

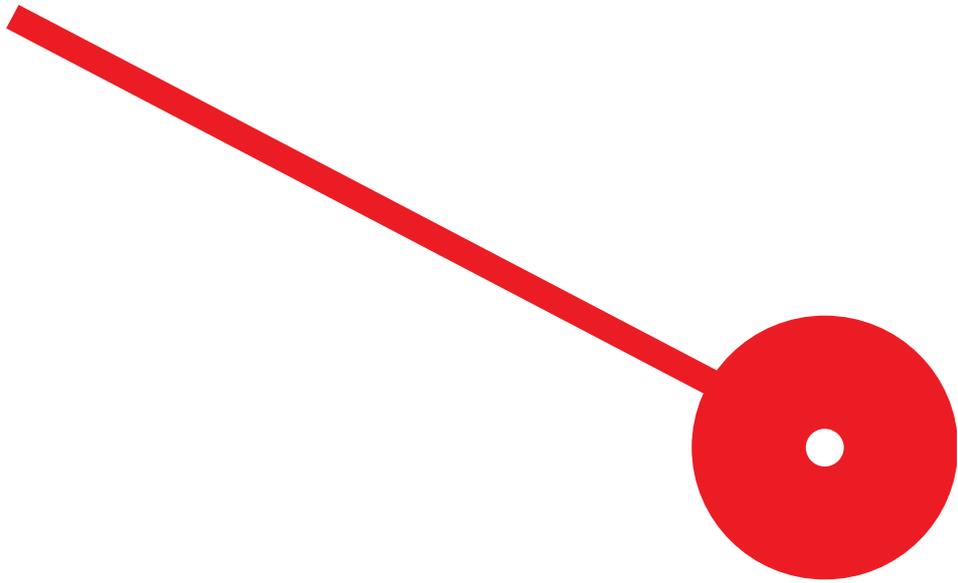


The challenges of business tourism with the greater digitisation of economic activity

Mariana Soares de Sousa

DEZEMBRO DE 2020

“Esta versão contém as críticas e sugestões dos elementos do júri”



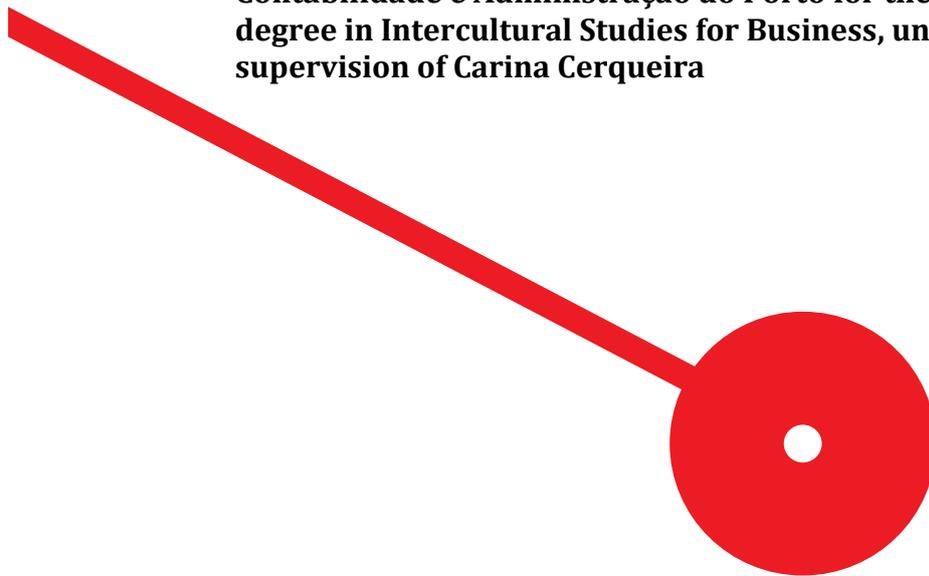
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MESTRADO
ÁREA DE ESPECIALIZAÇÃO

The challenges of business tourism with the greater digitisation of economic activity

Mariana Soares de Sousa

**Master dissertation presented to Instituto Superior de
Contabilidade e Administração do Porto for the Master's
degree in Intercultural Studies for Business, under of the
supervision of Carina Cerqueira**



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Resumo:

Tudo apontava para que 2020 fosse um ano de forte crescimento do turismo a nível mundial, incluindo em Portugal. O seu contributo para o desenvolvimento económico e social dos países é muito elevado.

Nos últimos anos, Portugal investiu muito nesta indústria, criando infraestruturas de qualidade para responder à procura. O retorno, em termos de receitas e empregos criados, tem sido elevado. Em 2019, representou cerca de 9% do produto interno bruto e foi responsável por 336.800 empregos apenas nas áreas de catering, alojamento e agência de viagens.

Mas, de forma inesperada, no final de 2019, surgiu um vírus, causador da doença Covid-19, que quase paralisou o mundo e alterou a forma como trabalhamos e vivemos, e talvez tenha mudado para sempre a indústria do turismo e outras.

Com a pandemia, boa parte do setor do turismo ficou suspenso. De acordo com o Instituto Nacional de Estatística, no segundo trimestre de 2020, no setor do alojamento turístico as dormidas totais recuaram 92,5%.

Um dos seguimentos com crescente peso na economia nacional, o do turismo de negócios, foi dos mais atingidos, e poderá ser o que demorará mais tempo a recuperar. Trata-se de um subsetor que vive de pequenos e grandes eventos, como congressos, conferências e feiras, muitos deles com dimensão internacional, basta lembrarmo-nos da Web Summit. Contribui fortemente para a divulgação da imagem do país, incluindo como destino de lazer, compensando a sazonalidade de outras ofertas, nomeadamente a de sol e praia.

O Turismo de negócios é o tema que será desenvolvido nesta dissertação, procurando perceber como poderá evoluir a curto e médio prazo. Uma tarefa difícil dada a elevada incerteza sobre a capacidade de controlo da pandemia, nomeadamente através do uso generalizado de vacinas. Ainda assim, é possível identificar algumas tentativas para dar a volta à atual crise.

Palavras chave: Turismo de negócios, Covid-19, digitalização, recuperação

Abstract:

Everything pointed out that 2020 was a year of strong growth in tourism worldwide, including Portugal. The contribution of this sector to the economic and social development of countries is very high.

In recent years, Portugal has invested a lot in this industry, creating quality infrastructure to meet demand. The return, in terms of revenues raised and jobs created, has been high. In 2019, it accounted for about 9% of gross domestic product and contributed for 336,800 jobs in catering, accommodation and travel agencies.

However, unexpectedly, at the end of 2019, a virus emerged, causing the disease Covid-19, which almost paralyzed the world and changed the way we work and live, and perhaps changed forever the tourism industry and others.

With the pandemic, much of the tourism sector has been suspended. According to Instituto Nacional de Estatística, in the second quarter of 2020, in the tourism accommodation sector total number of nights fell by 92.5%.

One of the increasingly essential segments in the national economy, business tourism, was one of the hardest hits, and may be the one that will take longer to recover. It is a subsector that lives on small and large events, such as congresses, conferences and fairs, many of them with an international dimension, just remember the Web Summit. It contributes strongly to the dissemination of the image of the country, including as a leisure destination and others, offsetting the seasonality of other offerings, namely sun and beach.

Business tourism is the theme that is going to be developed in this dissertation, trying to understand how it can evolve in the short and medium-term. A difficult task given the high uncertainty about the ability to control the pandemic, notably through the widespread use of vaccines. Still, it is possible to identify some attempts to turn around the current crisis.

Key words: Business tourism, Covid-19, digitisation, recovery

List of Abbreviations

AHP - Associação Hoteleira de Portugal

AHRSP - Associação de Hotelaria, Restauração e Similares de Portugal

Covid-19 – 2019-nCoV and SARS-COV-2

INE - Instituto Nacional de Estatística

ERTPNP - Entidade Regional de Turismo do Porto e Norte de Portugal

EU - European Union

GBTA- Global Business Travel Association

GEE – Gabinete de Estratégia e Estudos

IATA - International Air Transport Association

ICCA - International Congress and Convention Association

IPDT - Instituto de Planeamento e Desenvolvimento do Turismo

MC&IT - Meetings, Conventions & Incentive Travel

MECE - Meetings, Events, Conventions, Exhibitions

MI - Meetings Industry

MICE - Meetings, Incentives, Conventions, Exhibitions

PENT – Plano Estratégico Nacional de Turismo

SARS – Severe Acute Respiratory Syndrome

UN – United Nations

UNWTO - United Nations World Tourism Organization

WHO - World Health Organization

WTTC - World Travel & Tourism Council

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Introduction

Portugal, a country of small size and with major mineral resources but which has not been able to use them for political or economic reasons, has taken advantage of the beauty of its landscapes, the extensive Atlantic coast and beaches, the mild climate, its strategic location, the climate of social peace, the welcoming spirit of its people, among other advantages to bet on tourism.

Especially in the last two decades, by political option, this sector has made a fundamental contribution to the economic and social development of the country, by job creation, revenue-raising and the development of equipment and infrastructure. Only in terms of exports of services corresponds to 52.3% of total.

At the international level, Portuguese tourism enjoys an image, as evidenced by the different international awards, giving as an example the Best European Destination for the fourth consecutive time in the World Travel Awards.

Within the tourism sector, in this dissertation, business tourism will be a focus, for the growth that Portugal has registered in this segment, assuming itself as a destination for international events. Although there are no disaggregated statistical data to assess the weight of business tourism in the entire sector, there are indicators that end up demonstrating this relevance. According to International Congress and Convention Association (ICCA), Portugal is the 10th country and Lisbon is the second city in the world that receives and organises congresses and conventions. This international highlight shows that more and more entities are interested in congresses, conventions, fairs and meetings for Portugal, which has encouraged substantial investment in infrastructure and training of workers to continue hosting these events.

Closely following global growth, the national tourism sector was on a cruise speed, having, in 2019, an estimated direct impact of 14.3 billion euros on the economy, but all this activity in 2020, was forced to slow sharply. All this because of a virus that has brought dramatic consequences to the world, due to the high number of human losses, until mid-December 2020 with 1 637 805 deads, by the closure of activities and the unemployment it caused, to mention only a few.

Like others, the tourism sector and the business aspect as we knew it paralysed and the recovery results are very tenuous. Still, an effort was made to adapt and maintain a part of the business, within the limitations recommended by the World Health Organization (WHO), and taking advantage of digital technologies.

In this dissertation, is tried to understand if business tourism will recover to the levels of pre-Covid model or if the option that is being forced to do will change the sector. To this end, three questions have been sent to officials from various tourism entities in order to understand the challenges that business tourism will face in the short and medium-term. When the questions were sent and answered, there was still significant uncertainty regarding the appearance of effective vaccines and the vaccination capacity of a significant percentage of the population.

The set of responses obtained show the hope and will to recover the sector, based on new premises that may be known later.

The first chapter addresses the relevance of tourism in the European and national context, the concept of tourism and business segment, the importance of corporate tourism and the Web Summit event.

The second chapter deals with the emergence of Covid-19 and its socio-economic impact on national and international tourism.

The third chapter seeks to characterize the uncertainty that business tourism is experiencing in the present moment and the challenges it will have to face with the greatest digitization that has been verified.

Finally, the fourth chapter sets out the questions that have been posed to those responsible for various tourism entities and their answers in relation to the recovery of the sector in the short and medium term.

The structure of this study was based on a literature review, in order to present concepts and facts interconnected with the theme; use of quantitative and qualitative data; formulation of questions chosen for the investigation and analyses of the answers collected.

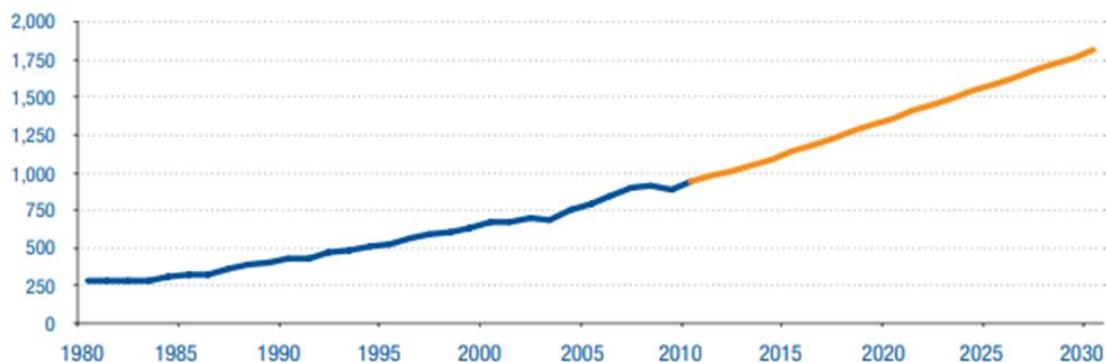
In summary, this dissertation aims to demonstrate the importance of business tourism in Portugal, the socio-economic impact of Covid-19 on the sector, the uncertainty of its recovery in the future and the challenges it will face with an increasingly digital world.

Chapter I – The relevance of business tourism

1.1 - Evolution of tourism at international and national level

In the last century, tourism has become one of the main economic activities of the world and a development engine for many countries, including Portugal. The expectation, before the Covid-19 pandemic, was quite lively concerning the growth of global tourism. According to the World Tourism Organization (UNWTO), since the last 60 years, tourism has been expanding steadily and diversified, having become one of the largest and fastest economic growth sectors in the world. Many new destinations have appeared and started betting on tourism beyond the favourite traditional destinations of Europe and North America.

Figure 1: Evolution of the number of international arrivals worldwide from 1980-2030 in millions of arrivals



Source: World Tourism Organization, 2011.

This increase can be seen through the virtually uninterrupted growth in the number of global international arrivals verified over all these years; from 25 million in 1950, to 278 million in 1980, 528 million in 1995, 1, 305 million in 2012, 1.4 billion in 2019 and by 2030 it is estimated that it will reach 1,800 billion (Figure 1). (UNWTO, 2011; UNWTO, 2013)

These numbers, presented in the graph above, demonstrate the substantial growth of this sector in recent years and its foreseeable future evolution. Economic growth, in particular the increasing globalization of business, but also technological developments that have facilitated and made travel more accessible travel and social progress that has enabled

greater mobility of people, including women, have contributed to the growth of the flow of people each year.

In 2016, according to a study by UNWTO and the European Commission on European Union Tourism Trends, the European Union (EU) received 500 million international arrivals from tourists, representing about 40% of the entire world and international tourism revenues were 342 billion euros, representing about 31% of world tourism earnings. This sector generates 10% of GDP gross domestic product and contributes to 9% of total employment in the EU. Concerning international tourism, it represents 6% of global exports and 22% of export services, occupying fourth place as an export category, after chemicals, automobiles and food. (UNWTO, 2018)

Portugal's tourism has proliferated in the last two decades, following the growth of world activity. This growth is visible with some indicators published by the Instituto Nacional de Estatística ¹(INE), such as the evolution of the number of establishments and beds, the number of overnight stays and the number of workers, taking into account the years 2000, 2010 and 2018. The number of beds available in the hotel sector in July 2000 was 222 958 beds spread over 1 786 establishments; in July 2010, 2 011 establishments were active with an offer 279,506 beds; and in July 2018, it was composed the hotel sector of 1,865 establishments, with an offer of 321,000 beds. Regarding the number of overnights stays in the hotel sector; in 2000, they reached 33.8 million guests, of which non-resident foreigners contributed 24.1 million overnight stays and residents in Portugal with 9.7 million overnight stays; in 2010, there were 13.5 million guests who originated 37.4 million overnight stays; and in 2018, there were 20.5 million guests which provided 56.6 million overnight stays. About the number of workers², in July 2000, there were 42 303 people in the service; in July 2010, there were 47,452 people; and in July 2018, there were 72,700 people. (INE, 2001; INE, 2011; INE, 2019)

Portugal, further, is currently considered to be the country with the highest growth in tourism in the European Union (EU), according to the World Travel & Tourism Council 2018 (WTTC) report, tourism grew by 8.1% in 2018, achieving the highest rate among EU countries and also one of the highest among all European countries. This growth is due to the diversity in the tourism sector that is no longer just the traditional sun and sea tourism, focusing on the bathing areas. Portugal started to bet in several other segments, such as

¹ Portuguese National Statistical Institute.

² This data presented is based on the number of monthly remuneration statements, transmitted by companies to Social Security, in 2018.

gastronomic tourism, business tourism, cultural tourism, religious tourism and nature tourism, a little throughout the national territory, although still concentrated on large cities such as Lisbon, Porto and the Algarve region. (WTTC, 2018)

In recent years, the Portuguese market has managed to attract an increasing number of tourists due to the combination of several factors: good weather, a privileged location, situated on the western tip of Europe; quality of equipment and services; quality of the gastronomy and wines (famous Porto wine and others); abundant cultural heritage; the beauty of the landscape and beaches; price-quality ratio; friendly relationship when welcoming tourists; and security, being an increasingly valued factor due to the conflicts, wars and terrorist attacks that occur in many countries. It is currently considered the third most peaceful country in the world, according to the 2020 Global Peace Index (GPI) and ranks first among the countries of the European Union. In this ranking, which is led by Iceland and followed by New Zealand, Portugal has been climbing several positions since, in 2014, it was in 18th place, but since 2016 is in the top five. (Global Peace Index, 2020) These characteristics have been recognized internationally, with the winning of several awards.

For the fourth consecutive year, in 2020, Portugal was considered, as the Best European Destination at the World Travel Awards, considered to be *Oscars of tourism*. In March of the previous year, received at ITB Berlin, that is the largest fair dedicated to the tourism industry, the Best of Europe award in the sustainable destiny category. A significant award, particularly on current time, when environmental issues and the impact of tourism on the environment is a constant subject of debate. It is a recognition of best practices carried out by national operators. Moreover, 2018, it was considered the Best World and European Golf Destination at the World Golf Awards, repeating the title won in 2017. (Turismo de Portugal, n.d.)

Additionally, some Portuguese cities have been highlighted as the European Best Destinations. Take, for example, the case of the city Porto, in the north of Portugal, which was considered the best European destination in 2017. (2019, Turismo de Portugal) Moreover, this city, in the year 2020, won the award for Best City Break Destination in Europe, and the capital, Lisbon, was elected as the best destination and cruise port. (2020, Turismo de Portugal)

This international recognition and the increase in the number of tourists created and continue to generate business opportunities that help to foster several companies, employment and income.

1.2 – Historical evolution of tourism and business tourism concept

The definition of tourism has evolved and developed over the years. Initially, trips occurred for pure pleasure, to increase knowledge, out of curiosity. Ataíde (1933/34) mentions that tourism strictly consisted of trips for pure pleasure, made with the exclusive purpose of enjoying the charms of the countries visited.

The need to define tourism arises at the end of the 19th century. However, only at the beginning of the 20th century did the first reflections on this theme begin. In 1911, the first definition of tourism was written by the austrian economist Hermann von Schullern Zu Schrattenhofen, according to which "tourism is the whole of all phenomena, first of all economic, which are produced by the arrival, stay and departure of travellers in a municipality, province or a determined State and which are directly linked to each other". (Berneker, 1965 cit. in Cunha 2013, p. 5)

Krapf and Hunziker (1942, cit. in Cunha, 2013), presented a definition which deserved greater acceptance by tourism experts that were members of the Association Internationale D'Experts Scientifiques Du Tourisme³ - AIEST. They considered tourism to be "(...) the whole of the relationships and phenomena arising from the displacement and permanence of persons outside their place of residence, provided that such travel and residence are not used for the pursuit of a main, permanent or temporary profitable activity". (op. cit. 2013, p. 5)

In the 1990s, UNWTO presented the definition of tourism as "the tourism comprises the activities carried out by individuals (visitors) during their travels and stay to and from places outside their environment for a consecutive period not exceeding one year for leisure, business or other reasons". (op. cit. 2013, p. 7) It was considered for this definition to be complete, since, in this case, it has already the term *business* included. This definition demonstrates that UNWTO, an entity with high global reference, considers business tourism worthy of its inclusion in the generic definition of tourism and that even today remains included by INE which presents a similar definition.

³ International Association of Scientific Experts in Tourism. It is an association dedicated to improving the worlds travel and tourism industry by analysing trends and the latest developments in this sector and tries to find solutions for problems as they arise, located in Switzerland.

The tourism sector is quite large, divided into several areas, such as leisure tourism, nature tourism, religious tourism, business tourism, among others. One of the segments that has gained weight worldwide and in Portugal is business tourism, which has very peculiar characteristics, requiring special preparation and planning by key stakeholders. It moves a complex network of economic activities such as the supply of equipment and infrastructure of accommodation, transportation, entertainment, food and beverages, among other services. (Almeida, 2011)

This subset has been known as Meetings, Events, Conventions, Exhibitions (MECE); Meetings, Conventions & Incentive Travel (MC&IT); Meetings, Incentives, Conventions, Exhibitions (MICE); and more recently as Meetings Industry (MI). All these categories used over the last years, aim at defining the activities associated with business tourism demonstrate the lack of standardized terminology and significant heterogeneity of concepts in this activity. Since 2006, several entities, including UNWTO and ICCA, have reached an understanding about which terminology should be used and introduced the MI concept, with aims standardizing the various concepts that have existed so far. (Marques, 2013)

Not all authors agree on including business in tourist activity. Bernecker (1965) presented the following tourism definition: "Tourism is the sum of relationships and services resulting from a temporary and voluntary change of residence, not motivated by business or professional reasons". (Bernecker, 1965 cit. in Cunha, 2013, p. 6) In other words, for Bernecker, tourism excludes travel caused by business, congresses or economic missions. Barreto (1999) also considers that when the trip made has a useful purpose in its realization or even this obligation; it should not be considered a tourist trip. As Ataíde (1933/34) argued, Barreto (1999) also argues that tourism is associated with pleasure, a leisure activity only, and cannot be associated with work and thus be a paid activity. (Marques, 2013)

However, according to UNWTO, the motivations for tourism travel are characterized in two main categories: personal reasons, such as holidays, leisure and recreation, visits to family and friends, education and training, health and medical care, religion, shopping, transit, other reasons; and business or professional reasons. (UNWTO, 2017)

Andrade (cit. in Ansarah, 1999, p. 35) defines it as "the set of travel, lodging, food and leisure activities by those travelling on business related to the various sectors of the activity commercial or industrial industry or to know markets, establish contacts, establish new technologies, sell or buy goods or services". Alternatively, Cunha (2013), defends it as a set of trips made in the context of professional activities whatever its nature: political,

economic, social and scientific. Therefore, business tourism follows the concept of business tourism is very comprehensive.

From very early in history, the business was one of the oldest forms of tourism. However, it was only after the Second World War that it felt a sharp growth. The growth of the world population and the economic transformation of developed countries, the efforts of international cooperation, the evolution of society, the development of information technologies and the increase in language knowledge have determined the growth of national and international meetings in their most diverse forms, conventions, congresses, seminars, assemblies, colloquia and journey. (Cunha, 2013; Swarbrooke and Horner, 2001) The use of the car as the primary means of transportation, the creation of commercial airlines and the evolution in the 1950s of jet aircraft helped in the extension and sharp growth of international travel, which became one of the government's strategic objectives, as it represented new opportunities for jobs and revenues for the economies. (Almeida, 2011)

The expansion of this sector has led to infrastructure proliferation and services practice, mostly in the centres of large cities. Initially, these meetings began to take place in rooms used for this purpose, and then started building palaces or congress centres and, now, the majority of hotels have explicitly improved the conditions to accommodate this type of events. (Cunha, 2013)

Portugal followed this trend, creating more infrastructure related to this sector: either through new constructions, such as the Exponor - International Exhibitions Wall and Europarque to use closer examples, either through the use of old hotels or even other buildings, as are examples, in Porto, the Edifício da Alfândega⁴ and the Palácio da Bolsa⁵, which today receive various types of events, very different from the initial objective of its construction, namely customs control or the house of the merchants of this city and which has housed the Palácio da Bolsa. At the same time, this equipment ends up boosting other economic activities, such as Professional Congress Organizers (PCO's), Destination Management Company (DMC's) and catering companies, among many others. (Santos, 2018)

⁴ Old Customs Building.

⁵ Old Porto Stock Exchange Building.

1.3 - Characteristics of business tourism

Business tourism is fundamental to the development of the country's economy. There are many reasons to bet on this tourism segment; one of them is the possibility of the business tourist to repeat the visit and return to the country where the conference or meeting took place, but now, for recreational reasons. Good experience or a pleasant stay can represent a return on the future if the business tourist enjoys the country where the event was held. If the tourist has enjoyed the stay during that period, eventually may like to return with their family and friends to do leisure tourism, getting to know the city, the local gastronomy, its wines, monuments or history. Furthermore, by enjoying their stay, the business tourist will also promote the city on their connections circle, meaning that they become ambassadors of the destination. In this sense, it is crucial for the agents that promote the destinations to bet on providing good experiences, with quality and variety.

Moreover, business tourism helps taking care of the seasonality of tourism. Unlike leisure tourism, where the trips take place predominantly on weekends or in the summer months, business tourism travel usually takes place throughout the year, except in periods of greater tourist flow of the rest of tourism. Also, this type of tourism focusses the combination of business and leisure, since often the realization of a business trip presents two possibilities, on the one hand, the business is the main objective of the trip, on the other, there is, almost always, some free time in which the business tourist can get to know the destination better, sometimes leading to the extension of the stay. Moreover, often this type of travel involves other companions, these more in a logic of leisure tourism, namely bringing the wife or husband and also the children. (Sousa, 2014)

Business tourists, usually, spent above average and according to research by UNWTO carried out for five years in the city of Lisbon, it estimates that during their stay, these spend approximately more than 30 per cent in the city than leisure tourists. Since business tourists are willing to spend more money during that period, they are expecting better conditions and higher standards in hotels, restaurants and all services involving meetings or conferences. Therefore, this segment of tourism is an opportunity for the receiving destination to boost and improve itself, since it will try to have the best equipment and infrastructure and bet on the professional sector of tourism, on the professional knowledge of its workers. (2014, UNWTO)

All these reasons reflect the potential that business tourism can have for local and regional development. Therefore, it is crucial to promote a service of excellence, both in the

Meetings Industry and in other activities directly or indirectly linked to the tourism sector. The bet on a higher tourist segment requires more excellent qualification of the workers but also allows higher wages, which turns out to be positive for them, the city and country. It also works as an investment in all other tourism segments and the residents, who eventually feel the benefits of the tourism development, and it serves as a complement to other sectors, including local economies, restaurants, transportation, cultural events, among others. (Sousa *et al*, 2019)

1.4 - The importance of tourism and business tourism for Portugal

The Portuguese economy depends heavily on the tourism sector and is considered the most significant exporting economic activity in the country. In 2019, it accounted for 52.3% of service exports, 19.7% of total exports and tourism revenues contributed 8.7% to national GDP, according to the entity Turismo de Portugal. In 2019, the employment in this sector had an increase of weight of 6.9% in the national economy, accounting for 336, 800 jobs in the area of catering, accommodation and travel agencies. (Turismo de Portugal, 2020)

Tourism has had an estimated direct impact of 14.3 billion euros on the economy, and it is was predicted, before the Covid-19 impact, that the total contribution of tourism would reach 51.2 billion by 2029, of this amount 1.24 million will be jobs, of which 464,000 are directly linked to tourism activity, according to the World Travel & Tourism Council 2018 report. It is curious to note in this report that 1 euro out of every 5 euros was generated by tourism, reinforcing the high weight of tourism in Portugal.

According to the WTTC's Travel & Tourism Economic Impact study, Portugal's spending on leisure travel, both inbound and domestic tourism generated 85.6% of the direct GDP of travel and tourism in 2017, representing about 21.0 billion euros. Business travel expenses generated 14.4%, contributing with 3.5 billion euros. The forecast, before the Covid-19 pandemic, was that business travel spending would increase by 3.0% a year to 4.9 billion by 2028. (WTTC, 2018)

The Portuguese government, concerning business tourism, whose sector is internationally called Meetings Industry (MI), has been betting on this subsector. The Plano Estratégico Nacional do Turismo ⁶2027 (PENT), includes the commitment to the business

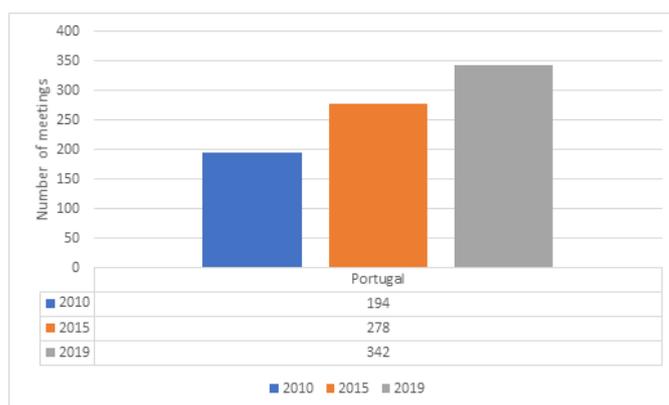
⁶ Portuguese National Strategic Plan for Tourism.

tourism sector, intending to make Portugal an international destination for congresses and cultural and sporting events, betting on the creation of specialized teams, the capture of international events and the creation of platforms that add relevant information, as well as the realization of promotional actions for this purpose. (PENT, 2017)

Since 2016, under the Program for Capturing Corporate Events and International Congresses, with the coordination of Tourism of Portugal, the country has already captured 366 new congresses. In 2019, it captured 142 international events and congresses throughout the country. This year, given the new reality caused by Covid-19, that will be developed in the next chapter, the 90 events flagged for this year, it was predicted 56 of them to take place between the last half of the year and the first half of 2021. (Turismo de Portugal, 2020)

Portugal has established itself as a country with increasing demand among the various international markets of this type of tourism. According to the report of the International Congress and Convention Association (ICCA) 2019⁷, Portugal is the 10th country in the world that receives and organizes the most congresses and conventions, raising a position compared to the year 2018, and maintaining the seventh place at European level. (ICCA, 2020) Portugal, based on this association, compared to other international markets, has always had a relevant position in the capture of congresses, as exemplified in Figure 2.

Figure 2: Evolution of the number of meetings in Portugal in 2010, 2015 and 2019.



Source: Own elaboration; based on ICCA Statistics Report 2010 (2010; 2015; 2019)

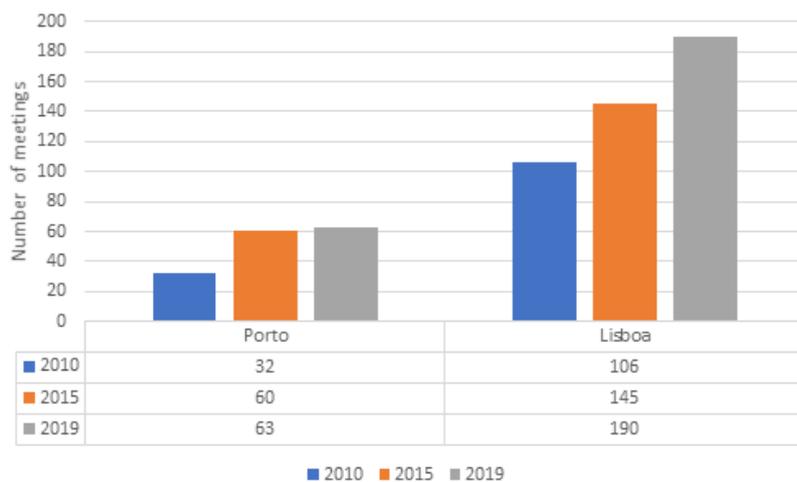
⁷ An annual report that accounts for the associative congresses held in each country and city.

In 2010, Portugal was at the world ranking in the 15th position among 93 countries referenced, with 194 meetings, and after nine years, it won the position 10th out of 114 countries referenced, with 342 meetings, with a total number of participants of 130 186. (ICCA 2011, ICCA 2020) This prominent positioning in the international context, brought a significant financial return to Portugal, which in 2019 was estimated very close to 300 million euros, about 292 316 368 euros estimated total expenditure sums in all meetings. The average expenditure per delegate at each meeting was 2,245 euros, the average expenditure per delegate per day was 672 euros and the total average expenditure per meeting was 854, 726 euros. (Pereira & Tomé, 2020)

In addition to Portugal's position, Lisbon's place at the world ranking also emerges with a prominent position concerning other international cities. The capital comes in second place in both the European and World rankings, having risen four positions compared to 2018, being only surpassed by Paris, which is in the first place, and ahead of Berlin, which is in the third place. (Turismo de Portugal, 2020)

Figure 3 shows the performance and evolution of the number of meetings in Porto and Lisbon, in 2010, 2015 and 2019.

Figure 3: Evolution of the number of meetings in Porto and Lisbon in 2010, 2015 and 2019.

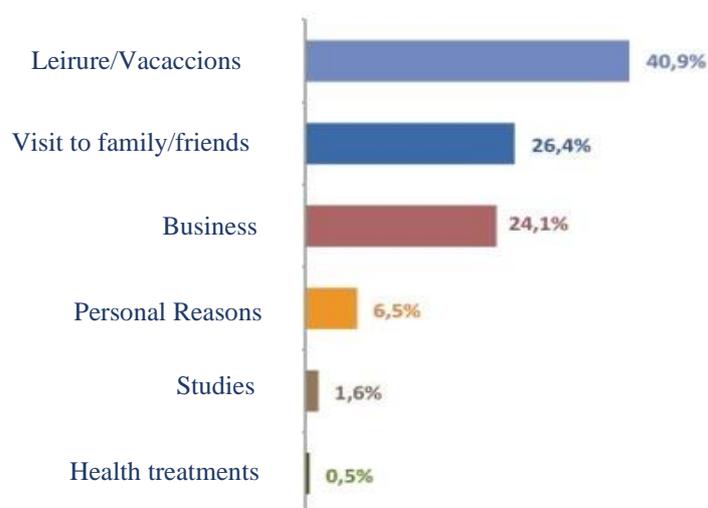


Source: Own elaboration; based on ICCA Statistics Report 2010 (2010; 2015; 2019)

According to the same ranking, Lisbon, in 2010, at the world level was in the eighth position among 333 cities, with 106 meetings, and in 2019, it was in second place among 475 cities, with 190 meetings, with a total number of participants of 91 406. (ICCA, 2011; ICCA, 2019) Over several years Lisbon has positioned itself as a major global destination for meetings, this is due to some reasons: the advantage of being close to major European markets and being the closest capital to the American continent; has a good and warm climate; known for its friendly and safe environment; and for being a city that has an excellent price-quality ratio. (2014, UNWTO)

On a smaller scale, the city of Porto has also been growing in this segment. Porto, in the north of Portugal, has also been improving its position over the years. In 2010, it was in 58th position, with 32 meetings, and nine years later, it was in 39th position, with 63 meetings, with a total number of participants of 17 752. (ICCA 2011, ICCA 2020)

Figure 4: The main segment of the visit of tourists from Porto and Northern Portugal between April to November 2017



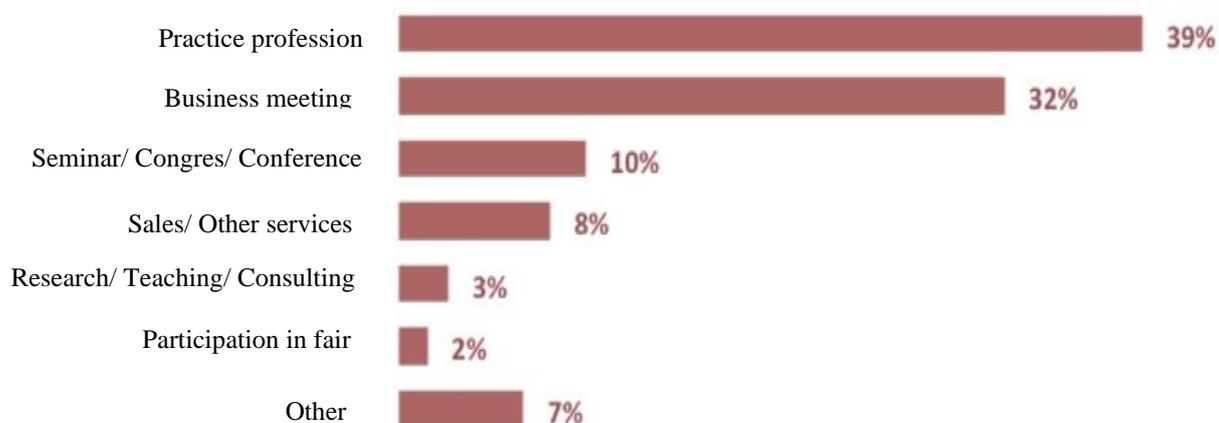
Source: Own elaboration; based on IPDT, 2017

In a study on the profile of tourists from Porto and northern Portugal, conducted from April to October 2017 by the Instituto de Planeamento e Desenvolvimento do Turismo⁸ (IPDT), in partnership with Sá Carneiro Airport and the Entidade Regional de Turismo do

⁸ Institute for Tourism Planning and Development, located in Porto.

Porto e Norte de Portugal⁹ (ERTPNP), foreign tourists who visited this region did so mainly for leisure tourism reasons, representing about 40.9%. The second reason was the visit of family or friends, representing about 26.4%, and the third reason, occupying 24.1% of the share, tourism with professional or business motivations, as can be seen in the figure 4. (IPDT, 2017)

Figure 5: Main reason for the visit of tourists from Porto and Northern Portugal between April to November 2017



Source: Own elaboration; based on IPDT, 2017

Regarding business tourism, the main reasons were to practice the profession, represented about 39%, for business meetings, representing about 32% or for seminars, congresses, and conferences, representing about 10%.

⁹ Regional Tourism Authority of Porto and Northern Portugal.

Figure 6: The main tourist issuing markets for Porto and Northern Portugal between April and November 2017

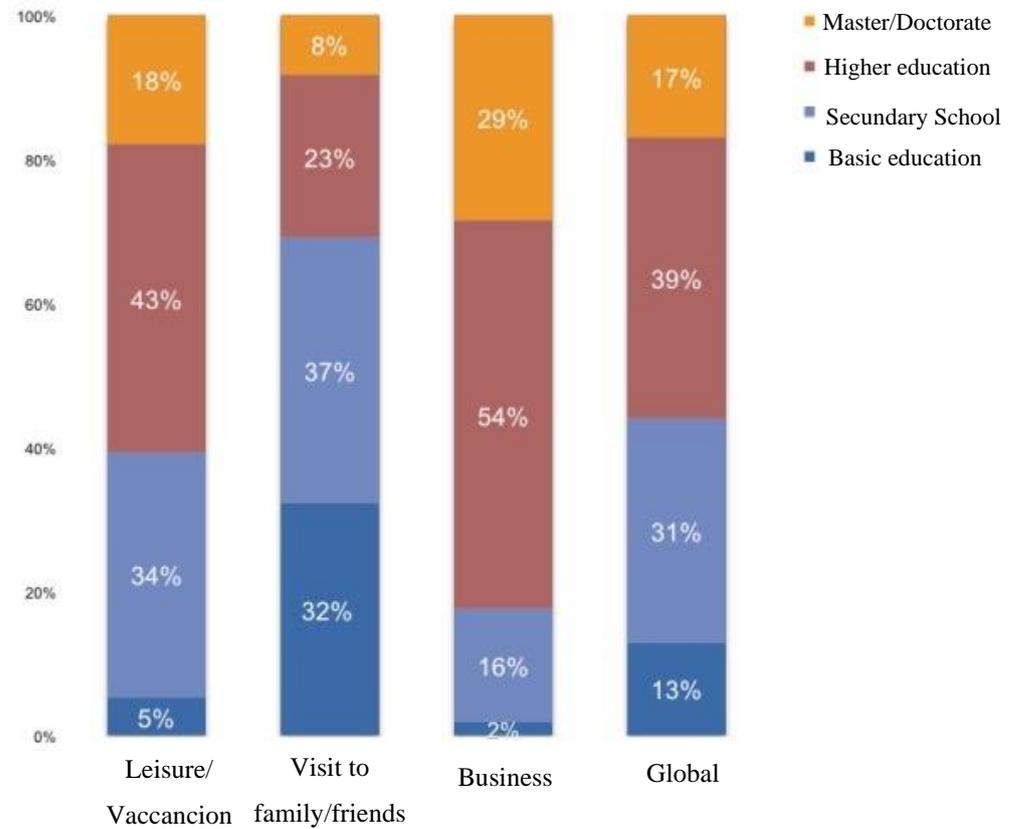
Country	Leisure/ Vaccancion	Visit to family/friends	Business	Global
France	32,0%	33,3%	26,0%	30,8%
Switzerland	8,5%	22,8%	11,6%	13,5%
Spain	7,0%	4,6%	19,5%	9,9%
United Kingdom	9,2%	7,6%	6,5%	7,9%
Germany	4,7%	4,0%	9,7%	5,9%
Brazil	10,0%	4,6%	0,4%	5,5%
Belgium	4,3%	6,9%	4,7%	5,3%
Luxembourg	2,6%	5,9%	2,5%	3,2%
USA	2,8%	2,3%	4,0%	2,7%
Netherland	3,8%	1,7%	2,2%	2,6%
Italy	1,9%	1,0%	2,5%	2,4%
Ireland	3,0%	0,7%	2,5%	2,1%
Canada	1,9%	1,0%		1,0%
Other	8,3%	3,4%	7,9%	7,2%
Total	100%	100%	100%	100%

} 54,2%

Source: Own elaboration; based on IPDT, 2017

The main markets that are emitting foreign tourists to the Porto region and northern Portugal were France, Switzerland and Spain representing about 54% of the total market share, and about business, tourism was these three countries the main emitters, together with the United Kingdom and Germany, as demonstrated in figure 6.

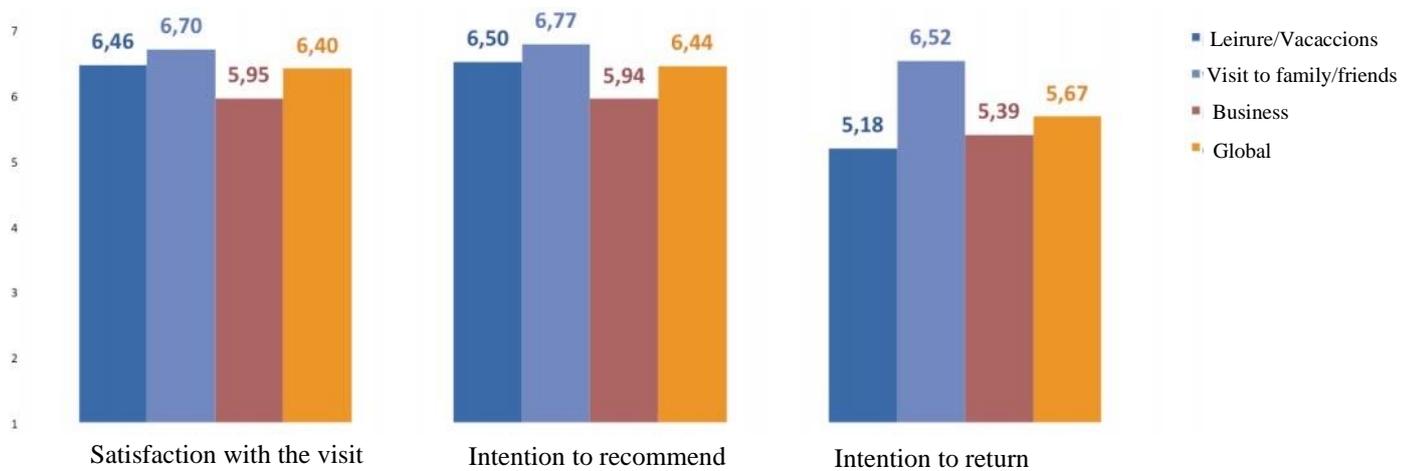
Figure 7: Educational qualifications of tourists who were in Porto and northern Portugal between April and November 2017



Source: Own elaboration; based on IPDT, 2017

For educational qualifications, 56% of respondents completed at least higher education. Business tourists, as shown in figure 7, are the ones with the highest qualifications, with at least 83% of respondents completing higher education, followed by leisure tourists with 61% completing less high education, as can be seen in figure 7.

Figure 8: Overall satisfaction and intent to recommend/return to Porto and northern Portugal



Source: Own elaboration; based on IPDT, 2017

The satisfaction index, on a scale of 1 to 7, stood at 6.4 points and the intention to recommend is similar, 6.4 points, however, the intention to return is lower, 5.7 points. Although business tourists are less satisfied and less willing to recommend than leisure tourists, their intention to return is superior to leisure tourism, as showed in figure 8.

In summary, the data collected regarding the number of events held in Lisbon and Porto show the importance of this sector for the national economy and explain the growing investment of companies and public entities.

In Lisbon, the capital of the country, has registered a growth of 190 meetings, with a total number of participants of 91 406.

In the case of Porto, the second largest city in the country, an IPDT study demonstrates the weight of each of the tourism areas in the region and where it is possible to verify that business tourism is the third main reason for visitation, representing 24% of the total. The significant weight of this segment is also explained by the fact that the Northern Region of Portugal concentrates a significant part of the country's industrial production.

As an example of the importance of holding certain events in Portugal, there is the highlight of the Web Summit conference, mentioned in the next chapter.

1.4.1 - Web Summit conference

The capture of national and international events contributes to more significant tourism promotion of the country, in addition to generating essential revenues. In Portugal, an example of a great event is the realization of the Web Summit since 2016, in Lisbon. It was supposed to stay only for three years, but in October 2018, the Portuguese government agreed to hold the conference in Lisbon for another ten years until 2028.

The Web Summit is considered Europe's most extensive technology, innovation and entrepreneurship conference. Since it emerged in 2010 in Dublin, with the presence of about 400 people, this event has never stopped growing. The last edition of 2019 attracted 70.469 thousand people, having sold out with the maximum number of participants, and had 20,000 more participants than the first edition in Portugal in 2016. (Lusa & PÚBLICO, 2019)

However, the covid-19 pandemic forced a change of plans. In 2020 due to the Pandemic of Covid-19 the Web Summit, according to Paddy Cosgrave, co-founder and executive president of this conference, had already been in early December in an online format, receiving up to 100,000 participants in an online platform.

At the end of the summer, a hybrid event was still expected, with a smaller face-to-face movement and a substantial investment in an online format but the recent increase in cases of infection in several countries of the world, including Portugal, ended up dictating the option for an exclusively online edition, which happened for the first time since the start of this event. (Ferreira, 2020)

The economic benefits of this type of achievement are very relevant. According to the Economic Impact of the Web Summit 2016-2028 study by the Ministry of Economy's Office of Strategy and Studies conducted in November 2018, the impact of this conference on the gross value of national production will have been 160 million euros in 2016 and 180 million euros in 2018. Before the current outbreak, the forecast for 2028 pointed to an even more optimistic scenario, estimated to reach 386 million euros in the gross value of national production, considering a scenario of 120,000 participants (GEE, 2018)

Also, in agreement with the analysis of AHRESP, Associação de Hotelaria, Restauração e Similares de Portugal¹⁰, the participants in the Web Summit of the 2019 edition spent about 64.4 million euros during the four days of the event, which represents 125 euros per day. (Lusa & Expresso, 2019)

¹⁰ Association of Hospitality, Restaurants and Similar of Portugal.

It is not quantifiable, but the contribution of this event to the projection of the country as a tourist destination at European and even global level is very relevant.

Chapter II - The onset of Covid-19 disease in the world

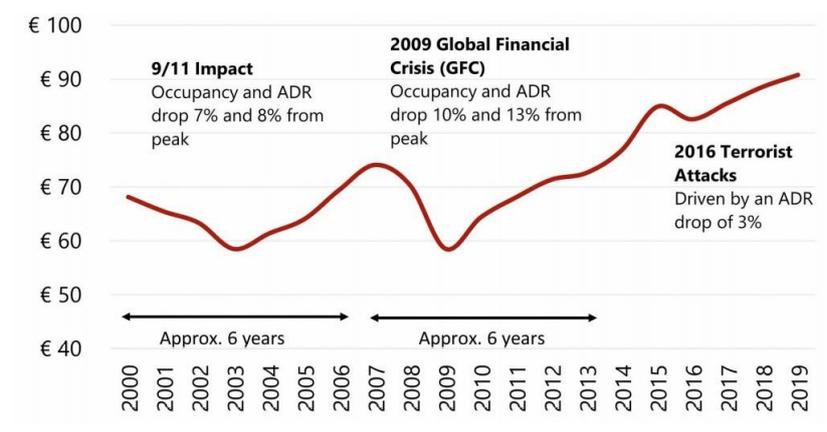
2.1 - The vulnerabilities of tourism

Tourism is sensitive to many factors such as political and social instability, such as wars or terrorism, economic crises, natural disasters such as tsunamis or earthquakes. These factors are almost always unpredictable, with the surprise of governments, businesses and citizens themselves, harming tourism, which becomes more severe for countries where it is the primary source of revenue. The impact is almost immediate, while recovery is usually prolonged.

Recent examples are the September 11, 2001 terrorist attack in the United States of America and the proliferation of terrorist attacks in Europe; geopolitical instability in North Africa and the Middle East, most recently the Arabic Spring; the epidemic of SARS, Severe Acute Respiratory Syndrome, between 2002-2003; the effects of the international economic crises of 2008 and 2009; and in 2012, the epidemic MERS, Epidemic of Respiratory Syndrome in the Middle East. (Marques, 2013) Recently, since December 2019 and until the conclusion of this dissertation, the Covid-19 pandemic, taking a brutal and catastrophic dimension.

These events had a significant impact on the global economy, damaging many sectors, notably the tourism sector.

Figure 9: Rooms Revenue per Available Room Recovery Averaged six years post 9/11 and post-GFC



Source: STR and HVS

The recovery of the referred events is variable. As an example, and according to the data provided by STR¹¹, which belongs to the CoStar Group, with information on hotel units worldwide, 11/9/2001 or the global financial crisis of 2008 and 2009 had an average recovery cycle of six years in both cases, as illustrated in figure 4. On the other hand, terrorist attacks from 2016 in some European cities have had a smaller impact on the hotel sector. As this dissertation develops further, considering the experience of the past, the expectation of recovery of the current pandemic, based on current information, also points out for cycle of 5/6 years, relocating the levels of 2019 to the years of 2024/2025. (Kett, 2020)

2.2 - The rapid dissemination of the Covid-19 pandemic

At the end of 2019, Covid-19, named by the World Health Organization (WHO), appeared in the Chinese city of Wuhan, in the Hubei Province, to the disease caused by the new Coronavirus SARS-COV-2, Severe Acute Respiratory Syndrome - Coronavirus 2, which can cause a severe respiratory infection similar to pneumonia. Coronaviruses are a set of viruses that can cause infections in animals or humans, and other epidemics caused by coronaviruses had already happened, such as the epidemic of SARS between 2002-2003, and in 2012, MERS.

The name, Covid-19 (also known as 2019-nCov and SARS-COV-2), results from the words Corona, Virus and Disease with the indication of the year in which it appeared (2019). This initial outbreak expanded rapidly, giving rise to a global pandemic declared by WHO on 11 March 2020, which on 30 December resulted in 80 453 105 total cases worldwide and 1 775 776 deaths, affecting 222 countries, territories or areas. (WHO, 2020) In Portugal, there were 400 002 total cases and 6751 deaths. (DGS, 2020)

This virus caught all people off guard; its emergence in China, the spread around the world, was never imagined to have too many social and economic impacts globally and nationally. It has led the governments of several countries, including Portugal, to enact a variety of measures to mitigate its spread, such as the imposition of travel restrictions and the closure of borders. The founding principle of the Schengen area, the free movement in

¹¹ STR is a company that provides premium data and analytics insights for global hospitality sectors. The corporate headquarters is located in Tennessee, in United States.

Europe, has thus been disrupted and, by the decision of EU heads of State and government, the EU's external borders have been closed.

Moreover, it led several companies and industries to opt to close and the possibility of many of the workers to start working from home, on a teleworking regime. Schools had to close, with students taking classes from home; many hotels have seen their bookings cancelled by national and international tourists, leading to their closure for a few months. Many flights had to be cancelled due to fear of virus contagion, which led aircraft companies to have to suspend flights for a few months, and so most of the planes for a few months were grounded, something has never been seen and imagined before.

Taking into account a number of ANA airports data on annual passenger development between 2010-2020, a reduction of 37 million passengers was estimated as of November 2020, as show in figure 10. (Castro *et al*, 2020)

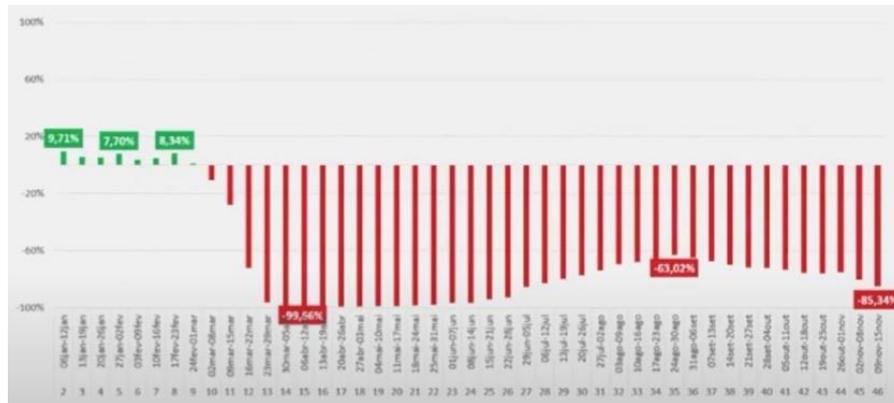
Figure 10: Air traffic numbers in Portugal: Annual Passenger evolution 2010-2020



Source: ANA airports

Moreover, on data from the same entity it is possible to verify the dramatic and alarming situation in this sector and the impact of tourism. Taking into account the variation in passenger traffic at Lisbon, Porto, Faro, Madeira and Ponta Delgada airports 2020/2019, present in figure 11, the number of passengers increased from +8% to -99% in 6 weeks, between 17 March and 6 April. The maximum recovery occurred in August even though with -63% compared to the previous year. On November 2020, there was -85.34% of passengers compared to 2019, a very dramatic number for national tourism and economy. (Castro *et al*, 2020)

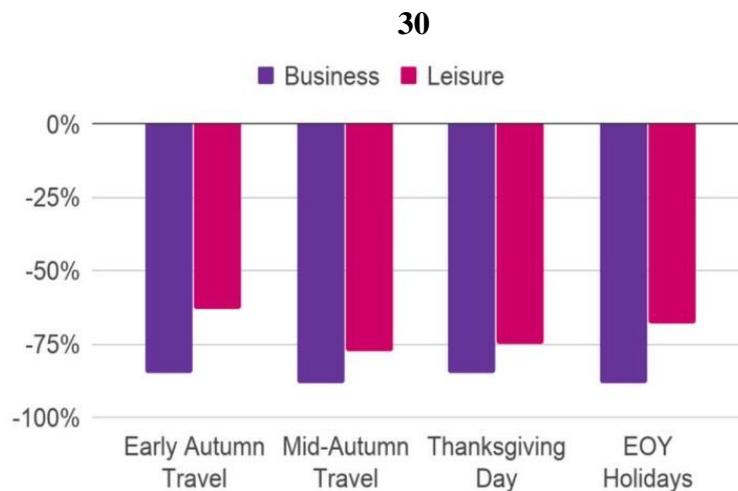
Figure 11: Air traffic numbers in Portugal: Variation of passenger traffic LIS+OPO+FAO+FNC+PDL airports passenger traffic 2020/2019



Source: ANA airports

These restrictions on international travel and the constraints imposed on achievements that promote gatherings and proximity between people, have also had a major impact on business tourism, as can be seen in figure 12. If with the restrictions people stopped taking trips for leisure tourism, then business tourism trips felt even greater impact. The companies chose not to move their professionals, betting on the use of digital media and the holding of fairs, congresses and other events were thus postponed or even cancelled. (Pereira & Tomé, 2020)

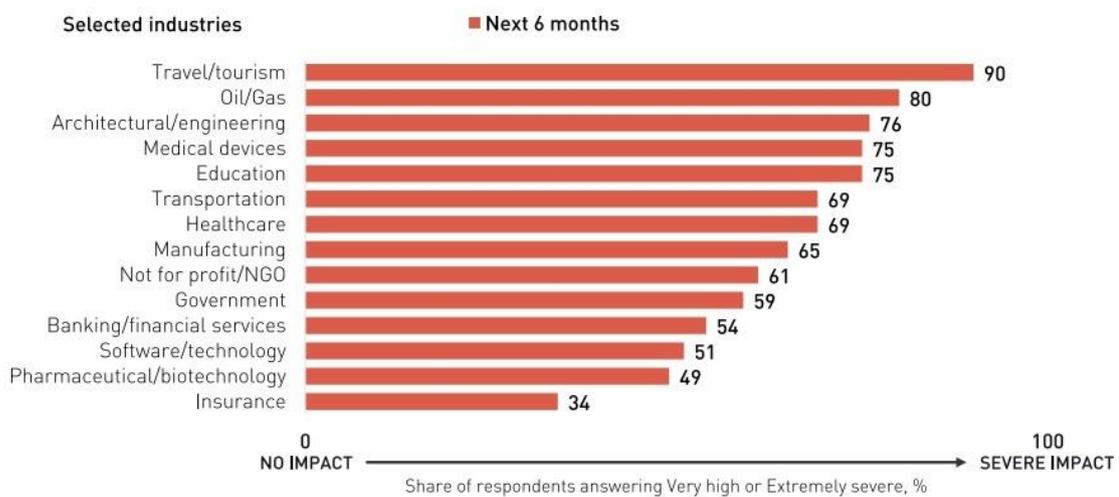
Figure 12: Decrease in the number of air bookings between August 16 and September



Source: travelBI, 2020

According to a study developed by IMD, Institute for Management Development, located in Switzerland, conducted between March and April 2020, to try to understand the multiple effects of this crisis conducted at the personal and organizational level of their community, as shown in Figure 10, of all selected industries, tourism appears with 90% impact. In other words, this means that with COVID-19, the various economic sectors have had an overwhelming impact, particularly the tourism sector. (Watkins & Yaziji, 2020)

Figure 13: The impact of crisis across industries in the next six months



Source: IMD, 2020

2.2.1 - The socio-economic impact of this disease in Portugal

The year 2020 began triumphantly for national tourism, and at that time, the world was still far from the pandemic scenario that we are currently living. 2020 was looking like a great year, in fact, between January and February 2020 for the same period of 2019, there were +13.7% arrivals at hotels and others, + 9.6% of total tourism revenues and +7.2% hotel Revenues. (Gomes *et al*, 2020) Although in 2019, Portuguese tourism accounted for 52.3% of service exports and tourism revenues contributed 8.7% to national GDP, with the pandemic the same will not happen in 2020. (Turismo de Portugal, 2020) Measures imposed

restrictions on travel and border closures have harmed several sectors, but principally the tourism sector, which has already been argued throughout this dissertation, the Portuguese economy depends so much.

Despite the auspicious start to the previous year, the months that followed were a deep braking in the sector, which may take a few years to recover. Besides, the aggregated data for the first quarter, already with the negative contribution of March, is visible a decrease of 18.3% of overnight stays in tourist accommodation, with decreases of 12.2% in residents and 21.0% in non-residents, according to INE. (INE, 2020)

From 2 March 2020, when the first case occurred in Portugal, it occurred high reservations cancellation scheduled since that month and until August 2020, in all types of tourists, namely business tourism.

The measures imposed, after this moment, by Portugal and several European countries, such as travel restrictions and the closure of borders, have harmed various sectors of activity, and particularly that of tourism, on which a significant part of the Portuguese economy is based, as already shown in the previous chapter.

The demand drop was so high that even though they were not forced to close doors as happened in other economic activities, namely restaurants, many hotel units eventually closed. In April, in the context of the State of emergency imposed by the government on 19 March 2020, one of the most restrictive measures for the movement of people and the functioning of economic activity, about 80.6% of tourist accommodation establishments closed. This month, the tourist accommodation ¹²sector is estimated to have -97.1% guests, for a total of 68 thousand guests, and -96.7% of overnight stays, which stood at 193.8 thousand overnight stays, compared to the same month of 2019. In overnight stays, concerning residents decreased by 92.7% and non-residents decreased by 98.3%. (INE, 2020)

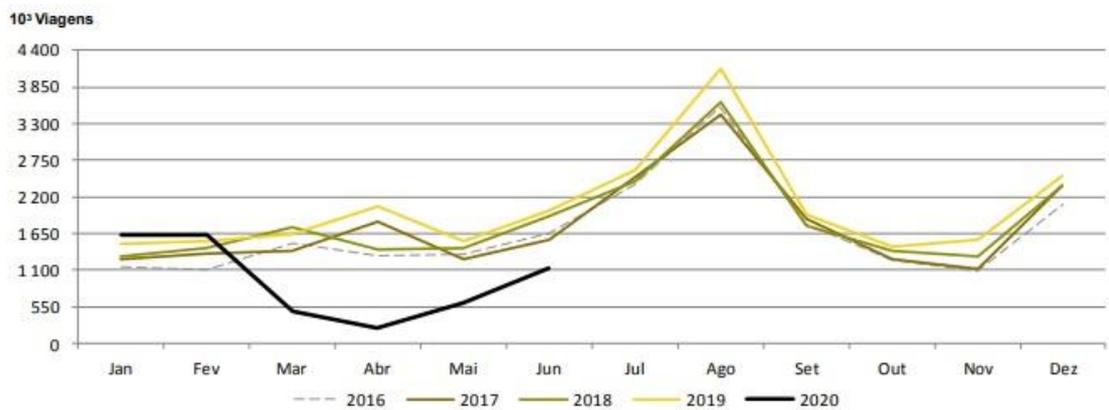
Data from the second quarter show the brutal drop-in activity: total overnight stays fell by 92.5%, among -78% in residents and -98.1% in non-residents.

In another area, that of trips made by national residents also shows the negative impact of the pandemic. Through the second quarter of 2020, two million trips were made, corresponding to a decrease of 64.9% compared to the same months of the previous year.

¹² Includes three accommodation segments: hotels, local accommodation with 10 or more beds and tourism in rural/housing.

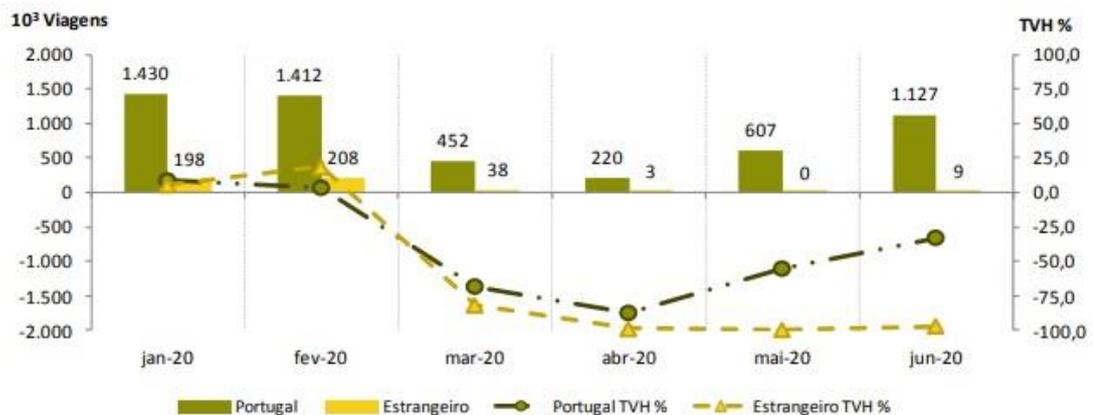
The largest decreased occurred in April, 89.2% less in the number of trips, followed by May, -60.5%, and, already a little better in June, -43.2%, as can be seen in figure 14. Practically all the trips of the residents, 99.4% were carried out in the national territory, with virtually no trips abroad, 0.6%, which ended up contributing positively to the Portuguese tourism, as can be seen in figure 15. (INE, 2020)

Figure 14: Monthly evolution of the number of tourist's trips of residents



Source: INE, 2020

Figure 15: Travel and annual change rate by destination, January to June 2020



Source: INE, 2020

In these three months, the main reason for travelling was leisure tourism, with 1.1 million trips, corresponding to a decrease of 61.1% compared to the same period in 2019. The reason visits family or friends corresponded to 686,600 trips, representing to 34.9% of the total, a decreased of 67.5%. Travel for professional or business reasons, corresponding to 151,300 trips, was reduced by 71.0%, representing only 7.7% of the total, as can be seen in figure 16.

Figure 16: Distribution of trips according to the main reasons, for months



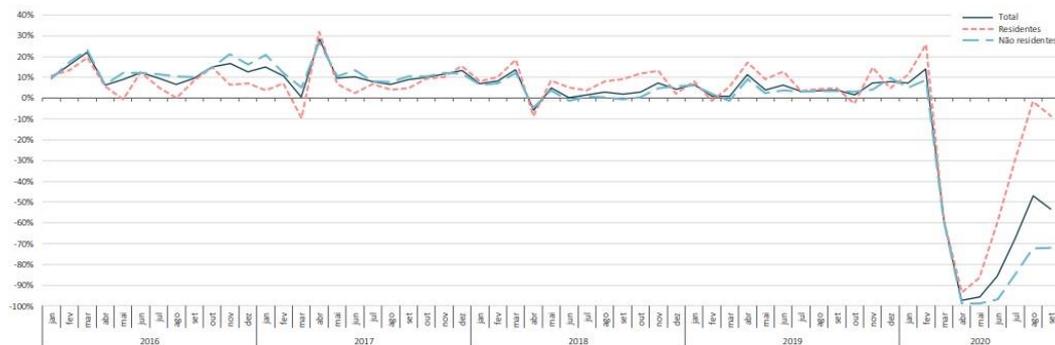
Source: INE, 2020

Portugal left the State of emergency on 2 May 2020, and there were imposed measures to prepare the holiday season and try at all costs to recover the economy that was drastically damaged by the interruption of most activities. Some of these measures imposed were: the use of a traffic light sign, in the beaches, to allow social distancing between people; the creation of an application, Infopraia, in order to monitor the stocking of the beaches and people to know in advance whether or not go to that specific beach or are; and the creation, by the entity Turismo de Portugal, of the *Clean & Safe* label, to transmit security, which is the weapon and priority of tourism at this time. Later in June, the WTTC created the *Safe Travels* label, the world's first guarantee seal for tourist destinations and companies, in order to ensure confidence for all travellers and recognize compliance with the hygiene and health protocols imposed. Portugal was the first country in Europe to receive this distinction, and it is significant for Portuguese tourism as it gives confidence to tourists to visit Portugal. (Turismo de Portugal, 2020)

Unlike previous years, the summer months considered the golden months for Portuguese tourism, in this extraordinary situation the numbers fell sharply. In the third quarter there was a recovery in tourist activity, explained by the survey of some measures restricting the movement of people at national and European level, and also the fact that this is the time of excellence for holidaying, the statistical data improved somewhat. Total sleep rates decreased by 55.7%, with a decrease of 12.0% in residents and 76.3% in non-residents, as can be seen in the figure 17. It is recalled that the second quarter breaks were 92.5%. For the improvement contributed to the opening of the air corridor between Portugal and the United Kingdom, the main market-issuing tourists to Portugal, in August and September. The UK market accounted for 19.1% of total non-resident overnight stays in 2019 and about 16% in the nine months to 2020. (INE, 2020)

Figure 17: Overnight stays in tourist accommodation establishments

Monthly annual change rates



Source: INE, 2020

Between January and October 2020, there was a drop of 59.4% in the number of guests and a decrease of 61.5% in the number of nights. As a result of these falls, touristic revenues fell to 7.232 billion euros, 55.8% less than in the same period a year earlier. (travelBI, 2020)

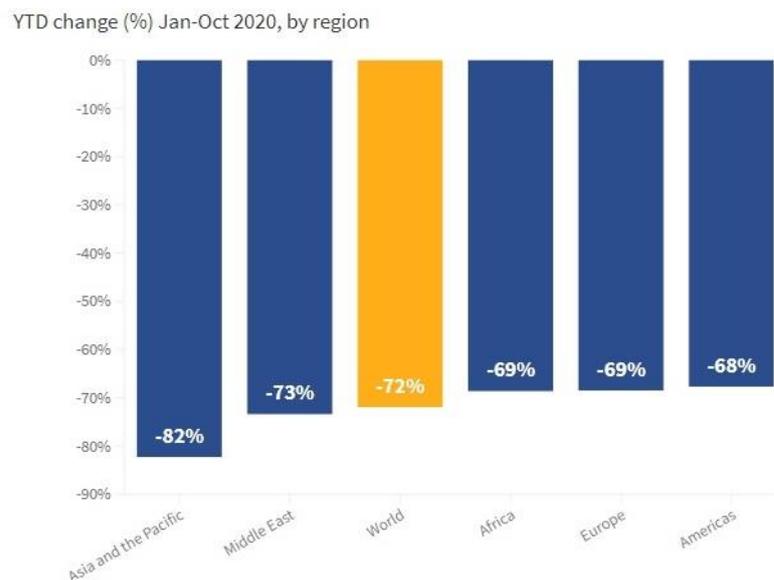
The fourth-quarter data are also expected to counter the slight recovery in the summer given the emergence of the second phase of the pandemic, which has forced the adoption of

new restrictive measures in major European countries. In addition to the measures imposed by government entities, the feeling of fear and/or income reduction will have led to the postponement of travel for leisure or work.

2.2.2 - The impact of Covid-19 globally

The global scenario is equally harmful and is far from expectations before the pandemic. According to the UNWTO, international arrivals of international tourists fell by 72% in the first ten months of 2020, as can be seen in figure 18, putting tourism back to 1990 levels. Europe and the Americas registered, relative to the number of tourists' arrivals, a drop of 69%, and the Asia-Pacific region, the first region to suffer the impact of the pandemic, a drop of 82%. The regions of Africa and the Middle East had decreases of 69% and 73%, respectively. (UNWTO, 2020)

Figure 18: International arrivals fell by 72% over the first ten months of 2020



Source: World Tourism Organization, 2021.

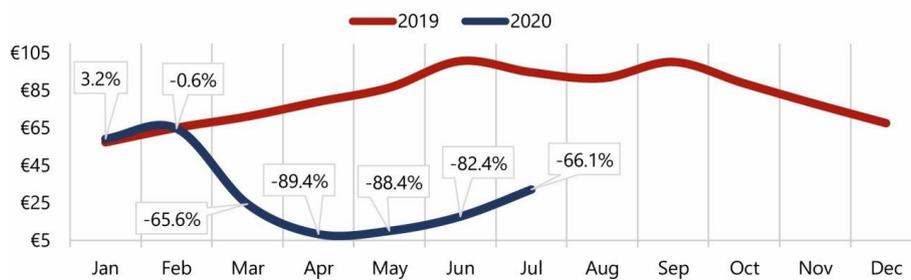
The drop in demand for international travel between January and October resulted in a loss of 900 million international landings and around 764 billion euros in tourism export revenues, when compared to the same period of 2019. The same organization notes that

revenue losses from international tourism due to Covid-19 are ten times higher than those recorded during the global financial and economic crisis of 2009.

UNWTO expects international arrivals to decline by 70% to 75% for the whole year of 2020, and in this case global tourism would return to levels of 30 years ago, with 1 billion fewer arrivals, a loss around 898 billion euros in international tourism receipts, and could result in an economic loss of 1.633 billion euros in world Gross Domestic Product (GDP), ending with ten years of growth in tourism since the financial and economic crisis of 2009. This rapid and sudden decline has put millions of jobs at risk, as well as the survival of countless companies and the demand for travel and the confidence of people to return to travel is still low, affecting the results for the remaining months of the year. (UNWTO, 2020)

This devastating impact of Covid-19 pandemic on the tourism sector has been set, in particular, in the hotel sector throughout Europe. According to the data provided by STR, comparing with the data for the first six months of 2019, it is possible to verify the strong impact that this segment has had on the Rooms Revenue per Available Room since March 2020. (Kett, 2020)

Figure 19: European Hotels Rooms Revenue per Available Room 2019-20



Source: STR and HVS

Figure 18 shows this impact, with heavy losses due to lack of tourists and many hotels closed. From March on, there has been a sharp decline, with a maximum loss of 89.4%.

Moreover, with the opening of the borders, in May, the hotel sector tried to recover; it recovered a little but far from reaching the levels of the months of the previous year, with losses still above 80%. (Kett, 2020)

Chapter III – The uncertainty of the business tourism in the future

3.1- The challenges that business tourism will have to face with the greatest digitisation

The business tourism was and continues to be, one of the segments that suffered the most from the pandemic and may have a slower recovery than tourism in general. That's because, during this period, it gained a competitor of weight, which was the emergence of solutions allowing the realization of a set of events at a distance, through technologies like the zoom platform (a software for remote conferences). Most of these technologies existed before the pandemic but what happened recently caused a user's explosion, enhanced by their own need and the interactivity that can be established among the various participants, such as asking questions, adding comments and testimonials. The explosion of users on these platforms is verified through a study conducted by OnStrategy of brand reputation in which Google topped the ranking of brands with the best reputation and emotional relationship in the Covid-19 period and zoom was the brand with the highest growth, about 169% on a global scale. (Pereira & Tomé, 2020)

The success of the applications is explained by the ease of their use by the workers, the staff of the same company, young people and citizens in general, and also by enabling their use from any technological device: computer, mobile phone, tablet, and from anywhere. This transformation has become very important in the context of the confinement period and in the commitment to work and distance learning. This weight competitor will undoubtedly continue, as the study of the resumption of tourism in September 2020 conducted by Instituto de Planeamento e Desenvolvimento Turístico¹³ (IPDT) to several managers responsible for Portuguese tourism indicates. The fact that many companies had to opt for telework helped many of them to also realize the benefit of online meetings. It is expected that many of these trips will be replaced by video calls or many other digital platforms. (IPDT, 2020)

According to a survey conducted by International Association of Professional Congress Organizers¹⁴ (IAPCO) to their associates, to understand their reaction to this pandemic and opinion about the future of business tourism, the hybrid model, which is the combination of two different components, face-to-face events combined with online events by using complementary technologies, is here to stay. Of the participants, about 95% gave the

¹³ Entity specialised in the collection and processing of tourism data, widely used by official bodies.

¹⁴ It is an international association for Professional Congress Organisers around the world, raising quality standards within the meetings industry, located in Freshwater, Isle of Wight, England.

possibility of holding virtual meetings, in order to replace the face-to-face meetings; 57% admit to a maximum of 25% of meetings scheduled for 2020, but in a virtual or hybrid mode; 38% believe that within a year hybrid events will grow by 25-50% and with the same percentage admit a future drop of 10-25% in the performance of face-to-face events. (Pereira & Tomé, 2020)

Although not generating revenue in the immediate, hybrid events can also provide advantages for the entities that perform them. The main advantages pointed out to this type of event are the amplification of the audience, since without the usual limitation imposed by the physical space this type of model allows the exit of a more significant number of participants; allows a dynamism in communication through the use of social networks and different media; the possibility of increasing the geographic reach of the event, since anyone can attend, anywhere in the world, since the event is broadcast online; it allows immediate access to the content of the event because it permits to be recorded and after the realization of the event, the content is immediately available so that it can be seen and shared on social media; and cost reduction, as these events minimize costs such as travel and accommodation.

Despite these advantages in this new model, if the IAPCO member's forecasts are achieved about the structural reduction of this segment, Portugal may have significant losses of annual revenues, estimated to be between 30 and 75 million euros. (Pereira & Tomé, 2020)

The recovery of tourism will be faster or slower, depending on the vaccine or the appearance of a medicine. 96% of participants of the IPDT study believe that business trips will not suffer a significant decrease after the pandemic period. In other words, this percentage shows that the sector is relatively confident for the resumption of activity when possible.

Nevertheless, business trips will be more relevant, since trips in the future will take place at essential times when the need to be physically present is essential, or even imperative. When travelling, the tendency for business tourists is to prefer to move individually and look for all-in-one solutions that guarantee them more security, such as tools that ensure travel insurance, greater flexibility of travel insurance, accommodation reservation and transportation. (IPDT, 2020)

Business tourism along the traditional lines will have to reinvent itself. Will business tourism be able to regain its importance, maintain its business model?

It is impossible to guess what will happen to business tourism but the scenario for the times to come is not encouraging, despite the ability and willingness to find new solutions.

The measures to combat the pandemic forced the suspension of meetings with several people and greater digitisation of contacts, with the increasing use of technological platforms such as Zoom, skype, among others.

The tourism sector has taken advantage of these technologies by offering new products, but the rates of profitability are meagre. Still, the willingness of industry agents not to lower their arms is impressive, as can be confirmed in the next chapters.

3.2 - Future of business tourism after Covid-19

In order to understand the challenges that business tourism is and may still face in the coming years due to this pandemic situation, some questions were sent to various tourism entities/associations. This contact was made through the email, asking for answers to three questions about this challenge that business tourism is facing and the number of responses I received exceeded my expectation. It is essential to safeguard that these answers were sent before the Portuguese government put Portugal in a state of calamity on 14 October 2020.

The first question was: Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge? The second question was: Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)? And the third question was: How can tourist equipment and other infrastructure reinvent itself to ensure its survival in an increasingly digital world?

These questions tried to assess the expectations of several industry leaders regarding a rapid recovery of the sector confirming the emergence of effective vaccines or whether, on the contrary, the impact of the pandemic would always change the business model as we knew it until now. And also realize the extent to which tourist equipment and other physical infrastructure can adapt to a world that quickly became much more digital.

3.2.1 - Research questions

Question 1- Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge?

Magda Santos, of the Department of the Structuring, Planning and Promotion of Turismo do Centro de Portugal¹⁵, begins by reinforcing the idea that "Covid-19 highly impacted the entire tourism sector, and business tourism was no exception", as demonstrated in the previous chapter, and Gonçalo Faria, senior account manager of Beta-i consultant, stresses that "of all segments (...), tourism (or travel) business may be the most affected".

The head of Turismo do Centro de Portugal¹⁶, Magda Santos, points out that "unfortunately, and despite the news circulating the world is giving note of vaccines that, although still in the experimental phase, present highly promising results, we continue to live an uncertain reality and suffer daily advances and setbacks, not allowing (...) to make medium-term plans".

Moreover, the outlook is not optimistic: "This leads us to think that the existence of an effective and safe vaccine may happen later than desired, and can therefore the entire tourism sector, and business tourism, in particular, suffer such a dramatic cooling that it could lead to the extinction, in most cases, of many small and medium-sized enterprises in their dependence", advance. Adding further that, "thus, if an effective vaccine against Covid-19 emerges, it is expected that the path to be made to regain the trust of the players involved is long and sinuous, and business tourism should rethink strategies and approaches and, in many cases, reinvent itself", refers to Magda Santos.

Also apprehensive about the recovery of the sector is Diogo Barbosa, general manager of Exponor - International Exhibitions Wall¹⁷, who admits that "the recovery of business tourism will undoubtedly depend on the evolution of the pandemic, as well as on some cure or control drugs". Safeguard, however, that "it will not be the only variable for the recovery of business tourism", since "the financial and economic status of companies, as well as visitor confidence, will have a massive impact on the return of the industry".

¹⁵ Tourism of Central Portugal

¹⁶ A Portuguese regional entity that helps in promoting tourism in the central region.

¹⁷ Organizes numerous events related to the country's most representative business sectors.

In the same vein, Ana Serrão, head of communication area of the hotel group Vila Galé, argues that "the recovery of tourism, and in particular business tourism, will depend not only on the generalization of the use of vaccines but also on the severity of the economic crisis associated with the pandemic", adding that "with less financial availability, companies are expected to reduce their volume of travel or corporate events and, on the other hand, the use of digital tools that facilitate distance communication has become widespread".

The head of that hotel chain, with 36 units, 10 of which in Brazil, concludes that "thus, given this situation, it is difficult to predict how long the recovery of business will take", whereas "everything points to the slow and progressive recovery of the confidence of economic operators and consumers".

In the hotel segment, Sofia Brandão, operations director of the Alma Lusa hotel group, is also afraid "(...) that before 2022 it is not possible to resume the levels, we had in 2019 from what we have seen".

In one other segment, Cláudia Caetano, president of the tourist animation section of Associação Portuguesa de Empresas de Congressos, Animação Turística e Eventos¹⁸, admits that "after the vaccines arise and people have vaccinated business tourism, as we knew it would return gradually". With the increase in the digitization of tourism, driven by the pandemic, Cláudia Caetano considers that this tool "will not replace all face-to-face events, but it will replace an as-yet-considerable slice".

A little more optimistic is Cristina Fernanda, of the Department of Cedências, do Palácio da Bolsa do Porto¹⁹, in defending that "in essence, the situation could be reversible once the pandemic problem is resolved". Also highlighting that many events that had been planned for this year, "the vast majority were not cancelled but postponed until next year".

With a similar position, Alexandra Ramos, of the department of senior MICE manager of Turismo do Algarve²⁰, believes that rapid recovery of business tourism will be possible if an effective vaccine emerges. "the events that are the basis of Business Tourism continue to be necessary for the entities that organize them", advance.

António Pina, Senior Board of the Confederação do Turismo de Portugal²¹, highlights the uncertainty of post-covid referring even that, "right now, the only thing right is uncertainty". The responsible of the Confederação do Turismo de Portugal, argues that

¹⁸ Association of Hospitality, Restaurants and Similar of Portugal. Association that represents the congress companies, tourist animation and events of Portugal.

¹⁹ An emblematic building of the city of Porto that belongs to the commercial association of Porto and organizes several events.

²⁰ Algarve Tourism. A regional entity that helps in promoting tourism in the Algarve region.

²¹ Conference of Tourism of Portugal. It is an organisation representing several sectoral trade and tourism associations.

"the prospect is slow and progressive recovery, while there is no vaccine for sale in pharmacies". However, he admits that "business tourism may be one of the areas that will take up the most rapidly as well as MICE". Nevertheless, it also fears that video conferences and video-meetings, which are increasingly being used, could lead to companies being "(...) more selective in costs and travel will tend to exist only the essential ones".

In a particular segment, Pedro Fontainhas, executive director of the Associação Portuguesa de Resorts²², argues that "after the vaccine and vaccination of billions of people, there may be some kind of business tourism again", but, he adds, "it will not be how we knew him". Like other previous testimonies, he also acknowledges that "the crisis has forced companies to look for new ways to relate to each other and their customers and suppliers", and although no truly innovative technology has been invented, electronic means of communication have gained in a few months a relevance that, without crisis, would probably take a few years to conquer.

"These means are universal, safe, effective and cheap, and are causing profound changes in the functioning of many economic activities", and "companies have reacted, are adapting, will continue to improve their relationship processes, and, inevitably, they will not return to the past even if COVID-19 comes by miracle leave today", he defends.

The director of the Associação Portuguesa de Resorts²³, a segment essentially composed of second homes and with a strong preponderance of foreign clients, anticipates a possible change: "Who knows if future business tourism will not be a new market in which people, instead of visiting, will live and work remotely to their destinations of choice for a year or two or a lifetime".

Question 2- Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)?

On this question, and in general, the heads of the various entities show some confidence in the continuation of business tourism, although with adaptations to what has become called the "new normal".

This is the case of the head of the department of cedências do Palácio da Bolsa do Porto, who states that being business tourism "(...) an exceptional vehicle for promoting

²² An association representing the tourist segment of resorts at portuguese national level.

²³ Portuguese Resort Association.

companies", it does not seem to him that this will undergo significant changes in its form and content. "Man is a social being par excellence and close, and face-to-face contact between people will always be the best vehicle for the promotion of economic activities, whether through congresses, fairs, employee meetings or other types of events that jointly promote economic and social sharing", notes Cristina Fernanda.

In the same position, the head of Exponor - International Fair of Porto says he does not believe at the end of the tourist events that are at the base of the company itself: "This never", he said. "Firstly, we do not know whether the changes that are now taking place in the functioning of companies and institutions will be permanent or temporary. Secondly, there is no viable and capable substitute for human contact at fairs and congresses, as well as contact and experimentation of products, contact with new people from a particular industry as well as essential networking, which is what fairs and corporate events bring", refers Diogo Barbosa. Furthermore, ask: "How will it be possible to test several machines, from several competitors, in the same place and in a short time, if not in a trade fair? Moreover, the answer: "This is what companies are looking for at events of this nature".

The head of the Turismo do Algarve, Alexandra Ramos, also argues that it is natural that "(...) there are changes in the model", but that will not mean that "business tourism will end", she says.

The head of the Confederação do Turismo de Portugal argues that "It will not be the end, but there will be a more careful selection". Adding that "(...) MICE, in particular, the renowned Congresses and Fairs (WEB-SUMMIT, Auto Fairs, Technology, etc.), will remain, as will the significant events (Olympic and World and European Football Games)".

The president of the tourist animation section of the Associação Portuguesa de Empresas de Congressos, Animação Turística e Eventos, Cláudia Caetano, also does not believe at the end of business tourism as we know it, "the digital/ remote has advantages, has already proven its reliability, is already installed in the routines of companies". She also argues that "it will not replace in full the face-to-face, but will partially replace the face-to-face. I would risk a percentage of 25% to 30%...".

On the hotel side, the head of the communication area of the hotel group Vila Galé, Ana Serafim, also mentions that "business tourism may undergo some changes, namely with more actions in digital format so that companies can reduce costs and make the planning of these actions faster".

However, understands that "the digital component will always be an add-on and should not replace the previous formats"; not least because "human contact remains very

important for the success of the actions promoted and thus can never end", refers. "Once the pandemic is more controlled and safer, thanks to the emergence of vaccines or effective treatments, we believe that business tourism will phase out", concludes.

In the same segment, the director of operations of the hotel group Alma Lusa Hotels, Sofia Brandão, says: "we will resume [the events] because the social component is still present and it is essential, but it will take time to resume our normality and find new ways to do what we are used to".

The head of Turismo do Centro, Magda Santos, recognizes "that companies and institutions have been forced in these times of uncertainty to rethink strategies and offers, having bet heavily on strengthening online communication channels as a way to regularly place a steady presence with their customers, which in many cases has proved highly effective". In this way, she says it fears that "that business tourism, as we have known until recently, will suffer a glaring conceptual revolution, happening much more online than in person, particularly concerning congresses, workshops and meetings". Furthermore, adding that: "About fairs, especially those where there is an intrinsic need to show the product on-site, we think, in fact, that they will happen, but in a way that limits the flow of people and always respects the measures of social distancing, hygiene and safety".

According to this responsible, "the big bet of the moment is to work on Portugal's value position as a safe destination, differentiating our country from the others as a country that responds timely and effectively to the threat of Covi-19".

The head of the Beta-i consultant points out that "since the beginning of the pandemic, ways have been found to continue to 'do business' without the need for travel or local presence, through the use of digital platforms that are increasingly widespread, accepted and efficient". In this sense, "the reduction of business travel also presents an economic rationale that makes sense for companies, representing a significant reduction in costs (in addition to alignment with carbon footprint reduction objectives increasingly presented in the companies' agenda)". Thus, it highlights, "of course, personal contact will not be entirely replaced, and therefore there should be some relevance in this segment, but it should not recover to the pre-pandemic dimension".

Although linked to a parallel sector, the executive director of the Associação Portuguesa de Resorts, Pedro Fontainhas, thinks that business tourism will not end, "but it is going to be different". Moreover, from a slightly more pessimistic perspective, he recalls that "in the particular case of fairs, my perception is that this model of rapprochement between suppliers and customers was already in decline before the crisis". This is because

"many companies had increasing difficulty in justifying these investments and these high costs of attracting new customers". This reduction contributed the, "on the one hand, to the costs of spaces, stands and communication materials, human resources, travel, stays and, on the other hand, increasingly well-informed customers with alternative means of evaluation and purchase". And even admits: "I do not know if the fairs will survive as we know them".

"On the other hand, meetings between employees or with clients, yes, I believe they will return, but possibly more selective and in different formats from the previous ones. This is because I admit that after the crisis, people will still want to be with each other, greet each other, talk, and keep their humanity alive", concludes.

Question 3- How can tourist equipment and other infrastructure reinvent itself to ensure its survival in an increasingly digital world?

On the last question, there is still remarkable unanimity among the statements received. In general, everyone believes that digital events will continue to have a critical weight, but also that tourist equipment will adapt to the much more digital world and become more sustainable.

The head of the Confederação do Turismo de Portugal foresees "a strong dominance (...) of ICT [Information and Communication Technologies], is expected, in particular Artificial Intelligence, the Internet of Things and BIG DATA".

For António Pina, "these instruments will affect the way tourist equipment is generated and marketed", giving, as an example the creation, by IATA (International Air Transport Association), of a platform to manage the demand for air traffic by region and destination, which will change the supply of flights. "One of the significant priorities of tourism is the need to adapt human resources to this new reality that will allow the tourism business to be reinvented".

The head of the Palácio da Bolsa do Porto points out that digital technology, associated with face-to-face events, will continue to exist as has happened until this time. "It does not seem to us that digital events can largely replace face-to-face events, not least because the social and human component of the event is lost in the way it participates. The essence of body language and the meaning of a handshake would always be lacking", stresses Cristina Fernanda.

The head of Turismo do Algarve points out that the equipment and infrastructure will have "to be prepared to provide the necessary services for the new models of events that are developing", such as, for example, "having enough resources to host hybrid events".

For the president of the tourist animation section of the Associação Portuguesa de Empresas de Congressos, Animação Turística e Eventos, the sector is already reinventing itself, giving the example of hotels that "have already come to have 'rooms' studios" and the same is true of companies organizing events/audio-visuals. "Team building companies started doing actions in digital, and the restaurants are preparing takeaway Christmas meals, which will be delivered simultaneously so that everyone can make the company dinner simultaneously", highlights. "But – adds- these changes are not going to be enough for everyone to survive and that is an inescapable fact... the shock was great to leave very serious economic consequences in the sector".

As for measures to overcome the current phase, the head of the communication area of the hotel group Vila Galé, highlights the need to, "from the outset, comply with all safety and hygiene rules to reassure customers and generate confidence". Furthermore, adds: "Looking further ahead, as mentioned above, human contact will always be important, so the survival of tourist equipment shortly will not be at stake". Ana Serafim admits "(...) that evolution will undergo greater integration between the different aspects, face-to-face and digital, taking advantage of the potential that digital and new technologies make possible in contact with customers, launching innovative products, producing content, loyalty, obtaining more sustainable formats to work with and training teams".

The operations director of the Alma Lusa Hotels group has a similar perspective: "We have to make the whole process of booking, product presentation and contact more user-friendly and transparent so that the management of expectations is as realistic as possible, but we must not forget that tourism is an industry of people for people and, therefore, it is essential the technology filter, but we cannot give up the service in its essence".

The head of Exponor argues that "the world is always physical. What exist are digital tools to support the physical world that make it easy for us to do day-to-day". And adds: "The questions itself admits Tourist Equipment and Infrastructure, which are physical. If they were not necessary, you would not have to reinvent them. Just let it end". Thus, "(...) the venues must ensure that digital tools can be used, both in terms of providing good internet access to thousands of users at that time, as well as offering the various audiences Apps and other digital tools that complement their experience". And, without

mentioning the source, gives as an example "an exciting fact recently released is that only 14% of EU trade fair companies think digitization is the most important factor for trade fairs. Another data is that only 11% of companies that participated in online fairs will do so again".

For his part, the head of the Beta-i consultant argues that one must "bet on authenticity and hyperlocal and personalized experiences", and yet that "the connection with digital is also increasingly important, with the need for a presence in digital channels and a constant engagement with customers".

In this question, the executive director of the Associação Portuguesa de Resorts recovers the hypothesis of reinvention of the tourist equipment already mentioned. He recalls that "residential tourism developments base their business on the sale of real estate and, on a case-by-case, subsequent tourist exploration and hotels base their business on renting rooms for short periods", adding that one begins to notice "(...) a growing interest on the part of customers who want to rent houses or rooms with specific characteristics for periods of one year. If confirmed, this would require changes in the business of these promoters and their equipment", declares.

The head of the Turismo do Centro considers that the sector's response to an increasingly digital world is through greater sustainability and flexibility: "In addition to the very right commitment to strengthening the trust of customers and tourists, which will only happen if it is, in fact, take care of compliance with all hygiene and cleaning requirements, it is necessary that the equipment and infrastructure can permanently break with the procedures previously instituted, becoming more sustainable and flexible". And it explains the need to be "more sustainable because in the face of a global pandemic that significantly affects public health and acquired social freedom, the number of people who are genuinely concerned about the environment and sustainable practices as a way to preserve it is growing daily". And "more flexible because, in a world where from minute-to-minute change the laws of social interaction and circulation, tourist equipment and infrastructure must be prepared to think of alternative solutions to the minute as a way to continue in functionally and create dividends".

Moreover, concludes: "The way the tourism market and its players can adapt to the new reality, or instead to the new normal, will define those who will see their businesses to reappear and gain space in the field of tourist supply".

3.2.2 - Answer analysis

Without wanting to hurt club susceptibilities, was famous a phrase of João Pinto, former captain of Porto Futebol Club: "prognosis only at the end of the game". This phrase seems adjusted to the uncertainty of the current moment. This is what reveal the answers of the various leaders of the tourism sector reproduced in this dissertation. Still, the expectations of these leaders show some optimism in the recovery of tourism in general, and, business tourism, in particular. Nevertheless, always very dependent on the rapid development of a vaccine or a medicine that can fight the Covid-19 virus.

The various leaders of the tourism sector agree in the increasing digitalization of events that augmented exponentially during the pandemic has come to stay, although the industry shows confidence in the continuation of physical events and growth of hybrid events. At the same time, it is clear that of the sector has enormous challenges ahead to regain customer confidence. It will force them to bet heavily on compliance with safety rules and a more sustainable offer, alongside responses to some adjustment in the strategy, namely in promoting smaller events and adjusting their physical infrastructure to the new reality.

3.3 - Industry expectations in the face of the emergence of vaccines

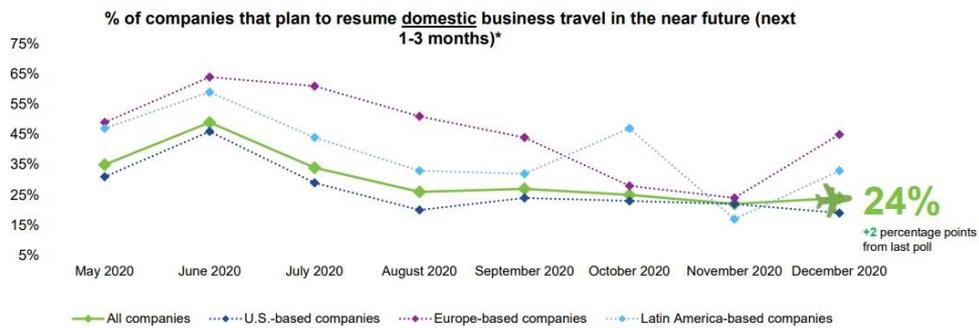
After several months of uncertainty about the discovery of effective vaccines in combating the Covid-19 pandemic, the latest news on vaccine development with the efficacy of more than 90%, such as the Pfizer/BioNTech, AstraZeneca/Oxford and the Modern vaccines, has brought hope in combating this disease and for the possible resumption of business tourism at an international and national level. Nevertheless, the future of the pandemic and the possibility of resuming corporate tourism and other sectors remains uncertain.

According to a poll conducted by the Global Business Travel Association²⁴ (GBTA) on the State of Business Tourism, between 7 and 14 December 2020, in total answers from 760 companies, of the cancelled or postponed trips only 24% plan to resume domestic

²⁴ It is one of the largest tourism-related associations, encompassing in the association more than 9,000 business travel professionals from all continents, and is headquartered in Washington, D.C., in the United States of America.

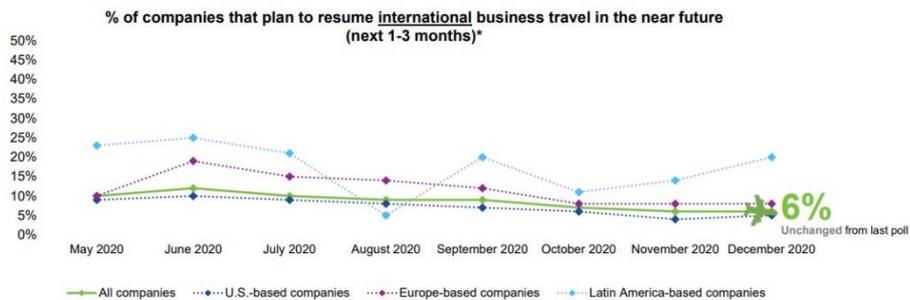
business travel in the near future, in 1-3 months (figure 20). In relation to the future of international business tourism only 6% plan to summarize international business travel in the near future, in 1-3 months (figure 21). (GBTA, 2020)

Figure 20: The state of domestic business travel



Source: GBTA, 2020

Figure 21: The state of International business travel



Source: GBTA, 2020

Following the same survey, the availability of vaccines will have a significant impact on returning to travel, as more than 50% of the companies responded that vaccines would be a significant factor for travel managers to the return of business travel, as can be seen in figure 22. (GBTA, 2020)

Figure 22: To what extent will the availability of vaccines factor into your company’s decision to resume business travel?



Source: GBTA, 2020

This monthly survey illustrates the strong hope placed on vaccination of a significant part of the population for the resumption of travel in general, and business tourism in particular. The latest developments, notably the emergence of a variant of SARS-COV-2, in many countries, add more uncertainty to the resumption of economic activity, including the tourism sector.

Conclusion

In recent decades, there has been the growth of the tourism sector in Portugal, following the evolution of the growth of tourism worldwide. In the Portuguese case, growth has occurred in all the segments, including that of business, which, by its characteristics, contributes to the reduction of seasonality, to the international promotion of the country, and generates considerable revenues.

Portugal's position in corporate tourism at international level is undoubtedly impressive, with Lisbon being, in 2019, the second city at European level to organise more congresses and conventions.

So far, the consequences of Covid-19 on tourism have been overwhelming, yet with a more significant impact on business tourism, although there is no quantitative data available for now. The realisation of the Web Summit, which brought in 2019 more than 70,000 people to Portugal, and mostly to Lisbon, and that this year was only held online is a paradigmatic example of the current situation. Despite the promotion of the country, the immediate revenue of the event was virtually nil.

After several months of great uncertainty about the discovery of vaccines, the latest news shows hope in combating this pandemic. At the moment, some vaccines have been shown to have an efficacy above 90%, such as the Pfizer/BioNTech vaccine, AstraZeneca/Oxford and the Modern vaccine.

Many countries have already started the vaccination process, such as the United Kingdom, the United States of America, and the 27 member states of the European Union, following the approval by the European Medicines Agency (EMA) of Pfizer/BioNTech vaccine, which allowed the European vaccination campaign to start on 27 December 2020.

However, despite advances in this area, the vaccination process may be long given a large number of populations that need to be vaccinated and some uncertainty about the short- and medium-term efficacy of immunisation of the population.

The epidemiological outbreak forced the tourism sector, and other businesses, to try to adapt to this new reality. The alternatives that are presented may minimise the sudden reduction of activity generated by pandemic but do not allow to remove uncertainty concerning the nearest times.

If the fight against the pandemic has the desired results, it is expected that a gradual recovery of the sector will begin to take place. It will hardly return to the previous moulds, not least because digitisation has solidified its relevance. However, a gradual return of physical events is expected, starting with the smaller ones, following who is hygiene and

safety standards, as well as a focus on hybrid events, taking advantage of existing and other technology platforms that may arise.

Nevertheless, much depends on the success of vaccines and pandemic control. Possible, the return of major physical events will take place in a second moment, from the end of 2021, beginning of 2022, being optimistic, as vaccination ensures a high level of immunisation of the population.

About the future of this industry and others, one of the conclusions that can be reached is that digitisation will have to be seen as an ally, not least because the economic cost associated with holding major economic events will increasingly be valued, try to take into account the impact of the pandemic on almost all economic sectors. However, also environmental sustainability, increasingly valued by customers and which has gained even greater relevance with the pandemic.

In Portugal, a good part of hotel facilities and equipment for holding events were forced to close. However, new business solutions are beginning to emerge. According to the Hotel Association of Portugal (AHP), it is already possible for local accommodation or hotels to provide, exceptionally or temporarily, some of its units to function as: offices, coworking spaces, holding meetings, showrooms, exhibitions or other cultural events, teaching and training, without this change implying the loss of qualification as a tourist enterprise. Just by way of example, Vila Galé hotels are providing a solution that allows entrepreneurs to work on their hotel facilities on a telework basis, including breakfast, lunch, spa, garage access, among others; and also, the case of the Youth Inn of Serra da Estrela, which created a package to work remotely, having the opportunity to change *air*, as announced by the entity. (Pinto, 2020)

More specifically in the segment of business tourism, we have the example of the Hotel Dom Pedro, in Lisbon, which bet on the concept *Dom Pedro Digital Meetings*, a solution for hybrid events, thus combining the physical and virtual audience, or 100% virtual. For this, it began to provide, as it advertises the offer of solutions such as streaming, Ledwall or Chroma key, broadcast platforms, integration with increased reality and other interactive mechanics, which allow holding meetings of companies, make a presentation of a product or a congress no matter how large, *everything within a click*. (Pereira & Tomé, 2020)

The ability to respond to the limitations and consequences of the pandemic will dictate the survival of many tourist companies and save many jobs. The key to success will undoubtedly be digitisation and environmental sustainability.

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Appendices

**Appendix I – Original email sent to various tourism entities/associations of
tourism**

Bom dia,

O meu nome é Mariana Sousa e gostaria de contar com a vossa ajuda para a minha dissertação relacionada com o turismo de negócios no atual contexto de pandemia, no âmbito do mestrado Intercultural Studies for Business, no Instituto de Contabilidade e Administração do Porto.

Quando escolhi o tema do turismo de negócios, o mundo ainda não estava virado do avesso com o surto epidemiológico do Covid-19. Com esta alteração ajustei o tema da dissertação para o enquadrar na atualidade e tentar perceber os desafios que este tipo de turismo está e ainda poderá vir a enfrentar durante os próximos anos.

Nesse sentido, seria muito importante para mim poder contar com a colaboração (nome da entidade/ associação de turismo) respondendo às perguntas que envio. Tendo em conta a vossa experiência neste setor agradecia também, se for possível, que partilhassem algumas informações/dados que considerassem úteis para a minha dissertação.

Bem sei que o tempo é precioso, mas mesmo que sumariamente agradeço a ajuda possível.

As questões seriam estas:

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Obrigada pela colaboração que me possam disponibilizar nos próximos dias.

Cumprimentos,
Mariana Sousa

**Appendix II – Translated email sent to various tourism entities/associations of
tourism**

Good morning,

My name is Mariana Sousa and I would like to count on your help for my dissertation related to business tourism in the current context of the pandemic, under the Master's Intercultural Studies for Business, at the Institute of Accounting and Administration of Porto.

When I chose the theme of business tourism, the world was not yet turned upside down with the epidemiological outbreak of Covid-19. With this change, I adjust the theme of the dissertation to frame it today and try to understand the challenges that this type of tourism is and may still face in the coming years.

In this sense, it would be essential for me to be able to count on the collaboration of (name of the tourism entity/association) answering the questions I send. Given your experience in this sector, I would also appreciate it, if possible, that you share some information/data that you considered useful for my dissertation. I know time is precious, but even summarily, I appreciate the help I can get.

The questions would be these:

1. Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge?
2. Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)?
3. How can tourist equipment, and other infrastructures reinvent itself to ensure its survival in an increasingly digital world?

Thank you for the collaboration you can offer me in the coming days.

Greetings,

Mariana Sousa

Annexes

**Annexe I – Original email from Cristina Fernanda de Carvalho of the
Department of Cedências do Palácio da Bolsa do Porto, which belongs to
the Associação Comercial do Porto**

FW: Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Cristina Fernanda <cfcavalho@cciporto.pt>

ter, 29/09/2020 17:04

Para: sousamariana22@hotmail.com <sousamariana22@hotmail.com>Caríssima Mariana,
Boa Tarde,

Veja, por favor, abaixo, no seu próprio e-mail, [a verde](#), as nossas respostas às suas questões.

Espero que este nosso pequeno contributo possa enriquecer o seu trabalho.

Fico ao dispor para tudo o mais que necessite.
Muito cordialmente.

Cristina Fernanda de Carvalho
Departamento de Cedências

Palácio da Bolsa - Rua Ferreira Borges | 4050-253 Porto • Portugal

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www.cciporto.com / www.palaciodobolsa.ptassociacaocomercialdoporto.blogspot.comfacebook.com/associacaocomercialdoporto**ASSOCIAÇÃO
COMERCIAL
DO PORTO**

De: CCIP [mailto:correio@cciporto.pt]**Enviada:** terça-feira, 29 de setembro de 2020 09:53**Para:** cfcavalho@cciporto.pt**Assunto:** FW: Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

De: Mariana Sousa [mailto:sousamariana22@hotmail.com]**Enviada:** segunda-feira, 28 de setembro de 2020 16:07**Para:** correio@cciporto.pt**Assunto:** Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Boa tarde,

O meu nome é Mariana Sousa e gostaria de contar com a vossa ajuda para a minha dissertação relacionada com o turismo de negócios no atual contexto de pandemia, no âmbito do mestrado Intercultural Studies for Business, no Instituto de Contabilidade e Administração do Porto.

<https://outlook.live.com/mail/0/archives/id/AQMkADAwATY0MDABLWFhADcwLTE4ZjgtMDACLTAwCgBGAAADgF6ZekNBUECEme7PiGAT2wcA6...> 1/3

Quando escolhi o tema do turismo de negócios, o mundo ainda não estava virado do avesso com o surto epidemiológico do Covid-19. Com esta alteração ajustei o tema da dissertação para o enquadrar na atualidade e tentar perceber os desafios que este tipo de turismo está e ainda poderá vir a enfrentar durante os próximos anos.

Nesse sentido, seria muito importante para mim poder contar com a colaboração da Associação Comercial do Porto respondendo às perguntas que envio. Tendo em conta a vossa experiência neste setor agradecia também, se for possível, que partilhassem algumas informações/dados que considerassem úteis para a minha dissertação. Bem sei que o tempo é precioso, mas mesmo que sumariamente agradeço a ajuda possível.

As questões seriam estas:

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19? – Parece-nos que, na sua essência, a situação poderá ser reversível assim que o problema da pandemia fique resolvido. Até porque dos muitos eventos do género que tínhamos previstos para este ano, a grande maioria não foi cancelada mas sim adiada para o próximo ano. Obviamente que esta situação de pandemia trouxe consigo muitas dificuldades para as empresas que se traduzirão, com certeza, na forma como essas empresas encarem as suas prioridades.

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)? – Encarado o Turismo de Negócios como um veículo excepcional de promoção das empresas não nos parece que este venha a sofrer grandes alterações na sua forma e conteúdo. O Homem é um ser social por excelência e o contacto estreito e presencial entre pessoas será sempre o melhor veículo de dinamização das actividades económicas, seja através de congressos, feiras, encontros de colaboradores ou outro tipo de evento que promova, conjuntamente, a partilha económica e social.

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital? – Da mesma forma como o tem vindo a fazer, isto é, recorrendo à tecnologia digital mais avançada existente no mercado mas aplicada a eventos presenciais. Não nos parece que os eventos digitais possam vir a substituir, em grande parte, os eventos presenciais, até porque a componente social e humana do evento se perde na forma como se participa. Faltaria sempre a essência da linguagem corporal e o significado de um aperto de mão.

Obrigada pela colaboração que me possam disponibilizar nos próximos dias.

Cumprimentos,
Mariana Sousa

Pergunta 1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

Parece-nos que, na sua essência, a situação poderá ser reversível assim que o problema da pandemia fique resolvido. Até porque dos muitos eventos do género que tínhamos previstos para este ano, a grande maioria não foi cancelada mas sim adiada para o próximo ano. Obviamente que esta situação de pandemia trouxe consigo muitas dificuldades para as empresas que se traduzirão, com certeza, na forma como essas empresas encarem as suas prioridades.

Pergunta 2- Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

Encarado o Turismo de Negócios como um veículo excepcional de promoção das empresas não nos parece que este venha a sofrer grandes alterações na sua forma e conteúdo. O Homem é um ser social por excelência e o contacto estreito e presencial entre pessoas será sempre o melhor veículo de dinamização das actividades económicas, seja através de congressos, feiras, encontros de colaboradores ou outro tipo de evento que promova, conjuntamente, a partilha económica e social.

Pergunta 3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Da mesma forma como o tem vindo a fazer, isto é, recorrendo à tecnologia digital mais avançada existente no mercado mas aplicada a eventos presenciais. Não nos parece que os eventos digitais possam vir a substituir, em grande parte, os eventos presenciais, até porque a componente social e humana do evento se perde na forma como se participa. Faltaria sempre a essência da linguagem corporal e o significado de um aperto de mão.

**Annexe II – Translated email from Cristina Fernanda de Carvalho of the
Department of Cedências do Palácio da Bolsa do Porto, which belongs to
the Associação Comercial do Porto**

Question 1- Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge?

It seems to us that, in essence, the situation could be reversible once the pandemic problem is resolved. Not least because of many events of the kind we had planned for this year, the vast majority were not cancelled but postponed until next year. Of course, this pandemic situation has brought with it many difficulties for companies that will certainly translate into the way these companies face their priorities.

Question 2- Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)?

We see Business Tourism as an exceptional vehicle for promoting companies, it does not seem to us that it will change in its form and content. Man is a social being par excellence and close, and face-to-face contact between people will always be the best vehicle for the promotion of economic activities, whether through congresses, fairs, employee meetings or other types of events that jointly promote economic and social sharing.

Question 3- How can tourist equipment and other infrastructure reinvent itself to ensure its survival in an increasingly digital world?

In the same way as it has been doing, that is, using the most advanced digital technology in the market but applied to face-to-face events. It does not seem to us that digital events can largely replace face-to-face events, not least because the social and human component of the event is lost in the way it participates. The essence of body language and the meaning of a handshake would always be lacking.

Annexe III – Original email from Magda Santos of the Department of the Structuring, Planning and Promotion of Turismo do Centro de Portugal

Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia**Magda Santos** <magda.santos@turismodocentro.pt>

sex, 09/10/2020 10:09

Para: sousamariana22@hotmail.com <sousamariana22@hotmail.com>**Cc:** Silvia Ribau <silvia.ribau@turismodocentro.pt>; Filomena Pinheiro <filomena.pinheiro@turismodocentro.pt> 1 anexos (32 KB)

Mariana Sousa_Respostas para Tese.docx;

Estimada Dra. Mariana Sousa,

Antes de mais, agradecemos o contacto encetado com a Turismo Centro de Portugal.

Após análise das questões colocadas no âmbito da dissertação que está a preparar em sede do mestrado Intercultural Studies for Business, no Instituto de Contabilidade e Administração do Porto, remetemos em anexo as respostas possíveis à luz do conhecimento actual que temos sobre a matéria.

Esperamos poder, desta forma, contribuir para o sucesso da sua dissertação e desejamos os maiores sucessos futuros.

Com os melhores cumprimentos,

**Turismo
Centro
Portugal****Magda Santos**
Núcleo de Estruturação, Planeamento e Promoção
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www.turismodocentro.pt
geral@turismodocentro.pt /TurismoCentro
 /CentroDePortugal
 /centro_de_portugal/
 /centrodeportugal/**De:** geral@turismodocentro.pt [mailto:geral@turismodocentro.pt] **Em nome de** Mariana Sousa**Enviada:** terça-feira, 29 de setembro de 2020 12:41**Para:** geral@turismodocentro.pt**Assunto:** Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Boa tarde,

O meu nome é Mariana Sousa e gostaria de contar com a vossa ajuda para a minha dissertação relacionada com o turismo de negócios no atual contexto de pandemia, no âmbito do mestrado Intercultural Studies for Business, no Instituto de Contabilidade e Administração do Porto.

Quando escolhi o tema do turismo de negócios, o mundo ainda não estava virado do avesso com o surto epidemiológico do Covid-19. Com esta alteração ajustei o tema da dissertação para o enquadrar na atualidade e tentar perceber os desafios que este tipo de turismo está e ainda poderá vir a enfrentar durante os próximos anos.

Nesse sentido, seria muito importante para mim poder contar com a colaboração do Turismo do Centro respondendo às perguntas que envio. Tendo em conta a vossa experiência neste setor agradecia também, se for possível, que partilhassem algumas informações/dados que considerassem úteis para a minha dissertação. Bem sei que o tempo é precioso, mas mesmo que sumariamente agradeço a ajuda possível.

As questões seriam estas:

- 1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

- 2- Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

- 3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Obrigada pela colaboração que me possam disponibilizar nos próximos dias.

Cumprimentos,

Mariana Sousa

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

Todo o sector do turismo foi altamente impactado pela Covid-19, não tendo o turismo de negócios sido exceção.

Lamentavelmente, e apesar das notícias que circulam por todo o Mundo dando nota de vacinas que, apesar de ainda em fase de experimentação, apresentam resultados altamente promissores, continuamos a viver uma realidade incerta e que sofre avanços e recuos diários, não permitindo a muitos fazer planos de médio longo prazo.

Isto leva-nos a pensar que a existência de uma vacina eficaz e segura poderá acontecer mais tarde do que o desejado, podendo, por isso, todo o sector do turismo, e o turismo de negócios em particular, sofrer um arrefecimento de tal ordem dramático que poderá levar à extinção, na maior parte dos casos, de muitas pequenas e médias empresas na sua dependência.

Deste modo, e caso surja uma vacina eficaz contra a Covid-19, é espectável que o percurso a fazer no sentido de reconquistar a confiança dos *players* envolvidos seja longo e sinuoso, devendo o turismo de negócios repensar estratégias e abordagens e, em muitos casos, reinventar-se.

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

A grande aposta do momento está em trabalhar a proposta de valor de Portugal como destino seguro, diferenciando o nosso País dos demais enquanto País que responde atempadamente e de forma eficaz à ameaça da Covid-19.

Não obstante, sabemos que as empresas e as instituições se viram obrigadas nestes tempos de incerteza a repensar estratégias e ofertas, tendo apostado fortemente no fortalecimento dos canais de comunicação online como forma de marcar presença regular junto dos seus clientes, o que em inúmeros casos se tem revelado altamente eficaz. Desta forma, tememos que o turismo de negócios, como até há bem pouco tempo o conhecíamos, sofra uma revolução conceptual gritante, passando a acontecer muito mais online do que presencialmente, nomeadamente no que aos congressos, workshops e encontros diz respeito. Relativamente às feiras, principalmente aquelas em que haja uma necessidade intrínseca de mostrar o produto *in loco*, pensamos que elas irão, de facto, acontecer, mas em moldes limitadores do fluxo de pessoas e sempre respeitando as medidas de distanciamento social, higiene e segurança.

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Para além da enormíssima aposta no reforço da confiança de clientes e turistas, o que só acontecerá se for, de facto, acautelado o cumprimento de todos os requisitos de higiene e limpeza, é preciso que os equipamentos e infraestruturas consigam romper definitivamente

Magda Santos | 08-10-2020

com os procedimentos anteriormente instituídos, tornando-se mais sustentáveis e flexíveis. Mais sustentáveis porque, em face de uma pandemia global que afeta enormemente a saúde pública e a liberdade social adquirida, cresce diariamente o número de pessoas que se preocupam verdadeiramente com o meio ambiente e com as práticas sustentáveis como forma de o preservar.

Mais flexíveis porque, num Mundo onde de minuto para minuto mudam as leis de convívio social e de circulação, é vital que os equipamentos turísticos e as infraestruturas estejam preparados para pensar em soluções alternativas ao minuto como forma de continuarem em funcionalmente e a criar dividendos.

A forma como o mercado do Turismo e os seus players se conseguirem adaptar à nova realidade, ou melhor, ao novo normal, definirá aqueles que verão as suas portas fechar definitivamente e aqueles que ascenderão e conseguirão que os seus negócios ressurgam e ganhem espaço no campo da oferta turística.

Pergunta 1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

Todo o sector do turismo foi altamente impactado pela Covid-19, não tendo o turismo de negócios sido exceção.

Lamentavelmente, e apesar das notícias que circulam por todo o Mundo dando nota de vacinas que, apesar de ainda em fase de experimentação, apresentam resultados altamente promissores, continuamos a viver uma realidade incerta e que sofre avanços e recuos diários, não permitindo a muitos fazer planos de médio longo prazo.

Isto leva-nos a pensar que a existência de uma vacina eficaz e segura poderá acontecer mais tarde do que o desejado, podendo, por isso, todo o sector do turismo, e o turismo de negócios em particular, sofrer um arrefecimento de tal ordem dramático que poderá levar à extinção, na maior parte dos casos, de muitas pequenas e médias empresas na sua dependência.

Deste modo, e caso surja uma vacina eficaz contra a Covid-19, é expectável que o percurso a fazer no sentido de reconquistar a confiança dos *players* envolvidos seja longo e sinuoso, devendo o turismo de negócios repensar estratégias e abordagens e, em muitos casos, reinventar-se.

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

A grande aposta do momento está em trabalhar a proposta de valor de Portugal como destino seguro, diferenciando o nosso País dos demais enquanto País que responde atempadamente e de forma eficaz à ameaça da Covid-19.

Não obstante, sabemos que as empresas e as instituições se viram obrigadas nestes tempos de incerteza a repensar estratégias e ofertas, tendo apostado fortemente no fortalecimento dos canais de comunicação online como forma de marcar presença regular junto dos seus clientes, o que em inúmeros casos se tem revelado altamente eficaz. Desta forma, tememos que o turismo de negócios, como até há bem pouco tempo o conhecíamos, sofra uma revolução conceptual gritante, passando a acontecer muito mais online do que presencialmente, nomeadamente no que aos congressos, workshops e encontros diz respeito. Relativamente às feiras, principalmente aquelas em que haja uma necessidade intrínseca de

mostrar o produto *in loco*, pensamos que elas irão, de facto, acontecer, mas em moldes limitadores do fluxo de pessoas e sempre respeitando as medidas de distanciamento social, higiene e segurança.

Pergunta 3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Para além da enormíssima aposta no reforço da confiança de clientes e turistas, o que só acontecerá se for, de facto, acautelado o cumprimento de todos os requisitos de higiene e limpeza, é preciso que os equipamentos e infraestruturas consigam romper definitivamente com os procedimentos anteriormente instituídos, tornando-se mais sustentáveis e flexíveis. Mais sustentáveis porque, em face de uma pandemia global que afeta enormemente a saúde pública e a liberdade social adquirida, cresce diariamente o número de pessoas que se preocupam verdadeiramente com o meio ambiente e com as práticas sustentáveis como forma de o preservar.

Mais flexíveis porque, num Mundo onde de minuto para minuto mudam as leis de convívio social e de circulação, é vital que os equipamentos turísticos e as infraestruturas estejam preparados para pensar em soluções alternativas ao minuto como forma de continuarem em funcionalmente e a criar dividendos.

A forma como o mercado do Turismo e os seus players se conseguirem adaptar à nova realidade, ou melhor, ao novo normal, definirá aqueles que verão as suas portas fechar definitivamente e aqueles que ascenderão e conseguirão que os seus negócios ressurgam e ganhem espaço no campo da oferta turística.

Annexe IV – Translated email from Magda Santos of the Department of the Structuring, Planning and Promotion of Turismo do Centro de Portugal

Question 1- Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge?

Covid-19 highly impacted the entire tourism sector, and business tourism was no exception.

Unfortunately, and despite the news circulating the world is giving note of vaccines that, although still in the experimental phase, present highly promising results, we continue to live an uncertain reality and suffer daily advances and setbacks, not allowing many to make medium-term plans.

This leads us to think that the existence of an effective and safe vaccine may happen later than desired, and can therefore the entire tourism sector, and business tourism, in particular, suffer such a dramatic cooling that it could lead to the extinction, in most cases, of many small and medium-sized enterprises in their dependence.

Thus, if an effective vaccine against Covid-19 emerges, it is expected that the path to be made to regain the trust of the players involved is long and sinuous, and business tourism should rethink strategies and approaches and, in many cases, reinvent itself.

Question 2- Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)?

The big bet of the moment is to work on Portugal's value position as a safe destination, differentiating our country from the others as a country that responds timely and effectively to the threat of Covi-19.

Nevertheless, we know that companies and institutions have been forced in these times of uncertainty to rethink strategies and offers, having bet heavily on strengthening online communication channels as a way to regularly place a regular presence with their customers, which in many cases has proved highly effective. In this way, we fear that business tourism, as we have known until recently, will suffer a glaring conceptual revolution, happening much more online than in person, particularly concerning congresses, workshops and meetings. About fairs, especially those where there is an intrinsic need to show the product on-site, we think, in fact, that they will happen, but in a way that limits the flow of people and always respects the measures of social distancing, hygiene and safety.

Question 3- How can tourist equipment and other infrastructure reinvent itself to ensure its survival in an increasingly digital world?

In addition to the very right commitment to strengthening the trust of customers and tourists, which will only happen if it is, in fact, take care of compliance with all hygiene and cleaning requirements, it is necessary that the equipment and infrastructure can permanently break with the procedures previously instituted, becoming more sustainable and flexible. More sustainable because in the face of a global pandemic that significantly affects public health and acquired social freedom, the number of people who are genuinely concerned about the environment and sustainable practices as a way to preserve it is growing daily.

More flexible because, in a world where from minute to minute change the laws of social interaction and circulation, tourist equipment and infrastructure must be prepared to think of alternative solutions to the minute as a way to continue in functionally and create dividends.

The way the tourism market and its players can adapt to the new reality, or instead to the new normal, will define those who will see their businesses to reappear and gain space in the field of tourist supply.

**Annexe V – Original email from Alexandra Martins Ramos of the Department
of Senior MICE Manager of Turismo do Algarve**

RE: Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Alexandra Ramos <aramos@atalgarve.pt>

ter, 13/10/2020 10:13

Para: 'sousamariana22@hotmail.com' <sousamariana22@hotmail.com>

Cc: Gabinete Presidente RTA <gabinete.presidente@turismoalgarve.pt>

Cara Susana,

Encontra as minhas respostas no seu email.

Boa sorte para o seu projeto.

Os melhores cumprimentos,

Alexandra Martins Ramos

Gestora Sénior de MI - Senior MICE Manager

ARPT Algarve - Agência Regional de Promoção Turística | Algarve Tourism Bureau

aramos@atalgarve.pt - (00351) 289 800 430 - www.algarveconvention.pt

ALGARVE ONLINE TRAINING COURSES



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De: Mariana Sousa <sousamariana22@hotmail.com>**Enviada:** 29 de setembro de 2020 12:44**Para:** Turismo do Algarve <turismoalgarve@turismoalgarve.pt>**Assunto:** Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Boa tarde,

<https://outlook.live.com/mail/0/archives/id/AQMkADAwATY0MDABLWFhADcwLTE4ZjgtMDACLTAwCgBGAAADgF6ZekNBUECEme7PIGAT2wcA6...> 1/2

O meu nome é Mariana Sousa e gostaria de contar com a vossa ajuda para a minha dissertação relacionada com o turismo de negócios no atual contexto de pandemia, no âmbito do mestrado Intercultural Studies for Business, no Instituto de Contabilidade e Administração do Porto.

Quando escolhi o tema do turismo de negócios, o mundo ainda não estava virado do avesso com o surto epidemiológico do Covid-19. Com esta alteração ajustei o tema da dissertação para o enquadrar na atualidade e tentar perceber os desafios que este tipo de turismo está e ainda poderá vir a enfrentar durante os próximos anos.

Nesse sentido, seria muito importante para mim poder contar com a colaboração do Turismo do Algarve respondendo às perguntas que envio. Tendo em conta a vossa experiência neste setor agradecia também, se for possível, que partilhassem algumas informações/dados que considerassem úteis para a minha dissertação. Bem sei que o tempo é precioso, mas mesmo que sumariamente agradeço a ajuda possível.

As questões seriam estas:

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

Acreditamos que si. Os eventos que estão na base do Turismo de Negócios continuam a ser necessários para as entidades que os organizam.

2- Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

É natural que existam alterações no modelo, mas não acreditamos que o Turismo de Negócios acabe.

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital? Terão que estar preparados para fornecer os serviços necessários aos novos modelos de eventos que se estão a desenvolver. (ex. ter recursos suficientes para receber eventos híbridos?)

Obrigada pela colaboração que me possam disponibilizar nos próximos dias.

Cumprimentos,
Mariana Sousa

Pergunta 1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

Acreditamos que sim. Os eventos que estão na base do Turismo de Negócios continuam a ser necessários para as entidades que os organizam.

Pergunta 2- Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

É natural que existam alterações no modelo, mas não acreditamos que o Turismo de Negócios acabe.

Pergunta 3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Terão que estar preparados para fornecer os serviços necessários aos novos modelos de eventos que se estão a desenvolver. (ex. Ter recursos suficientes para receber eventos híbridos)

**Annexe VI – Translated email from Alexandra Martins Ramos of the
Department of Senior MICE Manager of Turismo do Algarve**

Question 1- Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge?

We believe so. The events that are the basis of Business Tourism continue to be necessary for the entities that organize them.

Question 2- Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)?

Naturally, there are changes in the model, but we do not believe that Business Tourism will end.

Question 3- How can tourist equipment and other infrastructure reinvent itself to ensure its survival in an increasingly digital world?

Will have to be prepared to provide the necessary services for the new models of events that are developing. (e.g. having enough resources to host hybrid events)

Annexe VII – Original email from António Silva Pina who belongs to the Senior Board of the Confederação do Turismo de Portugal

Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Silva Pina - CTP <silva.pina@ctp.org.pt>

qua, 14/10/2020 11:54

Para: 'Mariana Sousa' <sousamariana22@hotmail.com>

 1 anexos (36 KB)

Novo Normal ou o mesmo de sempre.pdf;

Mariana Sousa

Bom dia

A CTP encaminhou para mim a resposta às suas questões, porque tenho a incumbência de fazer a ligação da CTP ao meio académico.

Desculpe o atraso na resposta e não sei se ainda será útil

Dando resposta ao seu email

As questões seriam estas:

1. A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?
Quando se refere ao denominado pós-covid ninguém sabe ao certo quando ocorrerá. Neste momento a única coisa certa é a incerteza.
O turismo de negócios poderá ser das áreas que mais rapidamente haverá retoma bem como o MICE, mas como as vídeo-conferências e vídeo-reuniões estão cada vez mais a ser um meio de comunicação, prevê-se que as empresas sejam mais selectivas nos custos e as deslocações tendencialmente passarão a existir somente as essenciais

2. Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?
A perspectiva é de retoma lenta e progressiva, enquanto não houver uma vacina à venda nas farmácias. Até lá, as empresas estão a ser muito selectivas e os certames têm sido cancelados devido à desistência de expositores importantes.
Não será o fim mas passará a haver uma selecção mais criteriosa. Por outro lado o MICE em especial os Congressos e as Feiras de renome manter-se-ão (WEB-SUMIT, Feiras automóveis, Tecnológicas etc.) Tal como os grandes certames (Jogos Olímpicos e Mundiais e Europeus de Futebol).

- 3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?
Prevê-se um domínio acentuado e muito em breve das TIC em especial a Inteligência Artificial, a Internet das Coisas e o BIG DATA. Estes instrumentos irão afectar o modo como se gere e comercializa os equipamentos turísticos. Por exemplo neste momento a IATA criou uma plataforma de gestão da procura de tráfego aéreo por região e destino que vai alterar a oferta de voos. Uma das grandes prioridades do turismo é a necessidade de adequação dos meios humanos a esta nova realidade que permitirá reinventar os negócios turísticos.

04/02/2021

Correio – Mariana Sousa – Outlook

Mariana não sei se ajudei mas como sou investigador na área do turismo e publico artigos deixo em anexo um reflexão minha (não da CTP) que talvez ajude
Disponha e se necessitar telefone-me
Nº do TM no rodapé desta mensagem

*Cordiais Saudações
Best Regards*

António Silva Pina
(Ph.D. em Marketing e Gestão do Turismo)
Estudos Económicos
Organismo Intermédio
Observatório do Turismo
Projectos Europeus



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+351 (21) 811 09 30 (Ext.28)
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www.ctp.org.pt



De: Mariana Sousa <sousamariana22@hotmail.com>

Enviada: 29 de setembro de 2020 10:53

Para: geral@ctp.org.pt

Assunto: Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Bom dia,

O meu nome é Mariana Sousa e gostaria de contar com a vossa ajuda para a minha dissertação relacionada com o turismo de negócios no atual contexto de pandemia, no âmbito do mestrado Intercultural Studies for Business, no Instituto de Contabilidade e Administração do Porto.

Quando escolhi o tema do turismo de negócios, o mundo ainda não estava virado do avesso com o surto epidemiológico do Covid-19. Com esta alteração ajustei o tema da

dissertação para o enquadrar na atualidade e tentar perceber os desafios que este tipo de turismo está e ainda poderá vir a enfrentar durante os próximos anos.

Nesse sentido, seria muito importante para mim poder contar com a colaboração da Confederação do Turismo de Portugal respondendo às perguntas que envio. Tendo em conta a vossa experiência neste setor agradecia também, se for possível, que partilhassem algumas informações/dados que considerassem úteis para a minha dissertação. Bem sei que o tempo é precioso, mas mesmo que sumariamente agradeço a ajuda possível.

As questões seriam estas:

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Obrigada pela colaboração que me possam disponibilizar nos próximos dias.

Cumprimentos,
Mariana Sousa

Pergunta 1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

Quando se refere ao denominado pós-covid ninguém sabe ao certo quando ocorrerá. Neste momento a única coisa certa é a incerteza.

O turismo de negócios poderá ser das áreas que mais rapidamente haverá retoma bem como o MICE, mas como as vídeo-conferências e vídeo-reuniões estão cada vez mais a ser um meio de comunicação, prevê-se que as empresas sejam mais seletivas nos custos e as deslocações tendencialmente passarão a existir somente as essenciais.

Pergunta 2- Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

A perspectiva é de retoma lenta e progressiva, enquanto não houver uma vacina à venda nas farmácias. Até lá, as empresas estão a ser muito selectivas e os certames têm sido cancelados devido à desistência de expositores importantes.

Não será o fim mas passará a haver uma selecção mais criteriosa. Por outro lado o MICE em especial os Congressos e as Feiras de renome manter-se-ão (WEB-SUMIT, Feiras automóveis, Tecnológicas etc.) Tal como os grandes certames (Jogos Olímpicos e Mundiais e Europeus de Futebol).

Pergunta 3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Prevê-se um domínio acentuado e muito em breve das TIC em especial a Inteligência Artificial, a Internet das Coisas e o BIG DATA. Estes instrumentos irão afectar o modo como se gera e comercializa os equipamentos turísticos. Por exemplo neste momento a IATA criou uma plataforma de gestão da procura de tráfego aéreo por região e destino que vai alterar a oferta de voos. Uma das grandes prioridades do turismo é a necessidade de adequação dos meios humanos a esta nova realidade que permitirá reinventar os negócios turísticos.

**Annexe VIII – Translated email from António Silva Pina who belongs to the
Senior Board of the Confederação do Turismo de Portugal**

Question 1- Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge?

When it comes to the so-called post-covid no one knows for sure when it will occur. Right now, the only thing right is uncertainty.

Business tourism may be one of the areas that will take up the most rapidly as well as MICE, but as video conferences and video-meetings are increasingly being a means of communication, companies are expected to be more selective in costs and travel will tend to exist only the essential ones.

Question 2- Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)?

The prospect is slow and progressive recovery, while there is no vaccine for sale in pharmacies. Until then, companies are being very selective, and the events have been cancelled due to the withdrawal of essential exhibitors.

It will not be the end, but there will be a more careful selection. On the other hand, MICE, in particular, the Congresses and the renowned Fairs will remain (WEB-SUMMIT, Auto Fairs, Technology, etc.). Like the significant events (Olympic and World and European Football Games).

Question 3- How can tourist equipment and other infrastructure reinvent itself to ensure its survival in an increasingly digital world?

A strong and very soon dominance of ICT is expected, in particular Artificial Intelligence, the Internet of Things and BIG DATA. These instruments will affect the way tourist equipment is generated and marketed. For example, at this time, IATA has created a platform to manage the demand for air traffic by region and destination that will change the offer of flights. One of the significant priorities of tourism is the need to adapt human resources to this new reality that will allow the tourism business to be reinvented.

**Annexe IX – Original email from Diogo Barbosa, General Manager of Exponor
– International Exhibitions Wall**

RE: Pedido de ajuda dissertação: turismo de negócios no atual contexto de pandemia

Diogo Barbosa <diogo.barbosa@exponor.pt>

qui, 15/10/2020 15:42

Para: sousamariana22@hotmail.com <sousamariana22@hotmail.com>

Cara Mariana Sousa,

Aqui vão as respostas às perguntas pedidas. Espero que ajudem.

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

A recuperação do Turismo de Negócios vai certamente depender da evolução da pandemia, bem como de alguma cura ou medicamentos de controlo. No entanto, não será a única variável para a recuperação do turismo de negócios. O estado financeiro e económico das empresas, bem como a confiança dos visitantes terá um impacto enorme no retorno da indústria.

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

Isto nunca. Em primeiro lugar, não sabemos se as alterações que estão agora a ocorrer no funcionamento das empresas e das instituições será permanente ou temporário. Em segundo lugar, não há substituto viável e capaz para o contacto humano em feiras e congressos, bem como o contacto e a experimentação de produtos, o contacto com novas pessoas de uma determinada indústria bem como o essencial networking, que é o que as feiras e os eventos corporativos trazem. Como será possível testar várias máquinas, de vários concorrentes, no mesmo local e num curto espaço de tempo, senão numa feira profissional? É isto que as empresas procuram em eventos desta natureza.

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

O mundo é sempre físico. O que existem são ferramentas digitais de suporte ao mundo físico que nos facilitam o dia-a-dia. A própria pergunta, admite Equipamentos Turísticos e Infraestruturas, que são físicos. Se não fossem necessários, não seria necessário reinventá-los. Era só deixar acabar...

Neste aspecto, os recintos têm de garantir que as ferramentas digitais são passíveis de ser usadas, tanto a nível de providenciar bom acesso à internet para milhares de utilizadores ao mesmo tempo, bem como oferecer aos diversos públicos Apps e outras ferramentas digitais que complementem a sua experiência.

Um dado interessante lançado recentemente, é o de que apenas 14% das empresas de feiras da EU acham que a digitalização é o factor mais importante para as feiras. Outro dado, é o de que apenas 11% das empresas que participaram em feiras online, o vão voltar a fazer.

Aconselho a verificar os estudos da UFI e de semelhantes, como a AUMA e a SISO. Estão cheias de estudos e dados científicos de apoio.

Boa sorte!

Diogo Barbosa

Diogo Barbosa
Diretor Geral / General Manager

M +351 939 999 969
diogo.barbosa@exponor.pt
T +351 229 981 401
Av. Dr. António Macedo, 574
4454-515 Matosinhos · PT

[Facebook](#) · [Instagram](#) · [LinkedIn](#)



From: Mariana Sousa <sousamariana22@hotmail.com>
Sent: terça-feira, 6 de outubro de 2020 10:33
To: Exponor Info <info@exponor.pt>
Subject: Pedido de ajuda dissertação: turismo de negócios no atual contexto de pandemia

Bom dia,

O meu nome é Mariana Sousa e gostaria de contar com a vossa ajuda para a minha dissertação relacionada com o turismo de negócios no atual contexto de pandemia, no âmbito do mestrado Intercultural Studies for Business, no Instituto de Contabilidade e Administração do Porto.

Quando escolhi o tema do turismo de negócios, o mundo ainda não estava virado do avesso com o surto epidemiológico do Covid-19. Com esta alteração ajustei o tema da dissertação para o enquadrar na atualidade e tentar perceber os desafios que este tipo de turismo está e ainda poderá vir a enfrentar durante os próximos anos.

Nesse sentido, seria muito importante para mim poder contar com a colaboração da Exponor respondendo às perguntas que envio. Tendo em conta a vossa experiência neste setor agradecia também, se for possível, que partilhassem algumas informações/dados que considerassem úteis para a minha dissertação. Bem sei que o tempo é precioso, mas mesmo que sumariamente agradeço a ajuda possível.

As questões seriam estas:

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Obrigada pela colaboração que me possam disponibilizar nos próximos dias.

Cumprimentos,
Mariana Sousa

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Pergunta 1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

A recuperação do Turismo de Negócios vai certamente depender da evolução da pandemia, bem como de alguma cura ou medicamentos de controlo. No entanto, não será a única variável para a recuperação do turismo de negócios. O estado financeiro e económico das empresas, bem como a confiança dos visitantes terá um impacto enorme no retorno da indústria.

Pergunta 2- Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

Isto nunca. Em primeiro lugar, não sabemos se as alterações que estão agora a ocorrer no funcionamento das empresas e das instituições será permanente ou temporário. Em segundo lugar, não há substituto viável e capaz para o contacto humano em feiras e congressos, bem como o contacto e a experimentação de produtos, o contacto com novas pessoas de uma determinada indústria bem como o essencial networking, que é o que as feiras e os eventos corporativos trazem. Como será possível testar várias máquinas, de vários concorrentes, no mesmo local e num curto espaço de tempo, senão numa feira profissional? É isto que as empresas procuram em eventos desta natureza.

Pergunta 3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

O mundo é sempre físico. O que existem são ferramentas digitais de suporte ao mundo físico que nos facilitam o dia-a-dia. A própria pergunta, admite Equipamentos Turísticos e Infraestruturas, que são físicos. Se não fossem necessários, não seria necessário reinventá-los. Era só deixar acabar...

Neste aspecto, os recintos têm de garantir que as ferramentas digitais são passíveis de ser usadas, tanto a nível de providenciar bom acesso à internet para milhares de

utilizadores ao mesmo tempo, bem como oferecer aos diversos públicos Apps e outras ferramentas digitais que complementem a sua experiência.

Um dado interessante lançado recentemente, é o de que apenas 14% das empresas de feiras da EU acham que a digitalização é o factor mais importante para as feiras. Outro dado, é o de que apenas 11% das empresas que participaram em feiras online, o vão voltar a fazer.

**Annexe X – Translated email from Diogo Barbosa, General Manager of
Exponor – International Exhibitions Wall**

Question 1- Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge?

The recovery of Business Tourism will undoubtedly depend on the evolution of the pandemic, as well as on some cure or control drugs. However, it will not be the only variable for the recovery of business tourism. The financial and economic status of companies, as well as visitor confidence, will have a massive impact on the return of the industry.

Question 2- Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)?

This never. Firstly, we do not know whether the changes that are now taking place in the functioning of companies and institutions will be permanent or temporary. Secondly, there is no viable and capable substitute for human contact at fairs and congresses, as well as contact and experimentation of products, contact with new people from a particular industry as well as essential networking, which is what fairs and corporate events bring. How will it be possible to test several machines, from several competitors, in the same place and in a short time, if not in a trade fair? This is what companies are looking for at events of this nature.

Question 3- How can tourist equipment and other infrastructure reinvent itself to ensure its survival in an increasingly digital world?

The world is always physical. What exists are digital tools to support the physical world that make it easy for us to do day-to-day. The questions itself admits Tourist Equipment and Infrastructure, which are physical. If they were not necessary, you would not have to reinvent them. Just let it end...

In this respect, the venues must ensure that digital tools can be used, both in terms of providing good internet access to thousands of users at that time, as well as offering the various audiences Apps and other digital tools that complement their experience.

An exciting fact recently released is that only 14% of EU trade fair companies think digitization is the most important factor for trade fairs. Another data is that only 11% of companies that participated in online fairs will do so again.

**Annexe XI – Original email from Gonçalo Faria Senior Account Manager of
Beta-i consultant**

04/02/2021

Correio – Mariana Sousa – Outlook

Fwd: Conferência Lisbon Tourism Summit

Gonçalo Faria <goncalo.faria@beta-i.com>

seg, 19/10/2020 12:34

Para: sousamariana22@hotmail.com <sousamariana22@hotmail.com>

Bom dia Mariana,

Antes de mais nada obrigado por entrares em contacto connosco e pelo interesse no LTS :-)

Fizemos na Beta-i, há alguns meses, um estudo/ workshop em conjunto com o NEST para entender os desafios actuais do sector do turismo que podes encontrar [aqui](#). Penso que possa ter alguma informação útil.

Em relação às tuas questões:

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

De todos os segmentos de turismo, penso que o turismo (ou viagens) de negócios poderá ser o mais afetado. Desde o início da pandemia têm sido encontradas formas de continuar a "fazer negócios" sem a necessidade de viagens ou presença local, através de utilização de plataformas digitais que estão cada vez mais difundidas, aceites e eficientes. A redução das viagens de negócio apresenta também um racional económico que faz sentido para as empresas, representando uma redução significativa de custos (para além de um alinhamento com objetivos de redução de pegada carbónica cada vez mais presente na agenda das empresas). Obviamente que o contacto pessoal não será totalmente substituído e portanto deverá continuar a existir alguma relevância neste segmento, mas não deverá recuperar para dimensão pré-pandemia.

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

Respondido acima

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Apostar na autenticidade e em experiências hiperlocais e personalizadas. A ligação com o digital é também cada vez mais importante, com a necessidade de presença em canais digitais e um engagement constante com os clientes

Espero que esta informação seja útil.

Obrigado,
Gonçalo

----- Forwarded message -----

From: **Cláudia Varandas** <claudia.varandas@beta-i.com>

Date: Thu, Oct 8, 2020 at 10:51 AM

Subject: Fwd: Conferência Lisbon Tourism Summit

To: Gonçalo Faria <goncalo.faria@beta-i.com>

Bom dia Gonçalo,

Como prometido, aqui segue para o nosso Industry Expert. :)

Obrigada,



Cláudia Varandas
Marketing Assistant
+351 918 079 629

Avenida Duque de Loulé, 12 - 6º
1050-090 Lisbon, Portugal



----- Forwarded message -----

From: **Mariana Sousa** <sousamariana22@hotmail.com>

Date: Tue, Oct 6, 2020 at 12:37 PM

<https://outlook.live.com/mail/0/archive/id/AQMkADAwATY0MDABLWFhADcwLTE4ZjgtMDACLTAwCgBGAAADgF6ZekNBUECEme7PiGAT2wcA6...> 1/2

04/02/2021

Correio – Mariana Sousa – Outlook

Subject: Conferência Lisbon Tourism Summit
To: Cláudia Varandas <claudia.varandas@beta-i.com>

Boa tarde,

O meu nome é Mariana Sousa e assisti à conferência Lisbon Tourism Summit, no passado dia 30 de Setembro, que considerei muito interessante. Nesta altura estou a elaborar a minha dissertação relacionada com o turismo de negócios no atual contexto de pandemia, no âmbito do mestrado Intercultural Studies for Business, no Instituto de Contabilidade e Administração do Porto.

Quando escolhi o tema do turismo de negócios, o mundo ainda não estava virado do avesso com o surto epidemiológico do Covid-19. Com esta alteração ajustei o tema da dissertação para o enquadrar na atualidade e tentar perceber os desafios que este tipo de turismo está e ainda poderá vir a enfrentar durante os próximos anos.

Para este trabalho, seria muito importante para mim poder contar com a sua colaboração respondendo às seguintes perguntas sobre este tema. Também agradecia, se possível, a sua ajuda para partilhar comigo mais dados/informações que possa ter sobre o impacto do Covid-19 no turismo, e em particular, o turismo de negócios.

Bem sei que o tempo é precioso, mas mesmo que sumariamente, agradeço os minutos que possa dispensar.

As questões são estas:

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Obrigada,
Cumprimentos,

Mariana Sousa

<https://outlook.live.com/mail/0/archive/id/AQMkADAwATY0MDABLWFhADcwLTE4ZjgtMDACLTAwCgBGAAADgF6ZekNBUECEme7PiGAT2wcA6...> 2/2

Pergunta 1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

De todos os segmentos de turismo, penso que o turismo (ou viagens) de negócios poderá ser o mais afetado. Desde o início da pandemia têm sido encontradas formas de continuar a "fazer negócios" sem a necessidade de viagens ou presença local, através de utilização de plataformas digitais que estão cada vez mais difundidas, aceites e eficientes. A redução das viagens de negócio apresenta também um racional económico que faz sentido para as empresas, representando uma redução significativa de custos (para além de um alinhamento com objetivos de redução de pegada carbónica cada vez mais presente na agenda das empresas). Obviamente que o contacto pessoal não será totalmente substituído e portanto deverá continuar a existir alguma relevância neste segmento, mas não deverá recuperar para dimensão pré-pandemia.

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

Respondido acima.

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Apostar na autenticidade e em experiências hiperlocais e personalizadas. A ligação com o digital é também cada vez mais importante, com a necessidade de presença em canais digitais e um engagement constante com os clientes.

**Annexe XII – Translated email from Gonçalo Faria Senior Account Manager of
Beta-i consultant**

Question 1- Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge?

Of all tourism segments, I think that tourism (or travel) business may be the most affected. Since the beginning of the pandemic, ways have been found to continue to "do business" without the need for travel or local presence, through the use of digital platforms that are increasingly widespread, accepted and efficient. The reduction of business travel also presents an economic rationale that makes sense for companies, representing a significant reduction in costs (in addition to alignment with carbon footprint reduction objectives increasingly presented in the companies' agenda). Of course, personal contact will not be entirely replaced, and therefore there should be some relevance in this segment, but it should not recover to the pre-pandemic dimension.

Question 2- Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)?

I answered above.

Question 3- How can tourist equipment and other infrastructure reinvent itself to ensure its survival in an increasingly digital world?

Bet on authenticity and hyperlocal and personalized experiences. The connection with digital is also increasingly important, with the need for a presence in digital channels and a constant engagement with customers.

**Annexe XIII – Original email from Sofia Brandão director of operations of Alma
Lusa Hotels**

Re: A att. Sofia Brandão - Conferência Impactos e reorganização da hotelaria e restauração em tempos de Covid-19

Sofia Brandão <sofiab@almalusahotels.com>

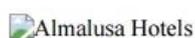
qua, 28/10/2020 16:18

Para: Mariana Sousa <sousamariana22@hotmail.com>

Boa tarde Mariana

Tal como falado aqui envio as resposta que espero que ajudem

Obrigada



Sofia Brandão

Directora de Operações | Director of Operations



t.+351 212 697 440 | m.+351 912 590 205

sofiab@almalusahotels.com

www.almalusahotels.com

Praça do Município, nº21 1100-365 Lisboa Portugal

Mariana Sousa <sousamariana22@hotmail.com> escreveu no dia terça, 6/10/2020 à(s) 12:10:

Bom dia,

O meu nome é Mariana Sousa e assisti à conferência Impactos e reorganização da hotelaria e restauração em tempos de Covid-19 integrada na semana SEG-Turismo 2020 no passado dia 29 de Setembro, na qual a Diretora Sofia Brandão participou e que considerei muito interessante. Nesta altura estou a elaborar a minha dissertação relacionada com o turismo de negócios no atual contexto de pandemia, no âmbito do mestrado Intercultural Studies for Business, no Instituto de Contabilidade e Administração do Porto. Gostava de lhe pedir ajuda, mas não encontrei o seu email pessoal.

Quando escolhi o tema do turismo de negócios, o mundo ainda não estava virado do avesso com o surto epidemiológico do Covid-19. Com esta alteração ajustei o tema da dissertação para o enquadrar na atualidade e tentar perceber os desafios que este tipo de turismo está e ainda poderá vir a enfrentar durante os próximos anos.

Para este trabalho, seria muito importante para mim poder contar com a sua colaboração respondendo às seguintes perguntas sobre este tema. Também agradecia, se possível, a sua ajuda para partilhar comigo mais dados/informações que possa ter sobre o impacto do Covid-19 no turismo, e em particular, o turismo de negócios.

Bem sei que o tempo é precioso, mas mesmo que sumariamente, agradeço os minutos que possa dispensar.

As questões são estas:

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19? **Acho que não. Estimo que antes de 2022 não seja possível retomar os níveis que tivemos em 2019 pelo que temos visto.**

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)? **Acho que vamos retomar pois a componente social continua presente e muito importante mas vai levar tempo até retomarmos a nossa normalidade e encontrar novas formas de fazer aquilo que estamos habituados**

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital? **Temos que tornar todo o processo de reserva, apresentação do produto e contacto mais user friendly e transparente para que a gestão de expectativas seja o mais realista possível mas não podemos esquecer que o turismo é uma industria de pessoas para pessoas e por isso, é important e tecnologia para filtrar mas não podemos abdicar do serviço na sua essência, na minha opinião.**

Obrigada,
Cumprimentos,

Mariana Sousa

Pergunta 1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

Acho que não. Estimo que antes de 2022 não seja possível retomar os níveis que tivemos em 2019 pelo que temos visto.

Pergunta 2- Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

Acho que vamos retomar pois a componente social continua presente e muito importante mas vai levar tempo até retomarmos a nossa normalidade e encontrar novas formas de fazer aquilo que estamos habituados.

Pergunta 3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Temos que tornar todo o processo de reserva, apresentação do produto e contacto mais user friendly e transparente para que a gestão de expectativas seja o mais realista possível mas não podemos esquecer que o turismo é uma indústria de pessoas para pessoas e por isso, é importante a tecnologia para filtrar mas não podemos abdicar do serviço na sua essência, na minha opinião.

**Annexe XIV – Translated email from Sofia Brandão director of operations of
Alma Lusa Hotels**

Question 1- Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge?

I do not think so. I estimate that before 2022 it is not possible to resume the levels we had in 2019 from what we have seen.

Question 2- Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)?

I think we will resume because the social component is still present and very important, but it will take time to resume our normality and find new ways to do what we are used to.

Question 3- How can tourist equipment and other infrastructure reinvent itself to ensure its survival in an increasingly digital world?

We have to make the whole process of booking, product presentation and contact more user-friendly and transparent so that the management of expectations is as realistic as possible, but we must not forget that tourism is an industry of people for people and so it is essential the technology filter, but we can not give up the service in its essence, in my opinion.

Annexe XV – Original email from Ana Serafim communication manager of hotel group Vila Galé

FW: Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Ana Serafim <aserafim@vilagale.com>

qui, 29/10/2020 15:30

Para: sousamariana22@hotmail.com <sousamariana22@hotmail.com>

Cc: Rita Mendes <rmendes@vilagale.com>

Cara Mariana,

Como está?

Muito obrigada pelo seu email e interesse nos hotéis Vila Galé. Abaixo enviamos respostas às suas questões. Se necessitar de mais algum esclarecimento, não hesite em contactar-nos.

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

A recuperação do turismo, e em particular do turismo de negócios, dependerá não só da generalização do uso de vacinas, mas também da gravidade da crise económica que está associada à pandemia. Com menos disponibilidade financeira, é expectável que as empresas reduzam o seu volume de viagens ou eventos corporativos. Por outro lado, generalizou-se o uso de ferramentas digitais que facilitam a comunicação à distância. Assim, face a esta conjuntura, é difícil prever quanto tempo demorará a recuperação do turismo de negócios. Contudo, tudo aponta para que a retoma seja lenta e progressiva, estando muito dependente da recuperação da confiança dos agentes económicos e dos consumidores.

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

O turismo de negócios poderá sofrer algumas alterações nomeadamente com mais ações em formato digital, de modo a que as empresas possam reduzir custos e tornar o planeamento dessas ações mais rápido. No entanto, a componente digital será sempre um complemento e não deverá substituir os formatos anteriores. O contato humano continua a ser muito importante para o sucesso das ações promovidas e isso nunca poderá terminar. Assim que a pandemia esteja mais controlada e segura, graças ao surgimento de vacinas ou tratamentos eficazes, acreditamos que o turismo de negócios virá faseadamente a retomar.

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Desde logo, cumprir todas as regras de segurança e higiene para tranquilizar os clientes e gerar confiança. Olhando mais para a frente, como referido, o contacto humano será sempre importante, pelo que não estará em causa a sobrevivência dos equipamentos turísticos num futuro próximo. Diria que a evolução passará por uma maior integração entre as diferentes vertentes, presencial e digital, tirando partido das potencialidades que o digital e as novas tecnologias possibilitam no contacto com os clientes, no lançamento de produtos inovadores, na produção de conteúdos, na fidelização, na obtenção de formais mais sustentáveis de trabalhar e na formação das equipas.

Bom trabalho,

Ana Serafim

Responsável de Comunicação / Communication Manager

VILA GALÉ HOTÉIS

aserafim@vilagale.com

Tel: (+351) 217 907 600

Fax: (+351) 217 907 640

<https://outlook.live.com/mail/0/archives/id/AQMkADAwATY0MDABLWFhADcwLTE4ZjgtMDACLTAwCgBGAAADgF6ZekNBUECEme7PiGAT2wcA6...> 1/3

04/02/2021

Correio – Mariana Sousa – Outlook

Campo Grande 28 - 3º G
1700-093 Lisboa
Portugal
www.vilagale.com



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01-10-2020 11:14:24 - Mariana Sousa:

From Mariana Sousa <sousamariana22@hotmail.com>
Date 01-10-2020 11:14:24
To grupos@vilagale.com <grupos@vilagale.com>
Cc
Subject Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Bom dia,

O meu nome é Mariana Sousa e gostaria de contar com a vossa ajuda para a minha dissertação relacionada com o turismo de negócios no atual contexto de pandemia, no âmbito do mestrado Intercultural Studies for Business, no Instituto de Contabilidade e Administração do Porto.

Quando escolhi o tema do turismo de negócios, o mundo ainda não estava virado do avesso com o surto epidemiológico do Covid-19. Com esta alteração ajustei o tema da dissertação para o enquadrar na atualidade e tentar perceber os desafios que este tipo de turismo está e ainda poderá vir a enfrentar durante os próximos anos.

Nesse sentido, seria muito importante para mim poder contar com a colaboração do Departamento de Reservas de Grupos e Eventos da cadeia de hotéis Vila Galé respondendo às perguntas que envio. Tendo em conta a vossa experiência neste setor agradecia também, se for possível, que partilhassem algumas informações/dados que considerassem úteis para a minha dissertação. Bem sei que o tempo é precioso, mas mesmo que sumariamente agradeço a ajuda possível.

As questões seriam estas:

<https://outlook.live.com/mail/0/archive/id/AQMkADAwATY0MDABLWFhADcwLTE4ZjgtMDACLTAwCgBGAAADgF6ZekNBUECEme7PiGAT2wcA6...> 2/3

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Obrigada pela colaboração que me possam disponibilizar nos próximos dias.

Cumprimentos,
Mariana Sousa

Pergunta 1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

A recuperação do turismo, e em particular do turismo de negócios, dependerá não só da generalização do uso de vacinas, mas também da gravidade da crise económica que está associada à pandemia. Com menos disponibilidade financeira, é expectável que as empresas reduzam o seu volume de viagens ou eventos corporativos. Por outro lado, generalizou-se o uso de ferramentas digitais que facilitam a comunicação à distância. Assim, face a esta conjuntura, é difícil prever quanto tempo demorará a recuperação do turismo de negócios. Contudo, tudo aponta para que a retoma seja lenta e progressiva, estando muito dependente da recuperação da confiança dos agentes económicos e dos consumidores.

Pergunta 2- Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

O turismo de negócios poderá sofrer algumas alterações nomeadamente com mais ações em formato digital, de modo a que as empresas possam reduzir custos e tornar o planeamento dessas ações mais rápido. No entanto, a componente digital será sempre um complemento e não deverá substituir os formatos anteriores. O contacto humano continua a ser muito importante para o sucesso das ações promovidas e isso nunca poderá terminar. Assim que a pandemia esteja mais controlada e segura, graças ao surgimento de vacinas ou tratamentos eficazes, acreditamos que o turismo de negócios virá faseadamente a retomar.

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Desde logo, cumprir todas as regras de segurança e higiene para tranquilizar os clientes e gerar confiança. Olhando mais para a frente, como referido, o contacto humano será sempre importante, pelo que não estará em causa a sobrevivência dos equipamentos turísticos num futuro próximo. Diria que a evolução passará por uma maior integração entre as diferentes vertentes, presencial e digital, tirando partido das potencialidades que o digital e as novas tecnologias possibilitam no contacto com os clientes, no lançamento de produtos

inovadores, na produção de conteúdos, na fidelização, na obtenção de formais mais sustentáveis de trabalhar e na formação das equipas.

**Annexe XVI – Translated email from Ana Serafim communication manager of
hotel group Vila Galé**

Question 1- Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge?

The recovery of tourism, and in particular business tourism, will depend not only on the generalization of the use of vaccines but also on the severity of the economic crisis associated with the pandemic. With less financial availability, companies are expected to reduce their volume of travel or corporate events. On the other hand, the use of digital tools that facilitate distance communication has become widespread. Thus, given this situation, it is difficult to predict how long the recovery of business will take. However, everything points to the slow and progressive recovery of the confidence of economic operators and consumers.

Question 2- Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)?

Business tourism may change somewhat with more digital actions so that companies can reduce costs and make planning for these actions faster. However, the digital component will always be an add-on and should not replace the previous formats. Human contact remains very important for the success of the actions promoted and thus can never end. Once the pandemic is more controlled and safe, thanks to the emergence of vaccines or effective treatments, we believe that business tourism will phase out.

Question 3- How can tourist equipment and other infrastructure reinvent itself to ensure its survival in an increasingly digital world?

From the outset, comply with all safety and hygiene rules to reassure customers and generate confidence. Looking further ahead, as mentioned above, human contact will always be important, so the survival of tourist equipment shortly will not be at stake. I would say that evolution will undergo greater integration between the different aspects, face-to-face and digital, taking advantage of the potential that digital and new technologies make possible in contact with customers, launching innovative products, producing content, loyalty, obtaining more sustainable formalisms to work with and training teams.

Annexe XVII – Original email from Cláudia Caetano president of the tourist animation section of the Associação Portuguesa de Empresas de Congressos, Animação Turística e Eventos

RES: APECATE - Turismo de Negócios

claudia.caetano@apecate.pt <claudia.caetano@apecate.pt>

ter, 10/11/2020 14:40

Para: 'Mariana Sousa' <sousamariana22@hotmail.com>

Olá Mariana,

Respondo de forma directa às questões colocadas.

Em termos de informação veja se nesta página tem informação relevante:

<https://apecate.pt/comunicados-covid-19/>

Irá ser actualizada nos próximos dias e serão aí colocados os estudos mais recentes.

1. A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

Depois de surgirem as vacinas e as pessoas forem vacinadas o turismo de negócios, tal como o conheciamos irá regressar, gradualmente. Porém, acredito que a pandemia trouxe a digitalização para o turismo de negócios que veio para ficar pela facilidade, fiabilidade, rapidez e reduz de custos associadas. Não irá substituir todos os eventos presenciais, mas irá substituir uma fatia ainda considerável.

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)? Pois... o fim não acredito, mas o digital / remoto tem vantagens, já deu provas da sua fiabilidade, já está instalado nas rotinas das empresas. Não vai substituir na totalidade o presencial, mas vai substituir parcialmente o presencial. Arriscaria a percentagem de 25% a 30%...

2. De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Já se estão a reinventar: Os hotéis já passaram a ter "salas" estúdios. As empresas de organização de eventos / audiovisuais também, por exemplo. As empresas de teambuilding passaram a fazer acções no digital. Os restaurantes estão a preparar refeições natalícias take away, que serão entregues em simultâneo para que todos consigam fazer o jantar de empresa em simultâneo. Mas estas mudanças não vão ser suficientes para que todos sobrevivam e isso é um facto incontornável... O abalo foi mesmo muito grande a vai deixar consequências económicas gravíssimas no sector.

Qualquer questão adicional, toma a liberdade de me contactar.

Cláudia Caetano

(Presidente da secção de animação turística)



Palácio da Baldaya

<https://outlook.live.com/mail/0/archive/id/AQMkADAwATY0MDABLWFhADcwLTE4ZjgtMDACLTAwCgBGAAADgF6ZekNBUECEme7PiGAT2wcA6...> 1/3

04/02/2021

Correio – Mariana Sousa – Outlook

Estrada de Benfica, nº 700
1549-011 Lisboa
Tel. 213 011 725 Tlm. 912220204
www.apecate.pt

De: Mariana Sousa <sousamariana22@hotmail.com>
Enviada em: terça-feira, 10 de novembro de 2020 13:06
Para: claudia.caetano@apecate.pt
Assunto: APECATE - Turismo de Negócios

Cara Dra. Cláudia Caetano,

O meu nome é Mariana Sousa e estou a contactá-la diretamente por indicação prévia da Associação Portuguesa de Empresas de Congressos, Animação Turística e Eventos a qual pertence. Nesta altura estou a elaborar a minha dissertação relacionada com o turismo de negócios no atual contexto de pandemia, no âmbito do mestrado Intercultural Studies for Business, no Instituto de Contabilidade e Administração do Porto.

Quando escolhi o tema do turismo de negócios, o mundo ainda não estava virado do avesso com o surto epidemiológico do Covid-19. Com esta alteração ajustei o tema da dissertação para o enquadrar na atualidade e tentar perceber os desafios que este tipo de turismo está e ainda poderá vir a enfrentar durante os próximos anos.

Para este trabalho, seria muito importante para mim poder contar com a sua colaboração respondendo às seguintes perguntas sobre este tema. Também agradecia, se possível, a sua ajuda para partilhar comigo mais dados/informações que possa ter sobre o impacto do Covid-19 no turismo, e em particular, o turismo de negócios.

Bem sei que o tempo é precioso, mas mesmo que sumariamente, agradeço os minutos que possa dispensar.

As questões são as seguintes:

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

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04/02/2021

Correio – Mariana Sousa – Outlook

Obrigada,
Cumprimentos,

Mariana Sousa

<https://outlook.live.com/mail/0/archive/id/AQMkADAwATY0MDABLWFhADcwLTE4ZjgtMDACLTAwCgBGAAADgF6ZekNBUECEme7PiGAT2wcA6...> 3/3

Pergunta 1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

Depois de surgirem as vacinas e as pessoas forem vacinadas o turismo de negócios, tal como o conhecíamos irá regressar, gradualmente. Porém, acredito que a pandemia trouxe a digitalização para o turismo de negócios que veio para ficar pela facilidade, fiabilidade, rapidez e reduz de custos associadas. Não irá substituir todos os eventos presenciais, mas irá substituir uma fatia ainda considerável.

Pergunta 2- Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

Pois... o fim não acredito, mas o digital / remoto tem vantagens, já deu provas da sua fiabilidade, já está instalado nas rotinas das empresas. Não vai substituir na totalidade o presencial, mas vai substituir parcialmente o presencial. Arriscaria a percentagem de 25% a 30%...

Pergunta 3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Já se estão a reinventar: Os hotéis já passaram a ter “salas” estúdios. As empresas de organização de eventos / audiovisuais também, por exemplo. As empresas de teambuilding passaram a fazer acções no digital. Os restaurantes estão a preparar refeições natalícias take away, que serão entregues em simultâneo para que todos consigam fazer o jantar de empresa em simultâneo. Mas estas mudanças não vão ser suficientes para que todos sobrevivam e isso é um facto incontornável... O abalo foi mesmo muito grande e vai deixar consequências económicas gravíssimas no sector.

Annexe XVIII – Translated email from Cláudia Caetano president of the tourist animation section of the Associação Portuguesa de Empresas de Congressos, Animação Turística e Eventos

Question 1- Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge?

After the vaccines arise and people have vaccinated business tourism, as we knew it would return gradually. However, I believe that the pandemic has brought digitalization to business tourism that has come to stay for ease, reliability, speed and reduction of associated costs. It will not replace all face-to-face events, but it will replace an as-yet-considerable slice.

Question 2- Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)?

Because...the end do not believe, but the digital/ remote has advantages, has already proven its reliability, is already installed in the routines of companies. It will not replace in full the face-to-face, but will partially replace the face-to-face. I would risk a percentage of 25% to 30%...

Question 3- How can tourist equipment and other infrastructure reinvent itself to ensure its survival in an increasingly digital world?

They are already reinventing themselves: the hotels have already come to have "rooms" studios. Event/audio-visual organization companies too, for example. Team building companies started doing actions in digital. The restaurants are preparing takeaway Christmas meals, which will be delivered simultaneously so that everyone can make the company dinner simultaneously. But these changes are not going to be enough for everyone to survive and that is an inescapable fact... the shock was great to leave very serious economic consequences in the sector.

**Annexe XIX – Original email from Pedro Fontainhas managing director of
Associação Portuguesa de Resorts**

RE: Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Pedro Fontainhas <pedro.fontainhas@portugalresidencial.com>

qui, 12/11/2020 11:01

Para: Mariana Sousa <sousamariana22@hotmail.com>

Cara Mariana,

Veja por favor as respostas abaixo. Tenha presente que a APR representa o setor do Turismo Residencial. Este setor distingue-se da exploração turística “normal” (como hotelaria, turismo de negócios, restauração, etc.) por ser um negócio eminentemente imobiliário destinado a segundas residências e à captação de estrangeiros para investirem e viverem em Portugal. Qualquer dúvida, não hesite em ligar-me.

Votos de um excelente trabalho.

Cumprimentos,

Pedro Fontainhas

DIRETOR EXECUTIVO | MANAGING DIRECTOR



<http://portugalresidencial.com>

T. +351 938 748 425

Edifício Administrativo de Tróia | 7570-789 Grândola

From: Mariana Sousa <sousamariana22@hotmail.com>

Sent: 10 de novembro de 2020 13:22

To: Pedro Fontainhas <pedro.fontainhas@portugalresidencial.com>

Subject: RE: Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Caro Pedro,

O prazo para a entrega da minha dissertação foi excecionalmente alargado por mais alguns dias. Por esse motivo entro em contacto consigo novamente para se tiver disponibilidade responder às seguintes questões relacionadas com a minha dissertação sobre o turismo de negócios no atual contexto de pandemia:

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

Não creio que o turismo de negócios volte alguma vez ao que era em 2019. A crise pandémica obrigou as empresas a procurarem novas formas de se relacionarem entre si e com os seus clientes e fornecedores. Talvez não se tenha ainda inventado nenhuma tecnologia realmente inovadora, mas a exploração dos instrumentos que já havia, nomeadamente os meios eletrónicos de comunicação, ganhou em poucos meses uma relevância que, sem crise, teria provavelmente alguns anos a conquistar. Estes meios são universais, seguros, eficazes e baratos, e estão a provocar alterações profundas no funcionamento de muitas atividades económicas. As empresas reagiram, estão a adaptar-se, continuarão a aperfeiçoar os seus processos de relacionamento e é certo que não regressarão ao passado mesmo que, por milagre, a COVID-19 desaparecesse hoje mesmo.

Depois da vacina e da vacinação de milhares de milhões de pessoas, talvez volte a haver algum tipo de turismo de negócios. Mas não será como o conhecíamos. Quem sabe se o futuro turismo de negócios não será afinal um novo mercado em que as pessoas, em vez de visitarem, vão viver e trabalhar remotamente para os seus destinos de eleição durante um ou dois anos, ou para toda a vida.

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

Penso que não acabará, mas será diferente. No caso particular das feiras, a minha perceção é que esse modelo de aproximação entre fornecedores e clientes já estava em declínio antes da crise. Muitas empresas tinham uma dificuldade crescente de justificar esses investimentos e esses elevados custos de captação de novos clientes. Para isso contribuía, por um lado, os custos dos espaços, dos stands e materiais de comunicação, dos recursos humanos, viagens, estadias e, por outro, clientes cada vez mais bem informados e com meios alternativos de avaliação e compra. Não sei se as feiras sobreviverão como as conhecemos.

Já os encontros entre colaboradores ou com clientes, sim, creio que regressarão, mas possivelmente mais seletivos e em formatos diferentes dos anteriores. Isto porque admito que depois da crise as pessoas ainda quererão estar umas com as outras, cumprimentarem-se, conversarem, e manterem viva a sua humanidade.

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

O que eu disse no segundo parágrafo da resposta à sua primeira pergunta, acima, tem uma razão muito relacionada com a possível reinvenção dos equipamentos turísticos. Os empreendimentos de turismo residencial baseiam o seu negócio na venda de imobiliário e, casuisticamente, na posterior exploração turística. Os hotéis baseiam o seu negócio no aluguer de quartos por períodos curtos. E eis que começamos a notar junto de ambos um interesse crescente por parte de clientes que pretendem arrendar casas ou quartos com determinadas características por períodos de um ano. A confirmar-se, isso exigiria mudanças nos negócios desses promotores e respetivos equipamentos.

Obrigada pela colaboração que me possa disponibilizar nos próximos dias.

Cumprimentos,
Mariana Sousa

De: Mariana Sousa <sousamariana22@hotmail.com>

Enviado: 6 de outubro de 2020 20:01

Para: Pedro Fontainhas <pedro.fontainhas@portugalresidencial.com>

Assunto: RE: Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Agradecia uma resposta até ao dia 20 de Outubro, uma vez que tenho que concluir e entregar a dissertação até ao final deste mês.

Obrigada,
Mariana

De: Pedro Fontainhas <pedro.fontainhas@portugalresidential.com>

Enviado: 6 de outubro de 2020 17:37

Para: Mariana Sousa <sousamariana22@hotmail.com>

Assunto: RE: Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Cara Mariana, gostava de a poder ajudar mas estamos submersos em trabalho pelo menos até 14 de outubro. Até quando lhe posso enviar uma resposta?

Cumprimentos,

Pedro Fontainhas

DIRETOR EXECUTIVO | MANAGING DIRECTOR



<http://portugalresidential.com>

T. +351 938 748 425

Edifício Administrativo de Tróia | 7570-789 Grândola

From: Mariana Sousa <sousamariana22@hotmail.com>

Sent: 29 de setembro de 2020 11:05

To: Pedro Fontainhas <pedro.fontainhas@portugalresidential.com>

Subject: Pedido de ajuda para dissertação relacionada com o turismo de negócios no atual contexto de pandemia

Bom dia,

O meu nome é Mariana Sousa e gostaria de contar com a vossa ajuda para a minha dissertação relacionada com o turismo de negócios no atual contexto de pandemia, no âmbito do mestrado Intercultural Studies for Business, no Instituto de Contabilidade e Administração do Porto.

Quando escolhi o tema do turismo de negócios, o mundo ainda não estava virado do avesso com o surto epidemiológico do Covid-19. Com esta alteração ajustei o tema da dissertação para o enquadrar na atualidade e tentar perceber os desafios que este tipo de turismo está e ainda poderá vir a enfrentar durante os próximos anos.

Nesse sentido, seria muito importante para mim poder contar com a colaboração da Associação Portuguesa de Resorts respondendo às perguntas que envio. Tendo em conta a vossa experiência neste setor agradecia também, se for possível, que partilhassem algumas informações/dados que considerassem úteis para a minha dissertação. Bem sei que o tempo é precioso, mas mesmo que sumariamente agradeço a ajuda possível.

As questões seriam estas:

1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

04/02/2021

Correio – Mariana Sousa – Outlook

2-Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

Obrigada pela colaboração que me possam disponibilizar nos próximos dias.

Cumprimentos,
Mariana Sousa

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Pergunta 1- A paragem do turismo de negócios pode ser passageira, recuperando rapidamente se surgirem vacinas eficazes contra a Covid-19?

Não creio que o turismo de negócios volte alguma vez ao que era em 2019. A crise pandémica obrigou as empresas a procurarem novas formas de se relacionarem entre si e com os seus clientes e fornecedores. Talvez não se tenha ainda inventado nenhuma tecnologia realmente inovadora, mas a exploração dos instrumentos que já havia, nomeadamente os meios eletrónicos de comunicação, ganhou em poucos meses uma relevância que, sem crise, teria provavelmente alguns anos a conquistar. Estes meios são universais, seguros, eficazes e baratos, e estão a provocar alterações profundas no funcionamento de muitas atividades económicas. As empresas reagiram, estão a adaptar-se, continuarão a aperfeiçoar os seus processos de relacionamento e é certo que não regressarão ao passado mesmo que, por milagre, a COVID-19 desaparecesse hoje mesmo.

Depois da vacina e da vacinação de milhares de milhões de pessoas, talvez volte a haver algum tipo de turismo de negócios. Mas não será como o conhecíamos. Quem sabe se o futuro turismo de negócios não será afinal um novo mercado em que as pessoas, em vez de visitarem, vão viver e trabalhar remotamente para os seus destinos de eleição durante um ou dois anos, ou para toda a vida.

Pergunta 2- Ou pelo contrário, as alterações profundas no funcionamento de empresas e instituições a nível mundial pode ditar o fim do turismo de negócios como existia até agora (nomeadamente a realização de congressos, feiras, encontros de colaboradores/clientes...)?

Penso que não acabará, mas será diferente. No caso particular das feiras, a minha perceção é que esse modelo de aproximação entre fornecedores e clientes já estava em declínio antes da crise. Muitas empresas tinham uma dificuldade crescente de justificar esses investimentos e esses elevados custos de captação de novos clientes. Para isso contribuía, por um lado, os custos dos espaços, dos stands e materiais de comunicação, dos recursos humanos, viagens, estadias e, por outro, clientes cada vez mais bem informados e com meios alternativos de avaliação e compra. Não sei se as feiras sobreviverão como as conhecemos.

Já os encontros entre colaboradores ou com clientes, sim, creio que regressarão, mas possivelmente mais seletivos e em formatos diferentes dos anteriores. Isto porque admito que depois da crise as pessoas ainda quererão estar umas com as outras, cumprimentarem-se, conversarem, e manterem viva a sua humanidade.

Pergunta 3- De que forma os equipamentos turísticos e outras infraestruturas se podem reinventar para garantir a sua sobrevivência num mundo cada vez mais digital?

O que eu disse no segundo parágrafo da resposta à sua primeira pergunta, acima, tem uma razão muito relacionada com a possível reinvenção dos equipamentos turísticos. Os empreendimentos de turismo residencial baseiam o seu negócio na venda de imobiliário e, casuisticamente, na posterior exploração turística. Os hotéis baseiam o seu negócio no aluguer de quartos por períodos curtos. E eis que começamos a notar junto de ambos um interesse crescente por parte de clientes que pretendem arrendar casas ou quartos com determinadas características por períodos de um ano. A confirmar-se, isso exigiria mudanças nos negócios desses promotores e respetivos equipamentos.

**Annexe XX – Translated email from Pedro Fontainhas managing director of
Associação Portuguesa de Resorts**

Question 1- Can the stop of business tourism be temporary, recovering quickly again if effective Covid-19 vaccines emerge?

I do not think business tourism will ever go back to what it was in 2019. The crisis has forced companies to look for new ways to relate to each other and their customers and suppliers. Perhaps no innovative technology has yet been invented, but the exploitation of the tools that had already been invented, namely electronic means of communication, has gained in a few months a relevance that, without crisis, would probably have a few years to gain. These means are universal, safe, effective and cheap, and are causing profound changes in the functioning of many economic activities. Companies have reacted, are adapting, will continue to improve their relationship processes, and it is inevitable that they will not return to the past even if COVID-19 comes by miracle leave today.

After the vaccine and vaccination of billions of people, there may be some kind of business tourism again. However, it will not be how we knew him. Who knows if future business tourism will not be a new market in which people, instead of visiting, will live and work remotely to their destinations of choice for a year or two or a lifetime.

Question 2- Or on the contrary, the profound changes in the functioning of companies and institutions worldwide can dictate the end of business tourism as it existed until now (namely the holding of conferences, fairs, employee/client meetings...)?

I do not think it is going to end, but it is going to be different. In the particular case of fairs, my perception is that this model of rapprochement between suppliers and customers was already in decline before the crisis. Many companies had increasing difficulty in justifying these investments and these high costs of attracting new customers. This contributed, on the one hand, to the costs of spaces, stands and communication materials, human resources, travel, stays and, on the other hand, increasingly well-informed customers with alternative means of evaluation and purchase. I do not know if the fairs will survive as we know them.

On the other hand, meetings between employees or with clients, yes, I believe they will return, but possibly more selective and in different formats from the previous ones. This is because I admit that after the crisis, people will still want to be with each other, greet each other, talk, and keep their humanity alive.

Question 3- How can tourist equipment and other infrastructure reinvent itself to ensure its survival in an increasingly digital world?

What I said in the second paragraph of the answer to your first question, above, has a reason very much related to the possible reinvention of tourist equipment. Residential tourism developments base their business on the sale of real estate and, on a case-by-case, subsequent tourist exploration. Hotels base their business on renting rooms for short periods. And behold, we have begun to notice among both a growing interest on the part of customers who want to rent houses or rooms with specific characteristics for periods of one year. If confirmed, this would require changes in the business of these promoters and their equipment.