How to Position Portugal as one of the main European Destination References in Senior Tourism

Abstract

The presented project consists in a strategic development of Portugal as a Touristic Destination which major goal is to understand how can Portugal become a major player in senior tourism, as segment of the population that already represents both in volume and value the most attractive travel segment.

With the increasing ageing of the world's population, seniors are pointed out to become the most valuable consumer segment. These have increasing available time to travel and they have the disposable income to spend in travel experiences as a primary motivation.

This being said, there was the needed to develop a strategy targeted not only to those who may be already considered seniors, but also to the other generations namely Baby-Boomers and members of Generation X that will become seniors in a 10 to 20 year period. In order to do it effectively, this strategy must take into account the need to create an emotional relationship with those consumers, while our touristic offer must be developed and continuously adapted to their evolution in terms of needs and travel behaviours.

Keywords: Tourim, Generational Travellers, Branding Destination, Travel Behaviours

Literature Review

1.1 Tourism Branding Destination

Tourism Destination Brand is a name, symbol, logo, word mark or other graphic that both identifies and differentiates the destination, conveying the promise of a memorable travel experience that is uniquely associated with the destination; it also serves to consolidate and reinforce the recollection of pleasurable memories of the destination experience (Ritchie and Ritchie, 1998, p.17).

In essence, a nation's brand identity is based on the nation's people, beliefs and history (Jaworski and Fosher, 2003), but many researchers and practitioners argue that nation brand image is much more complicated then this, once it isn't just about branding a single product or a regular brand: it is about branding a whole set of experiences named by destination mix.

Based on Richie and Richie (1998), later work made by Blain *et al*. (2005: p.337) resulted in the definition of destination branding as "the *set of marketing activities that (1) support the creation of a name, symbol, logo, word, mark or other graphic that readily identifies and differentiates a destination; that (2) consistently convey the expectation of a memorable travel experience that is uniquely associated with the destination; that (3) serve to consolidate and reinforce the emotional connection between the visitor and the destination; and that (4) reduce consumer search costs and perceived risk"*. All of these aimed to create an image as strong as possible while building an image that positively influence consumers' decisions to visit a certain destination instead of visiting another one.

The complexity of the tourism destination concept is based on a wide variety of different products, services and experiences, which are all managed, distributed and 'consumed' by different stakeholders with a variety of ownership forms, and often without a suitable hierarchy with adequate rules (Konecnik and Go, 2008).

In fact, the first considerable issue when branding a Nation is the need for concerted action. An illustrative example of this phenomenon is an American firm that uses a French brand name to sell a perfume that is made in South-America and has nothing to do with France. This has to do with the COO or Country of Origin Effect and may have a direct impact on how a Country is perceived in the market among its competitors.

Country of Origin Effect also affects brand equity, not only regarding Products and Services, but also the destination itself. According to Yasin *et al*. (2007), positive COO affects brand loyalty, brand distinctiveness, brand awareness and brand association. Lee and Ganesh (1999) suggest that when consumers are not familiar with a country, they rely more on COO information as a reflection of a destination's image and countries with a favourable image receive a more positive country product evaluation from consumers.

Historically, a large majority of tourism destination research studies addressed and examined the brand concept primarily from a demand-side perspective, adopting a consumer-perceived- image approach (Echtner and Ritchie, 1993; Baloglu and McCleary, 1999). On the opposite side, not long ago researchers started to advocate the importance of a different managerial perspective on tourism destination branding: the supply-side (Hankinson, 2007; Blain *et al*., 2005).

1.2 Senior Tourism

All over the world, the ageing of the population, as well as other changes in socio-demographics and travel patterns, have made the senior segment an increasingly appealing target population nearly for any industry (Schröder and Widmann, 2007). This market segment is increasingly important due to it's current size and expected growth, it's purchasing power or the fact that they have more free time and available income, but also due to demographic and social forecast (e.g. Lohmann and Danielsson, 2001; Schröder and Widmann, 2007). At the same time, thanks to the recent decrease in demand of corporate travel, travel related companies are evaluating the value of leisure and senior travel to support their growth.

Seniors have many reasons for traveling and understanding their travel motivations becomes critical when approaching this segment. After retiring from work, most of "seniors" devote their additional time to leisure interests and have tourism on their top priorities (Statts and Pierfelice, 2003). Being able to travel can seem almost the 'essence of retirement' as there are fewer limitations on the timing of travel and the duration of stay. Brewer *et al*. (1995) found other reasons for this phenomenon such as higher level of wealth, higher discretionary income, lower consumer debt and their tendency to travel greater distances and for longer lengths of time.

The reasons for senior travel are not mutually exclusive as these tend to combine travel for rest and relaxation as a part of a trip to visit family or friends. Research also suggests that the travel industry can successfully combine travel and family by promoting family reunions and multi-generational travel (Shoemaker, 1989).

Other research on seniors supports these conclusions, suggesting that seniors travel to visit new places and experience new things (Badinelli, Davis and Gustin, 1991; and Shoemaker, 1989). Despite the fact that these behaviours are still valid nowadays, researchers are still evaluating and analysing the continuous evolution of behavioural patterns in this specific segment of travellers.

As the use of chronological age and economic variables to distinguish and detect differences in travel behaviour can no longer be considered at an operational level on this subject. As individuals get older, chronological age become less reliable as predictor variable of behaviour, mainly because aging is a development process that may be influenced by infinite factors such as Historical, political and social events during the times, as well as technological advances, educational changes and lifestyle changes in society that clearly influence collective attitudes and preferences of age cohorts.

Several studies were made focused exclusively on examining older travellers tourism behaviour and preferences such as Shoemaker (1989, 2000), and Pennigton-Gray and Kerstetter (2001). These studies aimed to identify differentiated sub-segments within the senior market and three central approaches have been dominant: **socio-demographic characteristics**, such as age, gender, health, retirement and family status (e.g., Lago and Poffley, 1993; Callan and Bowman, 2006); **behavioural segmentation**, based on tourists' destination activities (e.g. Littrell *et al.*, 2004); and **psychographics measures** such as values and attitudes (e.g. Mok and DeFranco, 1999), travel preferences and travel motivations (e.g. Jang and Wu, 2006). The later was also described as 'benefits segmentation' witch focus on desirable consequences that result from tourism.

The Portuguese Tourism Industry, as well as all other sector of the Portuguese Economy suffered with the financial crisis. In fact, the restaurant sector was one of the most harmed economic sectors as the VAT was increased from the reduced 13% tax to the regular VAT tax, which was also increased from 21% to 23%. Alongside with Greece and Finland, Portugal is now the 5th country with the highest VAT in the restaurant sector. Other tourism sectors such as Golf were subject to VAT's increasing what may certainly be counterproductive in the long-term by harming Portugal Competitiveness of the Tourism sector as a whole. Other proposals on increasing the VAT level on specific activity sectors are being discussed such as a culture tax and an “Algarve Tourist tax”.

Tourism industry has a great importance on Portuguese economy. In 2012 it has contributed to a total of 26.9B€ to Portuguese GPD, representing 16,3% of the total GDP (expected to rise by 0.2% in 2013 and 1.5%/year till 2023), and 860.500 direct and indirect jobs, representing 18,5% of Portugal’s total employed population. In 2012, visitor exports generated 11.3 Billion € (17.8% of total exports).

From 2000 to 2010, the world tourism witnessed a 40% increase on the number of tourists – +266 Million Tourists. In Europe, the growth rate reached 23% (+90M Tourists). World Tourist grew by 116% from 2000 to 2010 whereas European tourism grew 80% and 213 Million Tourists when comparing to the previous decade. This growth in Tourist reached almost every country, including our most direct competitors such as Turkey (+181%), Croatia (77%), Greece (15%) and Spain (14%).

However, Portugal was the only country in the Southern Europe that didn’t benefit with the growth in European Tourism as it received less 1M tourists in the same period of time, meaning that the +33% on the number of tourists in Europe went directly to our main competitors. Following this positive decade for the World and European Tourism, 2011 reinforced this growth trend: If considered the year of 2011, from 2000 to 2011 the World’s Tourism growth reached 46% (+6%) whereas the European growth reached 31% (+8%).

As it may be seen in Figure 1, Portugal actually had the second most significant increase in tourism arrivals in 2012 within our main competitors, a performance only lower than Croatia.

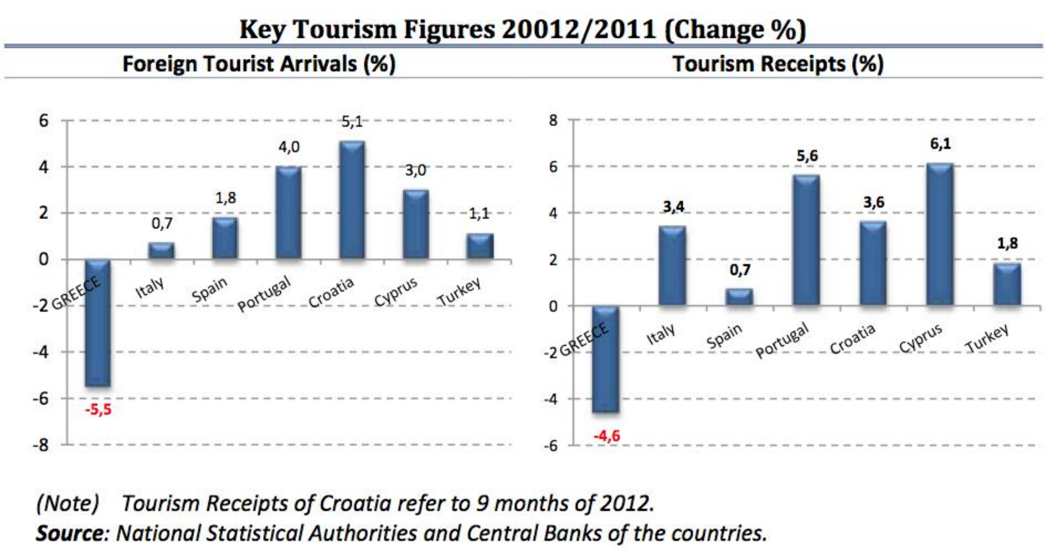


Figure 1 – Key tourism Figures 2012/2011 (change %). Source: National Statistical Authorities and Central Banks of the countries.

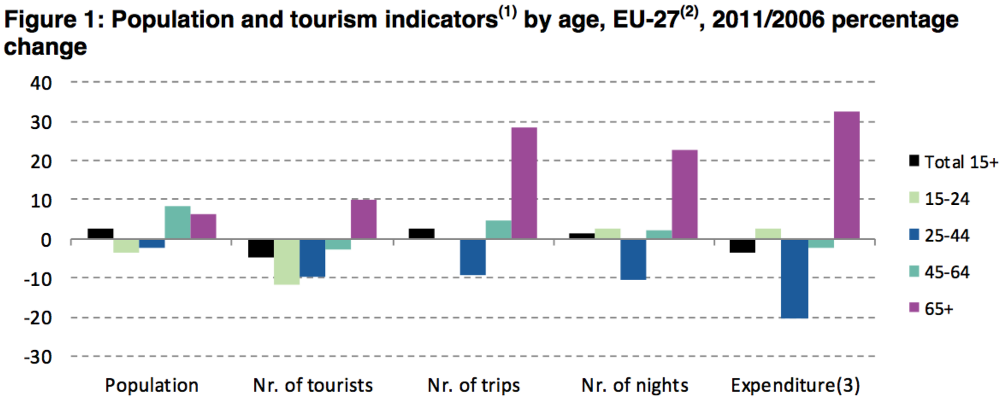


Figure 2 - Population and Tourism indicators by age, EU-27, 2011/2006 % change. Source: Eurostat 2012

According to figure 2 above (indicators related to trips of at least four nights), from 2006 to 2011, the importance of the over 65 years old group is evident to the sector's survival, in a period where the number of tourists fell in all group segments except for the +65 with a 10% increase, a figure that was particularly evident for outbound trips, with a 15% increase. At the same time, of those who made at least one four nights trip, the 65+ group accounted for 17% and made more such trips on average and longer.

Regarding travel-packages expenditures by age segments, there are significant differences, as the +65 segment represents 30% of the total package travel expenditures, a share that decreases by 10% when related to total tourism expenditures (Figure 3).

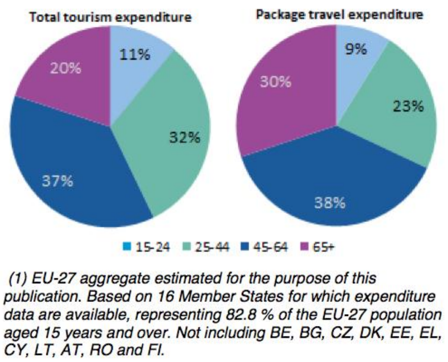


Figure 3 - Total tourism expenditure and package travel expenditure by age group, EU-27, 2011. Source: Eurostat 2012

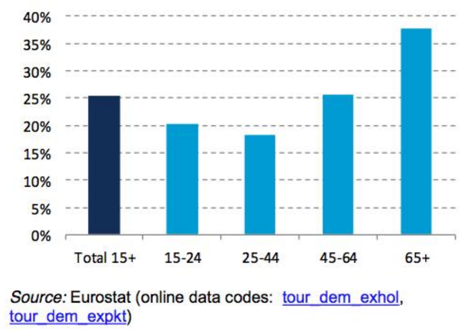


Figure 4 - Package travel expenditure as a % of tourism expenditure for long holiday trips (4 nights and over) of EU-27 residents, 2011. Source: Eurostat 2012

From the information highlighted, there are some conclusions that must taken:

1. From 2006 to 2011, the +65 segment was responsible of growth rates of above 20% regarding the number of trips, number of nights spend abroad and the total expenditure.

2. Despite having a less representative weight in the number of tourists (17%), the +65 segment accounted for 22% of the nights spent and for 20% of total expenditures, showing that this segment rather does less trips, but they are willing to spend more each time they travel, contrariwise to younger segments of tourists;
3. The +65 segment has the second highest share of expenditure in long outbound trips (47% vs. 50% of 25-64 years segment) whereas domestic trips are responsible for 37% of they total expenditures (the biggest share of all the segments).
4. 30% of total travel expenditures were related with travel packages with higher predominance in long holiday (40% of the segment's total expenditure).
5. Despite the fact that the +65 segment is increasingly representing a larger share when it comes to the number of tourists, frequency of travelling and overnight stays, the segment aged between 45 and 65 years old represents the largest part of expenditure.

1.2.1 Profiling the foreign Tourist in Portugal

	S&B Up-Scale	Golf Tourism	Health Tourism	Touristic Circuits	City Break
Traveller Profile	35-64 years old Empty Nesters and Groups of Friends High purchasing power individuals	Mostly men with more than 40 years old High education level Medium-high socio-economic level	20 to 24 years old with medium income level 40 to 50 years old with medium-high income level	Couples with no children, empty nesters and retirees with medium/medium-high education level and	Over 25 years old with good education and socio-economic level
Sources of Information	Travel agencies, specialized magazines and friends recommendations	Specialized magazines, Internet, specialized travel agencies and golf clubs as well as fellow players.	Internet travel agencies, brochures and magazines, as well as friends and family's recommendations	Travel magazines, brochures and catalogs, friends and family's recommendations and Internet	Travel agencies, specialized press, tour operators, peers recommendation and Internet

What they buy?	All inclusive Travel packages in high-end luxury hotels or individual villas with customized luxury services	All-inclusive travel packages (Flight + accommodation + transfers + green fees) or customized packages; 4 to 5 star hotels with integrated golf courses	Wellness packages (Spa/thalassotherapy) including treatments and hotels, usually 4/5 stars accommodation	Nearby destinations: accommodation and individual services Long-haul destinations: tours or organized circuits (packages)	Flight + accommodation packages or single services
When they buy?	High Cost travel: 3-6 months in anticipation and last minute booking	1 to 6 months in advance (54%) or last minute reservations (21%)	6 months in advance for 1 week travels Last minute bookings for 3-4 day short breaks	Low-cost travelling: last minute booking High cost travel: 1 or more months in advance Scholar holiday period: 6 months in advance	Low-cost travelling: last minute booking High cost travel: 3 to 6 months in advance
Where they	Specialized Travel Agencies	Specialized travel agencies or Internet	Internet and travel agencies	Internet and travel agencies	Internet and travel agencies
Length of travel	European Destinations: 10 days on average Long-haul: 2 weeks	Information not available	7 to 10 days for International travels	Continental destinations: 3 days to 2 weeks Long-haul destinations: 3 to 5 weeks	2 to 6 day stays
Activities developed	Golf, sea fishing, water sports and other activities proposed by hotels: spa, tennis, etc.	Gastronomy, shopping, night life, cultural visits, competitions and tournaments, nature interaction and resting	Seniors demand more traditional medical treatments or spas, usually for 2 to 3 weeks Hiking, Swimming, relaxing, "Landscape & Nature", Spa and others	Information not available	Gastronomy and city activates; museums, shopping and historical and cultural interest sites.

Table 1 - Profiling the foreign tourist in Portugal. Source: Turismo de Portugal 2004

2. 1. Strategic Guidelines

From the analyses developed previously, it is now possible to outline the main strategic guidelines for the strategy under development:

- **Develop a CRM strategy** that allow us to better known our customers needs and interests, creating real fidelity rewards (e.g. 2nd time visit offers) and other valuable deals for them, based on the wide range of touristic products Portugal has to offer within a short-distance – it is important to stay with the customers as they get old.
- **Develop more profitable touristic segments** based on Up-Scale tourism while applying cross-selling methods to potentiate earnings through complementary experiences.
- **Invest on a senior tourism programme** that includes not only the development of suitable accommodation and travel-packages and responds to specific requirements of this age-group, but also in terms of communication, from online content adaptations to the arrangement of strategic partnerships throughout Europe
- **Target the Brazilian market** as a top priority in order to reduce the dependency on traditional markets, establishing this as a strategic market regarding, increasing notoriety in a short-term period, and promote it as the "The No. 1 'entry' in Europe"
- **Establish strategic partnerships** with each tourism segment leading companies as credible and key influencers on the decision-making process such as the existent world-class hotel chains, encouraging them to invest and to believe in the Portuguese market potential, with both financial benefits and in terms of touristic product development
- **Take advantage of online, social and mobile platforms** at all stages, from information search to the travel experience, it is crucial to be with the customer during the whole experience and turn it more emotional, interactive, valuable and a long-lasting memory.
- **Establish as a priority segment those aged above 50 years old**, adapting the touristic offer depending on the respective generational cohort, and establish partnerships with world-class Portuguese up-scale accommodations that better suit they're needs and are able to better develop complementary experiences, thus increasing profitability, while promoting safety, security and climate as differentiating factors towards competitors

2.1.1. Key Strategic aspects

- Evolve the larger possible number of stakeholders: They create the experience, they transmit Portugal as a living brand and may gather true and direct information about tourists real needs;
- Take full advantage of online media: decreases investments, it is global, it is often the first contact-point with potential tourists, they have unlimited options and they have to transmit a "smell of the real experience"
- Adapt the offer to older segments of tourism: from accommodation to communication, be with them all along the experience, value them and show 24h support – it may constitute a CSF to show that you're always with them, even as they get old.

2.2. Vision

"To turn Portugal into the number one choice for Mature, Baby-Boomers and Generation X European Tourists through creating a long-lasting memorable experience throughout all stages."

Portugal must be able to deliver a complete, unique and outstanding tourism experience assuring that special needs are fulfilled whatever and whenever needed, thus assuring a long-term relationship with customers.

By understanding customers specific needs, Portugal must deliver truly valuable options and uninterrupted support for tourists and maintain it from the minute they dream on the travel till the minute they're back on they're country, while assuring there will be a second visit to Portugal and an equally outstanding travel experience.

2.3. Main Goals

- To implement a sustainable long-term tourism strategy, developing the most suitable Portuguese touristic products adapted to the next generation's specific needs, making Portugal the no.1 senior tourism destination in Europe throughout the next 15 years.
- Be able to attract and retain Baby-Boomers and turn them into frequent customers in medium-term while developing a powerful database of incoming tourists
- Develop an health exchange programme with major generating markets as well as develop highly specific segments of tourism

- Increase notoriety through communication targeted major influence players in the European Market, from media players to Governmental, Medical and niche entities.

2.5. Segmentation, Targeting and Positioning

Customers must be segmented according to their respective generational cohort, as it was shown to be the most suitable segmentation criteria not only in tourism but also across many different industries, including FMCG.

The strategy will be developed taking this into account, they're shared values, previous experiences and how these will evolve and impact travel behaviours. In the short-term (5 years) the priority will be given to mature travellers, the oldest generation of tourists, whereas in the medium-long term priority will be given to BB and *X-ers*. What is important to highlight that it is urgent to develop and implement a short-term strategy to effectively convert mature travellers into consumers in a near future, whereas regarding the other generational cohorts a deeper understanding and planning is needed in other to reach higher effectiveness rates.

Generational Segments	Age 2010	2015	2020	2030
Mature	>65	>70	>75	>85
Baby Boomer	45-64	**50-69**	**55-74**	**65-84**
Generation X	30-44	35-49	**40-54**	**50-64**
Generation Y	15-29	20-34	25-39	35-49
Millenials	<15	<20	<25	<35

In terms of key target markets, the strategy follows the major guidelines of PENT, however with slight differences as a deeper analysis of key target markets was needed, namely in terms of socio-demographic indicators.

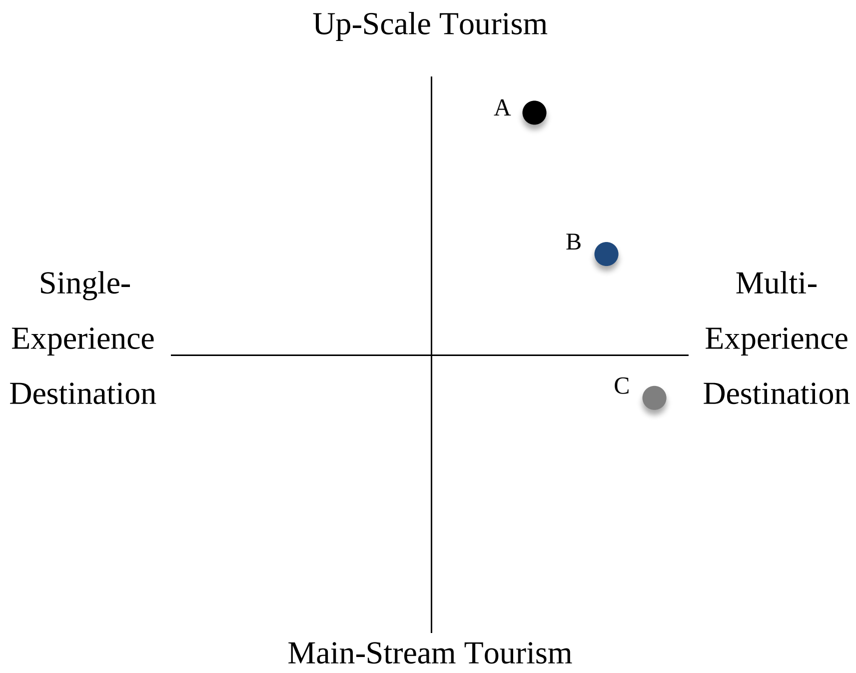
2.6. Positioning

Regarding the positioning of the country, taking into account the current mature travellers and the future "senior travellers", Portugal must position itself as an **Up-Scale Multi Experience destination.**

The Up-Scale segment still lacks of development and notoriety in foreign markets. However, due to its high profitability as well as it's potential to improve other high profitable segments such as health tourism, should be considered a development priority.

Moreover, the “future senior travellers” – the current BB and X-ers –must identify Portugal as a Multi-Experience Destination but not so much as an Up-Scale one. By the time they have more disposable income and increasing time availability – in a 5 to 10 year period -, one’s must be aware of the availability of a more customized Up-Scale tourism.

On emerging markets such as Brazil, China and Russia, to be able to attract mass tourism Portugal must first increase its notoriety. In this context, Up-Scale tourism should be a short-medium term development priority in order to attract more profitable and “increasingly senior” tourists, through specialized travel agents, positioning Portugal as an Up-Scale tourism destination, still seeing as exclusive and suitable for high-end travelling.



A: Exclusive high-end destination

Senior high-end travellers from emerging and traditional markets: Exclusive tailored travelling.

High Revenue/High spending per visitor

B: Up-Scale destination

Diversification: Senior tourists from traditional and/or nearby markets: Up-Scale but affordable destination.

Higher volume/frequency – lower spending

C: Aspirational destination

Invest on the lifetime value of Gen. X and younger BB: provide family memorable experiences today to provide high-end “couple” or group travels in a 5-10 year period.

High Potential/increasing spending levels

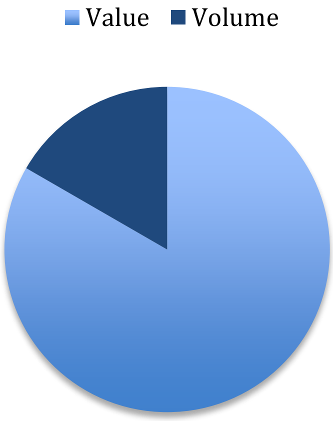
2.7. Touristic Products – Strategic development

The presented figure intends to highlight the most suitable approach for each generational cohort based on a previous behavioural analysis. It shows how generational values may impact the development of the sales approach and travel designing and how the communication strategy must be developed according to each one's characteristics.

		Values	Travel and Sales Tools	Communication
Digital Media	**Gen X**	Safety Entertainment Sense of "Uniqueness" Informality	Family Travel Packages 2nd Room discounts Provide entertainment for kids Incentives for early booking	Valuable/Memory building experiences Extensive information Encourage feedback Family-bounding moments
	BB	Optimism Exclusiveness Flexibility and freedom of movements Fun and companionship Personal stimulation	Incentives for group travelling (friends) Time-saving devices – mobile tools - convenience Custom designed experiences DIY processes In-depth/Participative experiences Last-minute opportunities	Exclusive Experiences Social/Cultural engagement Interactive media Young images and language/TOV Expert endorsements (e.g. Golf players) that transmit credibility Operators must show expertise
Traditional Media	**Mature**	Traditional values Self-enrichment Safety Comfort, tranquility Family Union Ethic, honor, loyalty	Professional advise Support throughout the decision-making process All-inclusive travel packages Incentives for off-peak and long-lasting travelling	User-friendly online media Formal and direct language/TOV Non-confrontational and easily understandable information Active lifestyles and non - stereotypical images Graphic elements

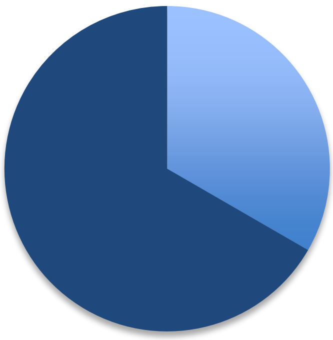
The Communication Message bust be based on the value proposition established on PENT and according to Portugal’s differentiating factors and qualifying elements. From those, the following figure illustrates what must be the aspects for on which communication message should be based on, taking into account the priority touristic products and the type of purchase.

2.7.1. Communication Targets



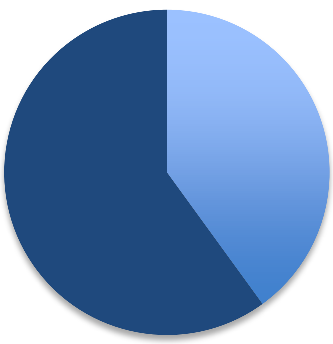
“The Million Dollar Tourist”

Internationally experienced traveller, aims for differentiated and unique experiences, such as Boutique hotels or World-class gastronomic activities. Travel with groups of friends or as a couple. Likes to plan the travel by himself, often with the help of a personalized assistant, and is highly influenced by it’s peer’s. Does not stick with a travel plan and it’s highly opened to take consuming decisions without anticipation. <u>It’s the most profitable group</u>.



“The average tourist”

Responsible for the largest part of tourism, spend the largest majority of the travel budget on the destination. Often stays at 4 stars hotels or apart-hotels, likes to have typical dinners on the destination and stays for 4 to 7 days. Travels with a pre-defined budget, loves mainstream touring and attractions and doesn’t easily pay for extra activities. However, Is keen to buy small souvenirs. <u>It’s the most frequent tourist.</u>



“The Pocket Tourist”

Plans the journey with anticipation and is financially dependent, travels 2 times per year, is financially limited and tends to do short-distance travels. Follows the mainstream locations and tours, stays at lower class hotels or rented apartments and does not frequently attend restaurants or other additional events. Only affords small indulgencies during the travel.

2.7.2. Communication Stages throughout the travel experience

In order to assure the effectiveness of communication efforts and a higher return and conversion rates, it becomes crucial to maintain a coherent and structured communication with tourists throughout the whole tourism experience, from the moment of information gathering to the minute they return to their country of origin.

Stage	Description	Key Communication Channels
1st: Communication/ Inspiration	Built mainly through communication and all it's suitable channels, it is the idea constructed on the minds of the customers, depending on previous experiences, primary motivations and main interests. If understood what drives the different generational cohorts and the purpose of travelling, it is possible to develop a more suitable, targeted and thus efficient communication message.	Offline: Mass advertising, specialized magazines (e.g. Golf, Upscale S&B) Online: Blogs, travel websites, social media. Advertising on online websites.
2nd: Destination Choice & Planning/Info gathering	Planning goes from the moment inspiration/communication generates a certain act of searching for related topics. From idea generation to daily travel decisions, information availability is critical at this stage, essentially conveying one main communication platform in order to maintain the desired positioning and image on the destination.	Offline: Contact via Travel Agencies with deeper knowledge on the customer and so able to targeted specific products. Online (websites, blogs, interactive applications
3th: Booking	Booking may happen within months before traveling or during the travelling experience. Information availability is key but most of all it must be organized by patterns of travellers or Touristic Products/experiences. It's at this stage where the cross-selling potential is higher, based on reviews and consumers behavioural patterns to increase the value of tourism and average spending.	Offline: Travel agencies, tour operators. Online: Interactive media (e.g. apps); Blogs; Travel agencies and booking websites (booking.com);
4th: Travel Experience	This must be the most active and intensive communication stage. Throughout the experience travellers continue to make decisions about daily activities such as tours, dinning places or attractions. Interactive platforms have a infinite potential to support these travellers and target customized solutions to daily	Offline: National T&T entities. From restaurants to hotels and entertainment activities, support must be given to improve critical

	options. Moreover, customers use interactive and social media to evaluate their overall experience and mainly to share it in real-time with and incredible wide audience, from their friends and family to blogs, what at the end is no more than free advertising for Portugal. The key is to leverage the positive experiences of tourists, connecting with consumers at every touch point and any given moment.	"touch-points" such as information or transports. Offline communication must support online activities; CRM activities; sales deals. Online: Social Media, interactive media; geo-location communication;
5th: Evaluation	The evaluation is hardly measurable and if positive it turns into high return rates, and this stage depends on the overall travel experience. However, the "final" impression on the destination is critical. Intervention in terms of communication is limited and is this sense the focus must be on providing a positive last-experience with aspects that in a more subtle way improve the experience and increase the satisfaction.	Offline: Communication in the airport as the last touch point with tourists. Online: Direct Mailing
6th: Return/recommend	It may be questionable what does tourists come back to a destination. However, they may be repeating the destination with a similar purpose of travelling (S&B) or to experience a whole new experience. This increases the need of designing and communicating perfectly suitable travel solutions based on previous knowledge on each customer behavioural patterns. Incentives may be offered to "potentiate the wish", through direct mailing and providing incentives for former-visitors to bring friends or family, reminding the experience or showcasing what's new since then. The next step/visit must always be focused on increasing the value of the previous customer.	Offline: Contact via Travel Agencies with deeper knowledge on the customer and so able to targeted specific products. Online: Direct Mailing, social media advertising and targeted communication.

3. Operationalization of the strategy – Timeline and prioritization

	2015	2020	2030
Generation X	Planning	Implementation	Top Priority Implementation
Baby Boomers	Implementation	Top Priority Implementation	High Priority
Mature Travellers	Top Priority Implementation	Low Priority	Low Priority

1. **Planning:** At this stage, the developed strategy must be locally adapted, from tourism infrastructures, to regional tourism offices and local T&T entities. Every evolved stakeholder must be aware of the plan and be qualified to better interact with the different types of travellers. Implementation must be taken at a regional level, branded communication materials must be supported by *Turismo de Portugal*, and specialized support must be given prior to the implementation.
2. **Implementation:** This stage must be the major focus of the presented recommendations: Strategic partnerships must be developed in at an initial phase as well as communication efforts, according to the different touristic products and target markets. Given the difficulty of accurately demand peaks according to each generational cohort, actions must be implemented with significant anticipation, taking as reference the years of 2015 (Mature Travellers), 2020 (Baby-Boomers) and 2030 (Generation X).

A control on the on-going operations must be made in order to control, evaluate and quickly readapt the existing strategy if needed. The following KPI's must be considered as the most relevant: Var. in Arrivals; Var. in FDI; Var. in Receipts; Var. Rev. per room; Occupation rates; seasonal analysis; social media KPI's such as content sharing, engagement index and/or number of interaction; var. in website visits; number of online referrals; number of news generated; among others.

The presented marketing activities are segmented in five main areas of marketing and communication tools, as presented in the following table, each with specific goals.

Public Relations	Evolve internal and external prescriptors and influencers Reinforce positioning Promote "Portugal" and touristic products Create a wide network of brand advocates
Sponsorship and Events	Brand Activation Create contact/interaction moments Increase notoriety
Digital Communication	Promote Engagement Inform and Interact Potentiate media content virality and WOM Provide specialized and continuous support Promote the available tourism offer
Customer Relationship Management	Promote Engagement Increase return-rates Potentiate profitable segments Increase customers value Increase knowledge on tourists behavior patterns
Promotions and Sales Tools	Increase return-rates Decrease tourism seasonality Promote and potentiate complementary experiences Increase customers value

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