

Logistics of Service Provision: Adding to Hospitality

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Abstract: This article intends to present logistics applied to service provisions as an agent for increasing tourist hospitality. With the emphasis on commercial hospitality, this research adopts as its subject: Guarulhos International Airport, São Paulo, Brazil, a place of tourist and commercial transit, thus, responsible for the receiving and boarding of passengers who choose air transport. Besides this, it is a place of arrival (tourists, passengers, travelers, users) that is called receptive tourism. Therefore, the data obtained from interviews and questionnaires are based on empirical, exploratory and qualitative research. The appropriate logistics add value to the services offered and make it possible for the improvement of commercial hospitality. To show the need for treating logistics as an instrument that increases the value of hospitality.

Key words: logistics; hospitality; tourism; Guarulhos airport

JEL codes: M16

1. Introduction

There are a large number of books that deal with the theme of logistics and almost all of them are focused on the manufacturing of goods. When the subject is about the logistics on service provision, there are not many bibliographical references and the same happens with the logistics on service provision focused on tourism.

Ribeiro, in the presentation he makes in the book “Supply Chain Management and Logistics” written by Bertaglia (2003), says:

... supply chains have become vital to any segment of economic activity, since its efficiency (large or small) can have a decisive power on the consumer's choice. The purchase is not decided anymore by tradition, fidelity or customer convenience, but by a wider group of attributes that include, among other things, quality, price, agility in delivery, accessibility and, above all, credibility.

The perception is that, as logistics has its appropriate management, the services offered to the users in general will be qualitative, so that, commercial hospitality will be improved and maintained.

With regard to commercial hospitality, Lashley and Morrison (2004, p. 18) declare that

... the offer of commercial hospitality depends on the reciprocity based on money exchange and on the limits on concession of the users satisfaction which ultimately impacts the nature of hospitable behavior and the experience of hospitality.”

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It is on the context of the Logistics Service Provision (LSP), quality and commercial hospitality that this research will approach the relation between LSP and commercial hospitality in the provided services, and we have as its main objective, the case study of Guarulhos International Airport (GIA), a place of tourist and commercial transit, responsible for the receiving and boarding of passengers that choose air transport, which is of fundamental importance for the tourist sector and, it is also a place of arrival for people (tourists, passengers, travelers, users) which characterizes receptive tourism.

The research is empirical and exploratory with a qualitative character and is based on data obtained through interviews and questionnaires.

2. Service Provision Logistics (SPL) and Its Context

The greatest historical occurrences have reserved an important notability for logistics, but only a few years ago did the organizations begin to give any real importance to this facilitating process. According to Christopher (1998, p. 22), logistics has the following definition:

...it is the process of strategically managing the demand, movement and storage of materials, parts and finished inventory (and the related information flows) through the organization and its marketing channels in such a way that current and future profitability are maximized through the cost-effective fulfillment of orders.

In fact, during the 20th Century, a large number of concepts on logistics have been produced, but in 1999, the Council of Logistics Management (2008) defined it as part of the management process of the supply chain that deals with planning, implementation and efficient flow control and goods storage, related services and information, from its point of origin to the point of consumption, in such a way so as to fully satisfy customer needs.

Using the logistics process, the competitive advantage can be enlarged and this may mean a lasting supremacy in relation to its competitors, with this, the customer's preference is obtained.

However, according to Karassawa (2003, pp. 36-37) service rendered is not a material good, but a group of activities or processes, where consumption occurs simultaneously to its production. It is more difficult to manage quality control, because there is no pre-produced quality to be controlled in advance, that is, before the service is sold and consumed. It is what happens with a tourist product. The tourist does not have any contact with the work done backstage, but evaluates its result, that is, by what he can get from his perception.

Tourism involves activities and diverse aspects. One of these aspects is logistics, defined as the component of the tourist system which keeps up with the demand created by marketing services (Ballou, 1995, p. 49).

In the logistics process, Page (2001, p. 189) emphasizes its own dynamics, putting transport as one of the most important components to this process, where aviation stands out due to its dominant effect on the tourist sector.

Transportation is the activity addressing tourist dislocation, from their origin to their destination; point of tourist interest and, on returning, from their destination to the origin or the established place of return, including efficient attendance when boarding and at landing points and overflow. The management of accommodations, leisure, recreation and entertainment comprehends the process of planning, implementation and arrival and departure flow control, the tourists' accommodation according to their interest in the tourist activities offered with courtesy and efficiency. The local mobility consists of the facilities offered to the tourists, like group and individual excursions and dislocation from the place of accommodation and around their main interests.

Objectives of Logistics Service Rendered Management

The two main objectives of logistics service rendered management are to offer, simultaneously, a high service

level and a low total cost on the activities inherent to them.

It can be said that the objectives of a system are to add value for the customer and to reduce cost in the production process.

Value, in logistics, is expressed in terms of time and place, that is, the products or services have little or no value if the customers cannot have them on time and at the expected place, with the correct specifications. These are the factors that determine the management quality of goods and service flow, which is called the service level.

Some of the main ways to measure service quality are: the time cycle for the order; the rate of mistakes in order documentation; stock availability; delivery time, the condition of the product upon reception, the alternatives for goods delivery, among others.

The service level analysis is constituted by a key-factor for the management of the logistic activities. Another key-factor is the analysis of the total cost of these activities for the company. The origin of the total cost concept is based on the fact that some actions to reduce the individual costs of a logistic activity can increase the cost of another one.

It is possible, therefore, to have antagonistic behavior when it comes to diverse logistic costs. For instance: a cut in the price of transportation might be acquired by the purchase of a bigger volume of goods and/or services; but, on the other hand, that can result in a higher storage cost and the anticipation of expenses.

In that sense, any decision taken in the logistic process must evaluate the several kinds of costs involved, trying to find the best balance, as a way of having a lower total cost.

(1) Transportation costs (TC): the cost of external transportation (shipment, distance, kind of transportation needed, and shipment size)

(2) Storage costs and internal dislocation (SC): the cost of electric installations for the areas designated for storage or the processing of components, equipment for dislocation and security and of the staff in charge of dislocation and security.

(3) Stock Costs (StC): the costs of capital (opportunity cost), costs with stock risk insurance (damages, robbery, etc), costs of the stock place.

(4) Order Processing Costs (PC): the administrative cost to turn the acquisition and a more operational distribution process, as well as the information cost to process them.

(5) Direct costs of the product or service (DC): the cost of acquiring a product or a service.

$$\text{Total Cost} = \text{TC} + \text{SC} + \text{StC} + \text{PC} + \text{DC}$$

The total cost analysis must be associated to the service cost, because better service normally means a higher cost. It is essential to map out the different backgrounds, considering the gains and losses which may occur.

3. Service Rendered Logistics in Guarulhos International Airport

An information system means the organization of the ways for the emission, reception and registration of information. The information system can be faced as a subsystem of the enterprise system, as in the case of, Guarulhos International Airport (GIA). In fact, it is the information subsystem that promotes the interconnection between the several airport subsystems.

GIA provides a vast number of services and, according to its dynamics, below are listed the ones related to land services

- Parking lot: capacity, flow and comfort to the users;

- Internal and external signaling: signs and internal communication system;
- Information Services: places located at the airport where trained personnel give general information to the public;
- GIA look: an appropriate and pleasant appearance for the users;
- Arrival and departure areas: capacity, comfort and services for the users;
- Luggage Arrival and departure: comfort, capacity and security of passengers' belongings;
- Food services: capacity, quality, service speed, comfort offered to the users;
- Drugstores, hygiene services and nursery: capacity, cleanliness, hygiene and comfort
- Shops, bookstores and newsstands: suitability, variety and attention to the users;
- Banks and bureaux de change: practicality, safety and comfort offered;
- Church and VIP lounges : capacity and comfort
- Lost and Found: efficiency and security;
- Juvenile Dependency Court and Federal Police: departure of underage children, documentation and luggage declaration;
- Staff: competence, training, courtesy and hospitality when dealing with the airport users;
- Luggage trolleys and rest areas: functionality, practicality and capacity;
- Airline Companies: well-trained, fast and courteous staff
- Flight connection: appropriate orientation, speed and hospitality;
- Flight delays: infrastructure as support, speed and hospitality to the users;
- Buses and taxis: speed, comfort and safety;
- Customs: exportation, importation and the release of goods.

3.1 Guarulhos International Airport (GIA)

According to Guarulhos City Hall and Infraero database, the airport has its own transportation system which consists of an extension of 5 kilometers and also has access to the city of Guarulhos through Av. Monteiro Lobato, and Presidente Dutra and Ayrton Senna highways. Recently a construction proposal, already approved by specialists, foresees that, by 2013, an express train will connect the airport and downtown São Paulo and a small beltway (Tavares and Zanchetta, 2008, p. C4).

Located in a flat area, surrounded by nature and next to Serra da Cantareira, the whole airport complex creates a beautiful and pleasant landscape. Just by looking, the care in its maintenance is easily noticed, which makes the airport a truly beautiful sight, making Brazilian people proud. Finally, Guarulhos International Airport is overwhelming and touching at the same time. With huge airplanes coming and going every second, its image will be always the first and the last one seen by a traveler arriving or departing from São Paulo or from Brazil.

Runways for take off or landing, a control tower, radars and aerial navigation auxiliary systems, electric energy, impounding of water and tributaries treatment systems, garbage incinerator, airplane fuel field, a nursery for urbanization and vegetation renewal, aside from cargo terminals, are indispensable components for the functioning of the airport.

GIA has two parallel runways for landings and take offs, one measuring 3.000 meters and the other 3.700 meters, which receive around 475 flights daily. The tracking system has ILS instruments—Instrumental Landing System, classes I and II, which allow landing and takeoff operations with extreme precision and high levels of safety even in precarious conditions.

Since its inauguration, 222.3 million passengers, coming from all five continents, have gone through

Guarulhos International Airport entrance and exit gates, for 2.9 million landing and takeoff procedures which also include 6.9 million tons of cargo transportation (Infraero, 2008).

The airport also has, in its cargo area, nine cold-storage rooms, which have a storage capacity of 3.400 m³; and in addition there is also a transelevator system having more than 8.000 positions, which make automatic storage possible; there are also six packers, barcode scanners, automatic freight transfers, scanners, etc. (Infraero, 2008).

With the construction of a third passenger terminal, by 2013, Cumbica (GIA) will be able to hold 29 million passengers a year; and with the fourth terminal finished until 2025, its capability will be increased to 40 million passengers a year. (Tavares and Zanchetta, 2008, p. C4)

Guarulhos International Airport registers numbers that are similar to a real city. The commercial network from the passenger terminals has 177 commercial points (Infraero, 2008). They are very diverse concerning the goods and services that can be found: banks, restaurants, post offices, hairdressers, car rental companies, public telephones, lottery kiosk, shoeshine services and so on.

There is also the Infraero Cultural Space, with an area of 50 m², which is open 24 hours and promotes painting and sculpture exhibitions.

Public organizations are present as well: besides Infraero, there are the Civil, Military and Federal police, Juvenile Dependency Court, the Internal Revenue Service (IRS), State Department of Sports and Tourism, Department of Health (vaccination), Agriculture Ministry and Civil Aviation Service.

4. Hospitality Aspects Domain

Having a concept of hospitality and considering its commercial aspects, Dias (2002, p. 102), quoting Belchior and Poydares, says:

Hospitality, essentially, consists of a free of cost or charge service provision normally obtained by people inside their own home, but because they do not have it, temporarily, they do not have it at their service. Basically, these services are bed and/or food. When hospitality provides accommodations for resting or pleasure, it will be called lodging, including or not meals. If just meals are offered, there will be hospitality, but not lodging

Hospitality, as an interaction factor, essential for the communities' socialization and people's relationships, in a way of integrating them and satisfying their needs, is studied in classes or classified into social, private and commercial domains.

It is characterized by the interaction between the host and the guest, highlighting the relative aspect of "result/profit", resulting in the idea of commercial hospitality.

According to Lashley and Morrison (2004, pp. 4-23), hospitality is basically present in three backgrounds: the social domain of hospitality, the private domain and the commercial domain.

The importance of hospitality on the social domain is related to the necessity to study the social context in which it specifically happens, according to Lashley and Morrison (2004, p. 6). In the same text, Lashley and Morrison (2004) quoted Heal (1990), who presents the fact of hospitality being expressed many times in a series of private actions and by a particular host. It is articulated in a matrix of shared beliefs and publicly articulated.

Hospitality in its private or domestic domain establishes the basis for a relationship between guests and hosts, the circumstances in which these relations occur and the physiological or psychological needs. It is important to consider, in this topic, other factors besides the guest reception, like: food, drink and domestic environment accommodations.

Lashley and Morison (2004, p. 16) conclude that it is possible, for example, being a good host is not really enough for being hospitable, because his or her actions can have ulterior motives, and a hospitable person may not be as capable as the host with non pertinent reasons; a hospitable person has reasons connected to hospitality in which the worry related to guest satisfaction and his or her well-being is predominant.

The commercial modality of hospitality infers that the service provided (reception, accommodation, food and drink) is reciprocal to the guests in general. These guests pay for the services that they receive.

This situation provokes a deep change in the relation between guest and host; it is different from the other modalities of hospitality not only because the guest pays for the service provided, but also because he is not an invited person. He simply decides to travel to wherever he wants and, stays in a place where he thinks it will be more appropriate for him or her, seeing that he or she will pay for the services provided.

In the tourist activity, commercial hospitality considers the aggregation of actions, in which hospitality is essential and fundamental for the guest's perception. There is an interrelation of the services provided between the receiver, the guest and the provider, which evolves a diversity of services, such as travel agencies, operators, transporters, lodgings, events and other possible services through appropriate reimbursement.

The commercial domain of hospitality is perfectly characterized, even as a tourist place, due to the beauty and fascination presented to the guests, most of them go to these places only to walk around and shop. It is perceptible that the commercial domain spreads itself out of the reserved space to the accommodations, restaurants and other similar establishments.

So, there is a necessity of a perfectly appropriate logistics service provision, so that this guest or tourist, even on a business trip, can be received, on arrival or departure, in a hospitable way and the service quality is present and perceived by him.

This fact is of relevant importance, once; it is not always true that the services have the desired quality. When this situation happens, it is called inhospitality, determined by the lack of quality of the services perceived by the guest or tourist.

It is not necessarily about hostility demonstrated by people-employees of a certain establishment where there is a commercial hospitality domain—but the “hostility of the service provided”, even if the employees evolved have the best intentions.

The reasons for frustration are clear. In a commercial hospitality domain, the guest or tourist is not invited; he pays for the chosen service which is, therefore, bought. And the expectation is to receive a highly qualified service along with hospitality.

There is a necessity for preparing or training people to be hospitable, putting aside, in this way, the possibility of hostility or inhospitality for the services provided to the guest. In other words, the importance of logistic quality and service provision is evident. It seems to be the best way to manifest hospitality in commercial domains.

4.1 Hospitality and Quality

Karassawa (2003, p. 46) declares that to the tourist system, the most important component is the tourist, so it is to him or her, to the guest and the travelers in general, considering Guarulhos International Airport, that hospitality must be pointed out to assure total quality in logistics and in service provisions.

According to Campos (1992, p. 1), Deming declared that quality improvement causes productivity increase. This fact is well known by a selected minority. This principle can be extended and adapted by saying that “commercial hospitality is increased by quality improvement” once the workforce and services provided reach the total quality so emphasized.

Campos (1992, p. 2), when conceptualizing quality, does it, not by saying what it is, but by what it is not: “quality is not only the absence of defect”; exemplified by “it is not hard to imagine an automobile without defects, but a model or a price that nobody wishes to buy”. He establishes as a quality criteria “consumer preference” because it is this feature that will guarantee business survival; it is the consumer preference for the product or service in relation to the competitor.

Finally, Campos (1992, p. 2) conceptualizes quality or, actually, product or quality of service in the following way:

A product or service of quality is the one that perfectly attends, in a reliable, accessible and safe way and at the right time the customer needs. OK!

Proceeding with the thought, Campos (1992, p. 96) introduces the concept of competitiveness. He says that “being competitive is to have the greatest productivity among all the competitors”. This competitiveness is what really guarantees business survival, but he calls the attention to the fact that there is an interrelation between these concepts: the guarantee of survival comes from competitiveness; competitiveness comes from productivity which comes from quality or added value.

It is of great value to remember that hospitality is not just to treat the customer well. Just like in the quality aspects, there is a necessity to add value or benefits to the services provided, particularly at Guarulhos International Airport, entrance and exit gates for guests, tourists and travelers of all kinds.

The necessity to prepare or train people to be hospitable is crucial, excluding, in this way, the possibility of hostility or inhospitality on the service provisions obtained by the tourist. In other words, the importance of logistics quality and service provisions is evident, not just in its technical aspects, but mainly in its humane aspects. It seems to be the best way to manifest hospitality in commercial domains.

5. The Research

The main objective of this field research is to articulate the conceptual and practical aspects related to the subject, containing a theoretical and practical approach, carried out at Guarulhos International Airport (GIA) through this case study.

The field research was conducted and based on specific questionnaires applied to GIA guests and employees, with the purpose of amplifying the understanding of operational hospitality aspects and its functionality. Semi-structured questionnaires were applied to freely identify the GIA public and to characterize a representative sample of each “segment” in the research.

Three models of questionnaires were handed out:

- to boarding passenger, with six questions;
- to landing passenger, with six questions;
- to employees, with six questions.

The interviews occurred with employees from companies located inside GIA.

The interview goal was the same as the questionnaires’, however, specifically with the employees; it is possible to see coherence among their declarations about a number of common problems at the airport.

The declarations unanimity is important because of the following aspects:

- The price of the parking lot, especially for the employees of the companies located inside the GIA. The declarations say that “it is the most expensive parking lot in the world”.

- The lack of training of airport employees and the airlines companies that end up not informing their own users appropriately.
- Precarious internal signs, related to the airport accommodations, such as flight connections, departures and arrivals and areas for the departure and arrival of passengers.
- Absence of basic support services, such as a nursery for families who travel with young children, besides a shower and lodging for passengers who need to stay at the airport for the night while waiting for a connecting flight.
- Lack of more chairs for the users at the leisure area in the airport. According to the declarations from the interviewed ones, the organization responsible for the management of these resources has removed a great deal of them, in such a way that, at the rush hour, in the mornings or at night, there are not enough seats for the users. So, they use their luggage as seats. This fact was recurrent during the research.

The result of these interviews was very important and it was possible to realize the existing coherence throughout the questionnaires.

Kurassawa's ideas (2003, pp. 36-37) were taken into consideration that, seeing that the service is not a material good, but a group of activities and processes, of which the consumption happens simultaneously with its own production, it is more difficult to manage quality control, because there is not a pre-produced quality to be controlled in advance, that is, before the service is sold or consumed.

In this context, the logistics service provision has an important highlight, once it guarantees to the passenger, tourist or user in general, the availability of the services that he or she obtained at the right time and with quality. As a result, this will add value to commercial hospitality.

Some hypothesis and commentaries can be drawn:

(1) The greater the efficiency in Service Provisions Logistics, including the quantitative aspects, the greater the value added to the commercial hospitality.

- The logistic parking lot localization adds value to commercial hospitality, providing comfort and facility to the user.
- The access to GIA is another logistic factor that determines facility to the user when it comes to their dislocation.
- The information services are average, diverging from the logistics and quality, and they should be equally efficient.
- The passenger elevators are used by the cleaning and maintenance staff all at the same time. It characterizes a lack of efficiency in GIA logistics service provisions.
- The lack of more chairs for the users, in the areas for rest and leisure, causes discomfort.
- The lack of a specific place for the passengers to spend the night causes discomfort and commercial inhospitality.
- A shower would provide better conditions and comfort for GIA passengers. It would add value to commercial hospitality.
- The passengers, mainly the ones in transit with children, suffer from the lack of a nursery, causing inhospitality.
- The luggage release services are seen by the interviewed users as a qualitative factor on GIA relations.
- The food services are seen by the employees who work in companies located inside GIA as logistically well situated and appropriate.

- The security and the environment promote a better integration and hospitality with the physical space for the employees.

- The check-in services were considered by the users in general as regular, instead of being considered excellent or qualitative; they do not add value to commercial hospitality.

- The price charged by the parking lot administration is considered very expensive by the users. It does not add value to commercial hospitality and damages logistic aspects, since it tries to find alternatives.

- The strike movements, like the public security employees and the legislation over the taxis from São Paulo, in transit through GIA, are inhospitality factors, according to the users in general.

(2) The lack and/or limit of official signs of GIA leave dislocation and understanding more difficult for users in the local context.

- In a general way, GIA signs were considered by the users that participated in this field research as regular, because they can lead to some disorientation..

- The sign related to departure and arrival of flights has caused many problems, including missing a plane, according to the user and employee declarations.

- The airline companies have different areas for boarding and landing. This situation of little signaling causes misleading interpretations. As a result, passengers and people in charge of their reception (relatives, friends or company, hotel or tourist operator or agencies employees) have difficulty finding each other; these are declarations from the employees of companies located in the airport.

(3) The information in general, public or tourist must be present and accessible to the user, stimulating commercial hospitality.

- The information services were considered regular by the users, thus not appropriately fulfilling commercial hospitality.

- The tourist information booth is not used by the absolute majority of GIA users, according to the field research.

- The services of airline companies, car hire companies, taxi services and others are not appropriately publicized and signaled, causing, as a result, inhospitality.

- The support services, such as luggage trolley availability, check-in, information booths, airline companies support, lost and found, medical services, bureau de exchange, banks, flight schedule information and alike, are not accessible in an easy and visible way, not enhancing commercial hospitability.

- The food service, with regard to the main restaurant, is not signaled in an easy and way visible, leading the user to snack bars and cafés, demonstrating inhospitality.

It is perceived, in the market, that the best service providers establish high-quality standards.

A great number of authors who deal with quality and logistics declare that “quality must be built during the whole process and not just at the end”.

In this way, logistics, as part of the management process of the service provision net, approaches the planning, the implementation and efficient control of the service flow. It satisfies customer needs, and adds value to commercial hospitality.

It is important to reinforce an excellent service provision which comes from great logistics and qualitative services, having in mind:

- Appropriate training of the employees at GIA and of the companies located inside it;
- Good quality signaling;

- Great information services of infrastructure and support;
- Flight information board (departures and arrivals) working perfectly;
- To have as a priority the user and employees' comfort, offering appropriate and hospitable installations;
- To take care of the operational equipment maintenance, such as escalators, restroom installations, electric light installations, elevators and so on;
- To install services such as a nursery in the (departure and hall area), showers, accommodations for spending the night and other services that offer the users better commercial hospitality;
- To use and/or install more elevators for disabled passengers and user access, not allowing, the simultaneous use for material transportation/cleaning staff;
- To install in the parking lot the airline company signs;
- To set up a monthly parking lot charge with appropriate and fair prices for the GIA employees and the other companies placed inside it;
- To make Infraero's offices public and visible to the user in general, in such a way that they can address their suggestions and complaints.
- To guarantee that the legal aspects, such as the law that determines the taxis vehicles can only be from Guarulhos, do not interfere with the hospitality to the users.
- To make sure that the strike movements do not affect the employees, the users and commercial hospitality;
- To make the tourist information stand visible and active, receiving the guests and passengers who are boarding or landing.
- To keep and improve the services which already exist, provided with quality and hospitality.

Here there is an item to emphasize because it is very easy to use, and also of vital importance, once it is taken into consideration by the management responsible for GIA:

- The periodical application of questionnaires and interviews to users and employees in order to diagnose the organizational, logistic and commercial hospitality environment inside GIA.

From a process like this, it will be possible to maintain the quality in the service provision logistics in general, perfectly appropriate and adding value to commercial hospitality.

ANAC (2008) has its own data related to the years of 2005 and 2006 that point out the level of passenger satisfaction who travel by Tam, Gol and Varig; however it is believed that it is necessary to enlarge this research to all organizational environments, as was said before.

6. Summary and Conclusions

This study case has stemmed from a very simple vision of the relation between service provision logistics, quality and commercial hospitality, because it was believed that in Guarulhos International Airport, everything worked efficiently, qualitatively and that, from those circumstances, commercial hospitality was implicit and guaranteed.

Through the development of this research, it was possible to verify how much GIA has progressed through the years, showing that its dynamics improve every day. However, there is still more to be done.

It is known that the research has not approached all the aspects pertaining to the airport services. Even so, it is possible to have an overview of the current situation because of the matters pointed out.

It was important to emphasize and confirm the hypothesis deriving from the described problem,

characterizing the logistics service provision as an agent that adds value to the commercial hospitality in an airport, in this case, Guarulhos International Airport, a place of tourist and commercial transit, which characterizes what is called receptive tourism.

It was felt that the tourist product depends basically on the quality of the services provided and a whole logistics which allows the tourist to be treated with hospitality. After the use of this product, the customer can have a feeling of hospitality or inhospitality.

To add value to commercial hospitality means to understand how to provide for the user services with more quality and more efficiency than the one offered by the competitors in a similar market, in this case, other international airports.

It demands a better quality in the processes and an emphasis on the necessities of the provided services to the customer, improving substantially the cost structure through the process of shortening the deadlines.

In this way, this research contributes to point out some alternatives to improving the services.

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