Orgânica em mídias sociais ou outros meios de comunicação?**

PARTE IV – FINALIZAÇÃO

Ideia central deste bloco: finalizar a entrevista com perspectivas do mercado e da via

- 12. Falta alguma coisa para a Via ser mais eficiente?**
- 13. Quais as perspectivas para a Via Orgânica?**
- 14. Voltaria a visitar a Via Orgânica?**
- 15. O que poderia ser diferente?**

APPENDIX E - Reports about Via Orgânica on the media

Report about Via Orgânica's on Gaúcha ZH

The screenshot shows the top navigation bar of the Gaúcha ZH website with a menu icon, 'CAPA GZH', the logo 'GAÚCHAZH VIAGEM', and 'ENTRAR' and 'ASSINE' buttons. Below the navigation is a sub-header 'BELEZAS GAÚCHAS'. The main headline reads 'Conheça a Via Orgânica, nova rota turística de Garibaldi' with a sub-headline 'Roteiro passa por propriedades que se dedicam à produção de orgânicos'. The article is dated 08/11/2016 and updated on 09/11/2016. The author is Camila Kosachenco. On the right, there are advertisements for flights from Porto Alegre to La Paz (R\$ 1878,20) and Cusco (R\$ 1386,91). The bottom of the page shows a 'taQi' logo and a location indicator for Porto Alegre.

Source: Gaúcha ZH website (2018).

Report about Via Orgânica's on Trip Advisor

The screenshot shows the Trip Advisor interface for 'Via Orgânica' in Garibaldi, Brazil. The page features a green header with the Trip Advisor logo and navigation options like 'Sobre Garibaldi', 'Hotéis', 'Aluguéis de temporada', 'Voos', 'Restaurantes', and 'O que fazer'. A promotional banner asks 'Adora ofertas de hotéis? Temos os preços mais recentes e mais baixos'. The main content area includes the establishment name 'Via Orgânica', a rating of 7 reviews, and a description: 'Este estabelecimento é seu? N.º 2 de 2 Atividades ao ar livre em Garibaldi. Excursões e degustação de vinho, Excursões ecológicas, Atividades ao ar livre, Excursões, Passeios gastronômicos, Mais'. There are also options to 'Salvar' and 'Compartilhar'. A 'Destaques da avaliação' section highlights a review by Ivanefa from September 2017, mentioning the organic products and the family-oriented philosophy of the establishment. A large photo of the building and smaller photos of people are also visible.

Source: Trip Advisor website (2018).

Report about Via Orgânica's on Traveling Blog

Destinos Estrelados Roteiros Personalizados **VIJANDO Bem e Barato DESDE 2008** Parceiros Sobre » Contato

Via Orgânica

Com todo o sucesso da *Estrada do Sabor*, a Secretaria de Turismo de Garibaldi resolveu investir em uma nova rota inédita de turismo rural pela cidade: a Rota Orgânica! Com foco na saúde, sustentabilidade ambiental, social e cultural, os turistas são convidados a visitar as propriedades certificadas como orgânicas nesta que é uma das primeiras rotas do Brasil com este tema.

A cultura do alimento orgânico é algo bem difundido e importante em Garibaldi e conta com incentivo da Secretaria de Turismo da cidade. Agora, a ideia é reforçar ainda mais este conceito do alimento bom, justo e limpo com o lançamento da rota turística Via Orgânica. Na nova rota de turismo em Garibaldi, o visitante encontra belas paisagens, resgate de antigas formas de cultivo aprimoradas pelas novas tecnologias, contato direto com a simplicidade e a experiência de quem produz e prepara o alimento. Demais, né?

está aqui.

Pesquisar hotéis

Destino

Data de entrada

Data de saída

Ainda não sei as datas específicas da minha estada

PESQUISAR

RAILEUROPE
Inspiring connections

ENCONTRE AQUI

Source: Viajando Bem e Barato - Travel Blog (2018).

Report about Via Orgânica's on RBS TV

MENU **G1** RIO GRANDE DO SUL **rbs tv**

#partiuRS: conheça a Via Orgânica, o novo roteiro de Garibaldi

MAIS INFORMAÇÕES

Source: G1 RS website (2018).