

**MARKETING PLAN: SENTIR AVEIRO**

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**ABSTRACT**

The aim of this master thesis was the elaboration and development of a marketing plan for the tours company, Sentir Aveiro. Its main objectives were increase the company's sales and its brand awareness. Besides these, increase the number of international partnerships and online comments and reviews were important goals as well.

The collection of primary and secondary data allowed to reach many important insights and conclusions about Sentir Aveiro and the tourism industry. To support this plan, it was necessary to make a deep analysis of the external and internal environment of the Sentir Aveiro market.

Thus, this master thesis presents an implementation proposal composed by a strategic plan - segmentation, targeting and positioning, and by a set of actions within the marketing mix, highlighting the communication ones hence its importance in the marketing-mix on services and especially on tourism. Within the proposed actions, these are the main ones: the creation of packages for companies, be present on international tourism fairs, change the after-sale process, be present on the online tours platform Viator, creation of an online newsletter, having a different communication and content on Facebook and Instagram, offer and sell Sentir Aveiro merchandising, uniformize the dress code of the guides and establish a partnership with the University of Aveiro.

**Keywords:** Marketing Plan, Services Marketing, Tourism Marketing, Communication, Tourism

**JEL:** M13 - Marketing; L8 - Industry Studies: Services; L83 – Recreation; Tourism

## RESUMO

O objetivo desta tese de mestrado foi a elaboração e desenvolvimento de um plano de marketing para a empresa de *tours*, Sentir Aveiro. Os seus principais objetivos foram aumentar as vendas da empresa e a notoriedade da marca. Além disso, aumentar o número de parcerias internacionais e o número de classificações e comentários *online*, foram também outros objetivos traçados.

A recolha de dados primários e secundários permitiu a obtenção de informações e conclusões importantes sobre a Sentir Aveiro e a indústria do turismo. Para apoiar este plano, foi necessário fazer uma análise profunda do ambiente externo e interno do mercado em que a Sentir Aveiro atua.

Assim, esta tese de mestrado apresenta uma proposta de implementação composta por um plano estratégico - segmentação, *target* e posicionamento, e por um conjunto de ações dentro do *marketing mix*, destacando a comunicação, devido à sua importância no marketing de serviços e especialmente no turismo. Dentro das ações propostas, estas são as principais: a criação de pacotes para empresas, estar presente em feiras internacionais de turismo, alterar o processo pós-venda, estar presente na plataforma *online Viator*, criar uma *newsletter online*, ter uma comunicação e publicar conteúdo diferente no *Facebook* e *Instagram*, oferecer e vender *merchandising* da Sentir Aveiro, ter um *dress code* para os guias e estabelecer uma parceria com a Universidade de Aveiro.

**Palavras-chave:** Plano de Marketing, Marketing de Serviços, Marketing no Turismo, Comunicação, Turismo

**JEL:** M13 - Marketing; L8 – Estudos da Indústria: Serviços; L83 – Recreação; Turismo

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**LIST OF ABBREVIATIONS**

GDP – Gross Domestic Product

VAT - Value Added Tax

UGC – User-generated Content



## 1. INTRODUCTION

In the past five years Tourism has been growing without any interruption and faster than the world's commerce in general. The number of international tourist arrivals all over the world was 1,235 million in 2016, reaching a historic record. The region that received more tourists was Europe (UNTWO, 2017a).

In 2016, Portugal was the country that most contributed to the growth of this region with a performance of +13% (UNTWO, 2017b). In Portugal, Tourism plays a fundamental role in the Portuguese economy and it is currently the largest export sector in the country. By 2015, Portugal ranked 5<sup>th</sup> in the ranking of countries with the highest balance in the European Union tourism (INE, 2017). In the center of Portugal, Aveiro is one of the cities, within the tourism offer, that has been growing the most. This year the number of tourists increased 40% and in March, Aveiro received more 23% international and 11% Portuguese tourists when comparing to the same month in 2016 (Turismo do Centro, 2017 & SIC 25 Anos, 2017).

With the development of the World Wide Web, social media quickly have turned into a major opportunity to promote products and services as well as into a challenge for many businesses, especially in the hospitality and tourism industry. Nowadays there are many travel blogs, Facebook and third-party review sites as Trip Advisor, platforms that work as user-generated content (UGC), where travelers comment and classify services, products, and destinations that they have experienced. Therefore, the reviews and opinions generated by consumers are now part of consumers' routine when they want to be informed and make their purchase decision – when they have to choose a destination, hotel or what to do in their next holidays (Akehurst, 2009; Gretzel & Yoo, 2008; Lu & Stepchenka, 2012 & Xiang & Gretzel, 2010).

Sentir Aveiro founded in 2016 by two friends in love with their hometown, is a tourist animation company specialized in tours in the district of Aveiro. The core business of the company is the Sentir Tours, tours that are exclusively done in the Aveiro district. More recently, to face the low demand, Sentir Aveiro also organizes excursions out of Aveiro for the habitants of the city and close to it. In the future, their objective is too strict their business to their core business – the Sentir Tours. To make this happen is necessary to keep the service quality, increase sales of these tours as well as increase the awareness of the company.

Taking these into consideration, the purpose of this thesis is to help Sentir Aveiro to reach its full potential and to achieve its goals through the realization and implementation of a marketing plan, whose focus will be the communication.

The choice of this theme is due to the personal interest for the tourism industry. Besides that, the interest, in a special way, for the project of Sentir Aveiro, contributed as well. A project in my beautiful hometown with amazing views and gastronomy, full of potential, where, year after year, the number of tourists seen in the streets near the estuary highly increases.

The present work is organized in six chapters. The first, and present one, is the introduction where the theme is contextualized, as well as its relevance and objectives. The chapter that follows is the Literature Review, where the concepts of Tourism, Marketing Plan, Marketing and Communications in Tourism, Social Media in Tourism and Communication are explored. Methodology is the third, where the collected data is presented. The fourth chapter is the Marketing Plan, composed by the external analysis, followed by the internal analysis, by the SWOT analysis, by the adequate assumptions, by the Marketing and Communication Objectives and Strategies as well as the Marketing-Mix, with special focus on the communication strategy, by the Calendarization of the Actions and Budget, and finally by Monitoring and Control of the marketing plan to Sentir Aveiro. After these, conclusions and limitations of this work will be presented. Finally, in chapter six, suggestions for future researches will be presented.

## 2. LITERATURE REVIEW

### 2.1. Tourism

Tourism is one of the biggest industries in the world and it has been growing without stopping since 1950 (World Tourism Organization, 2017a).

There are a lot of tourism definitions, the most known is the definition used by the World Tourism Organization UNWTO “*Tourism is the temporary movement of persons to destinations outside their normal home and workplace, for leisure, business and other purposes, the activities undertaken during the stay and facilities created to cater for the needs of tourists*” (Cunha & Abrantes, 2011). Wall and Mathieson (1990) define it as set of activity of people that temporarily move away from their usual residence, for a period less than one year in a row, for leisure, business, or other purposes.

Additionally, Bull (1995) stands that tourism is not only defined as the phenomenon of a person traveling or a simple set of industries, but also as the human activity of movements and behaviors, the resources use and the interaction with other environments, people, and culture. On his hand, Vieira (1997) defends that is not possible to define tourism, because it is all about a state of mind and a personal experience.

In a general way, McIntosh *et al.* (1995) define tourism as a set of phenomena resulting from the relationship and interaction between tourist, business suppliers, host communities and governments, in the process of tourism attraction.

Tourism as a product is composed by tourist resources that already exist and cannot be created, by the components that can be added as infra and superstructures and by the hospitality and culture of the destination. It involves tangible elements as heritage, infra and superstructures as well as intangible elements such as courtesy, sympathy, atmosphere, and environment (Lohmann & Beer, 2013).

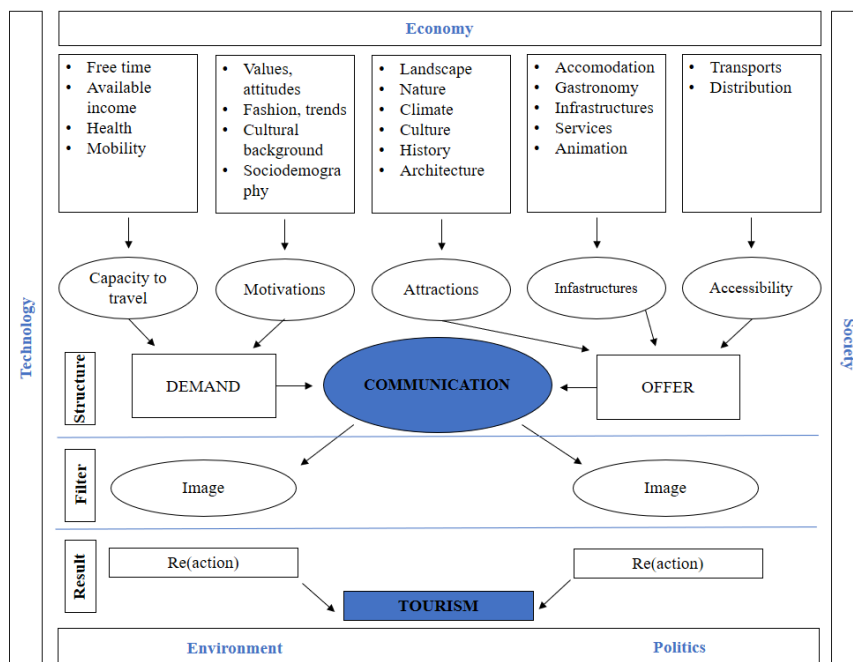
- **Touristic Resources:** involves natural, cultural, artistic, historic, and technologic elements that represent touristic attractions. It includes beaches, sun, mountains, snow, fauna, flora, environment, ecology, culture, and residents' lifestyle.
- **Infrastructures:** represents the constructions and equipment built by human activity, as airports, buildings, ports, communications, the water and energy system, parking lots and the basic sanitation.

- Superstructures: includes the facilities to accommodate and entertain the tourists. It includes hotels or any kind of accommodation, restaurants, animation, commerce zones, local transports, traffic terminals and other services.
- Heritage and culture: represents the spirit, attitudes, and behaviors of the residents through the visitors, as well as, the cultural manifestations. It includes music, dance, sports and another kind of artistic activities or forms of animation.

The tourism demand is influenced by the assets, ability, time, motivations and facilities of the person and the tourism resources, the infra and superstructures, the hospitality and culture of the destination. On its hand, tourism offer depends on the assets, amenities and on the accessibility of the region (Lohmann & Beer, 2013).

According to Lohmann and Beer (2013) the economy, technology, society, environment and politics affect the Tourism. These factors influence the possibility of a person to be a tourist and the potential of a tourism destination. Consequently, they influence the offer and the demand. These are directly connected to the communication of a touristic destination, product and service. On its turn, communication will influence the awareness and image. Finally, having these in consideration the market will react to the touristic destination, product, or service in question and of course, the demand and the offer will change (figure 1).

**Figure 1:** Tourism fundamentals, offer and demand interconnection



**Source:** Author’s own elaboration. Adapted from Lohmann and Beer (2013).

## 2.2 Types of Tourism

In 2005, an analysis to the Tourism Sector made by Instituto para a Qualidade de Formação (IQF) stated that the Tourism Industry could be divided into five sectors: Accommodation, Restaurants and Beverages, Distribution, Transportation, Tourism Animation and Management (IQF, 2005).

According to Middleton, Fyall, Morgan and Ranchhwod (2009) Tourism can be divided into five sectors:

- Accommodation, that includes hotels, motels, guest houses, vacation villages, conference/exhibition centers;
- Attractions, that includes museums, gardens, sports/activity centers;
- Destination Organization, that includes National/Regional tourist offices and tourism associations;
- Transport, that includes airlines, railways, boats, car rental operators, bus/taxi operators;
- Travel Organizers that includes tour operators, retail travel agents, booking agencies and conference organizers.

Moreover, in 2014, according to the study made by Banco de Portugal in 2014, suggests the division in three sectors, grouping some of the sectors defined before by IQF:

- Transport and Logistic: this segment includes the occasional transport of passengers, by air, road, water or rail and the vehicles renting.
- Accommodation, Restaurants and Beverages: this segment includes everything that is included in the Section I – *Alojamento, restauração e similares* of CAE-Rev3 – hoteliers' establishments, camping parks and other places of short accommodation, restaurants, beverages establishments, canteens and catering. The accommodation assumes a temporary profile and it can be in an isolated or integrated way with other services. This segment excludes the confection of meals whose purpose is not the immediate consumption, the long-term accommodation and the revenue of meals prepared by others (IQF, 2005).
- Recreational and Cultural Activities: this segment includes travel agencies, tourism operators, museums, historical monuments, marinas, and tourism animation.

### **2.3 Services Marketing**

According to Kotler (1988), a service is defined as any act, performance or experience offered in a certain period and which is essentially intangible and does not result in ownership of anything, yet creates values for its receptors. These are processes that can be bought and sold and their production may or may not be linked to any physical product. Additionally, Lovelock (2011) suggests that a service is more like a rental than a purchase that allows the consumer to access a good, a space and a network of contacts or to a professional knowledge of someone during a certain period. Therefore, this author also states that that products and services must be analyzed in a different way.

According to some authors as Rathmell (1974), Upah (1980), Berry (1983), Sasser (1976), Zeithaml *et al.*, (1985), the services marketing involves the following characteristics: intangibility, inseparability, perishability, and heterogeneity. Intangibility is considered the biggest difference between product and services marketing. It is intangible because it is based on concepts, perishable due to the impossibility of storage, inseparable hence its realization and purchase occurs at the same time, and heterogeneous due to its variability, the service can vary from producer, client and day by day.

These services particularities require different marketing mix strategies, in addition to the four P's of products - product, price, placement (distribution) and promotion, the services marketing mix also contains three more P's – people, process and physical evidence (Lovelock, 2011). A marketing plan for a service requires a serious knowledge of its manufacture, distribution, place of sale and value that the customer' attributes to that service. Besides that, McDonald *et al.* (2011) mention four C's of value – cost, convenience, communication, and consumers' desires, highlighting the communication. It is the more visible part of the marketing-mix and its role is to valorize the service quality as well as certify the services localization, atmosphere, distribution, corporative design, employees' behavior and the design of the website (Lovelock, 2011).

### **2.4 Tourism Marketing and Communication**

As the other services, tourism is perishable once the services are provided on a daily basis in specific quantities and in a determined local. It is intangible hence the fact that tourism is perceived by the consumers as a future benefit, the purchase of the services is made with antecedence, it is essential that the communication is good so consumer understands

the quality of the service. Besides that, tourism differs a bit from the other services once it has a deep connection with the consumer's expectations, dreams, and fantasies. Besides that, it is more supply-led than the other services in general and it may involve more than one supplier and sometimes suppliers' cooperation – holiday packages are a good example of that. Moreover, this is an activity sensible to economic crises, political instability and other factors that destabilize the population in general as epidemics (Middleton *et al.*, 2009).

Fyall and Garnod (2004) defend that there is a correlation between the increase of tourism in a global level and the technological advances. These allow the communications and distribution to be more efficient, to have a better quality of services and to reduce costs. At the same time, the motivations to travel are becoming more different and tourists are becoming more exigent. These phenomena originate the globalization of tourism and the increase of competition in the sector. The same authors argue that the best way to live in this new reality is to develop relationships and strategies of collaboration of B2B between, transport agencies, hotels, restaurants, rent-a-cars, tours, and other services.

Nowadays, people are expecting more interactive and personalized services. The combination of smart gadgets, mobile commerce, location-based services, data analytics, and the sharing economy with the emergence of online travel agencies have empowered tourists to co-create and personalize their experience with destination-based suppliers of tour components (Amadeus, 2015).

## **2.5 Internet and Social Media in Tourism**

Thanks to the development of the internet and social media it is possible to access to endless amounts of information, such as accommodation rankings, pricing, landscape descriptions, as well as scandals that influence the image of destinations (Moutinho *et al.*, 2013). Therefore, the branding of the companies and destinations had become more complex and challenging, managing social media and online content is essential to have a good performance and to increase the competitiveness of the company or destination (Munro & Richards, 2011 & PWC, 2014).

On the web, social media and search engines have become the preferential way to find tourism related information on the web. They represent the various forms of creation and exchange of UGC and their use become very popular among the tourists. These allied to

an intense-information industry that tourism is, has highly increased the growing use of social media for UGC and tourism purposes (Xiang & Gretzel, 2010).

The interest aroused by tourism in the digital universe is explained by the popularity of social networks specific to this sector, as is the case of TripAdvisor. The most diverse companies present in this platform (hotels and hostels, restaurants, museums, tours agencies etc.) strive to guarantee good levels of approval of its users and visitors, thus guaranteeing a place in the ranking of the most popular destinations in each category. It is estimated that every month more than 50 million users participate giving their evaluations in this network (Hospitalitynet, 2015).

In the recent years, according to the ITB World Travel Trends Report (2013) social media platforms such as Facebook, Twitter and YouTube, are increasingly being used for travel and tourism purposes. People are using these platforms to share ideas about possible trips, to seek opinions and reviews of destinations, hotels, tours and other activities, and to share pictures, comments and videos of their past experiences (Buhalis and Matloka, 2013). The ITB World Travel Trends Report (2014) reports that 40% of travelers are influenced by social network comments when they are planning their travel and that 50% do their travel plans based on other people's reviews and experiences. Therefore, is important for the companies to have positive comments and reviews hence the fact that negative reviews and comments, have a very negative influence and can lead users to choose another service or destination (Schegg & Stangl, 2017).

Furthermore, it is estimated that around 40% of the visitors of hotels, restaurants, tours, and other tourist attractions publish reviews after their visit. Ensuring a good average evaluation by users should be a primary objective for tour operators, as more and more consumers favor this indicator above any other form of promotion. In 2013, Nielsen, the market study agency, estimated that this percentage stood at 84% of all consumers, confirming word-of-mouth and earn media supremacy over any other form of advertising (StickyMedia, 2014).

Additionally, the influence and the visibility of the content can be increased with the use of hashtags on social media channels (making it public). Initially, Twitter users created the hashtag to categorize messages but now it also linked to Facebook, Tumblr, Instagram and Pinterest. In the last two, Instagram and Pinterest, it assumes an important role once it is a powerful tool to share and find photos. Hashtags are used to mark topics or



keywords and are short links headed by the sign “#” and increase the relevance of electronic word of mouth. Moreover, hashtags are essential to the way people communicate online, destinations and events should create their series of hashtags and use them (Hiscott, 2013).

## **2.6 Marketing Plan**

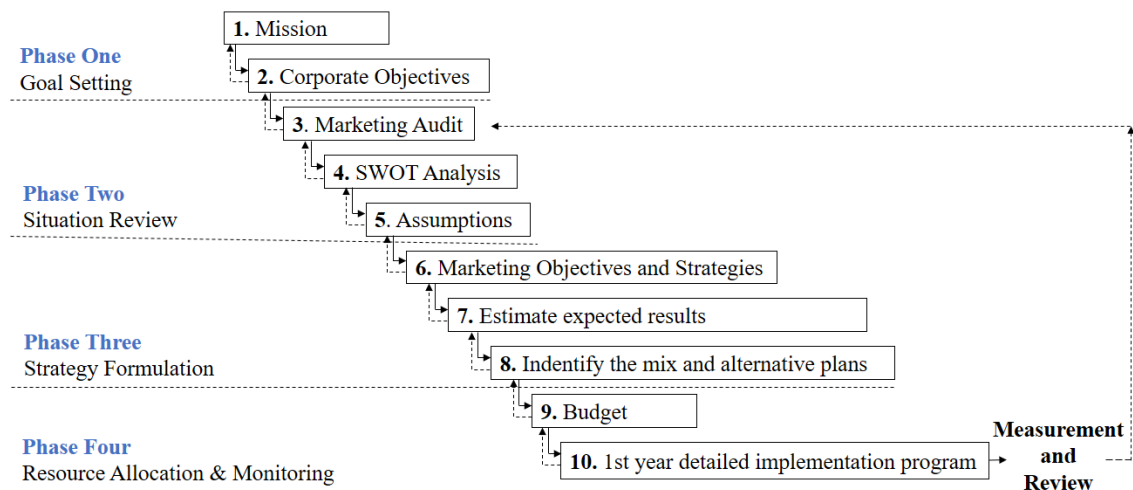
According to McDonald and Wilson (2011), the elaboration of a marketing plan is based on the objectives that the company wants to achieve and consists in the systematization of different activities.

Additionally, Westwood (2013) suggests that the key to realize a good marketing plan stands in the objectives defined by the companies. These are the drivers of the research and the ones that, then, lead to the strategic decision making.

On his turn, Wood (2007) stands that the existence of a marketing plan is essential once with defined and monitored strategies and objectives the companies keep more focused on its clients’ desires and needs. Moreover, McDonald and Wilson (2011) emphasize that the marketing plan must be customer-driven, by meeting their needs and desires as well as determine and communicate the value proposition of the company.

Wood (2007) stands that through an external and internal analysis and through the correct definition of market and target, the marketing plan allows and help the organizations to define strategies to fulfill their clients’ needs. Further, McDonalds (2011) suggests that the elaboration of a marketing plan can be divided into four phases, the first one consists of setting goals, the second in the situation review, the third in the formulation of the marketing strategy and the fourth in the definition of resource allocation and monitoring plan (figure 2).

**Figure 2:** The Strategic Marketing Planning for Services



**Source:** Author’s own elaboration. Adapted from McDonald (2011).

## 2.7 Segmentation, Targeting and Positioning

Segmentation, Targeting and Positioning (STP) is a familiar strategic approach that helps marketers to develop a marketing communication plans, where a personalized and relevant message is delivered to engage different audiences (Hanlon, 2017).

STP is different in the business-to-business (B2B) and business-to-consumer (B2C) market. To segment the B2C market many criteria can be used – demographics, psychographics, lifestyle, life stages, geographic, behavior and benefits.

According to Hague and Harrison (2017), in the B2B market, markets have a more complex decision-making unit, buyers are more rational, products are often more complex, the target audiences are smaller than consumer’s target audiences, the personal relationships are more important, the buyers are long-term buyers, the markets drive innovation less than consumer markets and have fewer behavioral and need-based segments. The criteria used to segment B2B are convenience, as geography and language, firmographics, as the company size and products made, that corresponds to the demographics in the B2C, behavior, as the price, delivery and quality sensibility and finally needs, as security, power and esteem (Hague & Harrison, 2017).

After distinguishing the different market segments, it is necessary to identify which ones provide the best opportunity and define them as a target. When deciding this, it is necessary to have in consideration the size, growth, the expected profitability, the

structural attractiveness and the company objectives and resources. After these, the last element of STP appears, the positioning. Companies develop market offerings that positioning them in the minds of the targets as the company that will deliver some core benefits. In other words, it is the way a product or service, is defined by the place the product occupies in consumers' minds when comparing it to competitors. To correctly position a product or service, it is important to identify the competitive advantages, select them and effectively communicate the chosen position (Kotler *et al.*, 2014 & Fill, 2009). Moreover, Fill (2009) stands that “*marketing communications strategy is essentially about positioning*”.

## **2.8 Communication**

There are many interpretations of communication and it can have many orientations. Therefore, there is no universal definition of marketing communications. Communication may be oriented to inform and promote, to process and imagery, to integrate or to create relationships (Fill, 2009). Despite this, the same author states that “*Marketing communication is a management process through which an organization engages with various audiences*”.

Additionally, Kotler and Armstrong (2007) defend that in order to effectively communicate, the presence of a sender and a receiver is necessary. The certainty of a correct understanding of the message occurs when the receiver issues its feedback. The same authors suggest that the messages can present three types of structure:

- Open-ended questions;
- Strong arguments in the beginning of the messages;
- Only strengths.

In the first one, open-ended questions, the purpose is to make the target audience to come to their own conclusions. In the second one, strong arguments in the beginning of the message, the purpose is to hold the public. In the third one, strengths, the purpose is to evidence its advantages over competitors. Overall, the content of the message should attract the public, maintain their interest, arouse the desire and induce the purchase (Kotler & Armstrong, 2007).

### 2.8.1 Communication Strategy

To have a good marketing communication strategy it is essential to have a deep knowledge about the business, to understand the product or service and how the market works, as well as, about the consumer’s awareness, expectations and attitudes through the product or service (Lovelock & Wirtz, 2017).

Additionally, Fill (2009) states that the three main communication strategies are the following:

- Pull-positioning strategy;
- Push-positioning strategy;
- Profile-positioning strategy.

The first one, pull-positioning strategy, has as purposes attract consumers and go straight to them, increase the brand awareness, encourage the involvement of the consumers and the brand, and motivate customers to buy. The second one, push-positioning strategy, consists in ensuring that the customer is aware of the brand at the purchase point and this way, taking the product directly to them. Basically, the difference between the pull and push strategies is that push strategy uses intermediaries to convey the message and pull is related to need of talk directly to the consumer (Fill, 2009). The third one, profile-positioning strategy, intends to influence, not only potential clients or intermediaries but also a wide range of stakeholders, hence the importance of having informed stakeholders to enable them to understand and perceive the positioning of the company (Fill, 2009).

To summarize these, here is the following table:

**Table 1:** Communication Strategies

Strategy	Target Audience	Message Focus	Communication Goal
Pull	- Consumers (B2C) - End-user B2B customers	Product/Service	Purchase
Push	- Channel Intermediaries (B2B)	Product/Service	Develop relationships and distribution network
Profile	- Stakeholders	Company	Build reputation

**Source:** Author’s own elaboration. Adapted from Fill (2009).

Due to the evolution of communications environment, a marketing communication plan involves the use many communication tools and involves different communication options. Marketers use an Integrated Marketing Communications (IMC) plan to support their company (Keller, 2010). According to Elliot and Boshoff (2008) an Integrated Communication Plan (IMC) should be a comprehensive and synchronized plan that evaluates the different roles of the different communication tools and combines them to create the maximum impact on corporate communication. In addition, according to these authors, the plan must be incorporated having in concern the company's vision and mission, to be effective in the messages they communicate.

On their hand, Fill suggest that besides tools, media and content are now a major concern in an IMC plan, as well. Mixing these three elements is essential to have a good IMC plan (Fill, 2009).

Moreover, Gurau (2008) summarizes the IMC process as a result of the alignment of management, budget and messages transmitted across all communication channels.

### **2.8.2 Communication Tools**

According to Keller (2010), the marketing area that has suffered more alterations in the past few years was the communication. The number of communications tools increased and now, thanks to the internet, companies have more ways to get to the consumers. The evolution in communications also allowed consumers to be more and better informed than ever, contributing as well for a more exigent client (Schultz, 2001). The easy access to information leads the consumer to play an active role in communication, allowing it to interact not only with business but also with other consumers (Dionísio *et al.*, 2015).

While developing the company's communication strategy marketers must choose among the communication tools they have. Then marketers must define the potential interactions that may exist across the different options to create a communication strategy that profoundly impacts the consumers (Keller, 2010).

According to Dionísio *et al.* (2010) the traditional marketing communication tools are: advertising, sales force, direct marketing, sponsorship, public relation, promotion, merchandising, and events. In the following table, each tool referred before is explained (table 2).

**Table 2:** Traditional Marketing Communication Tools

<b>Tool</b>	<b>Function</b>
Advertising	It is a tool of mass communication and usually, it is product oriented. Advertising can essentially be found in television, outdoors, radio, magazines and more recently on the internet as well. Increase recognition, encourage purchase, and communicate new products are the main objectives of this tool (Dionísio <i>et al.</i> 2010 & Fill, 2009).
Sales Force	This is a two-sided and a face-to-face form of communication, where the agent adapts his communication to his target and transmit information to it, and then gets their feedback. Increase loyalty, credibility and trust as well as inform the consumers, are the main goals of this tool (Dionísio <i>et al.</i> 2010 & Fill, 2009).
Direct Marketing	It is a bilateral way of communication, it is focused on personal communication and it is used to define targets. It differs from the sales force because the contact is not done face-to-face. It has a short/medium effect. Increase recognition, inform consumers and opinion leaders about new products, and inspire them to act are the main goals of this tool (Dionísio <i>et al.</i> 2010 & Fill, 2009).
Sponsorship	This tool serves for communicating the brand or product, as well as, the company's institutional message. It is used having in mind the target of the

	<p>company. It has a medium/long-term effect. Increase recognition, credibility, and trust, as well as, establish a position in the market are the main objectives of this tool (Dionísio <i>et al.</i> 2010).</p>
Public Relation	<p>This tool is adjustable to any audience and specific targets are approached. It has a long-term effect, and the actions must be consistent. Improve the image, increase recognition, and involve and inform the audience are the main goals of this tool (Dionísio <i>et al.</i> 2010).</p>
Promotion	<p>This tool is used during a specific time and it has a short-term impact. Accelerate sales, encourage the purchase, and promote new products are the aims of this tool (Dionísio <i>et al.</i> 2010 &amp; Fill, 2009).</p>
Merchandising	<p>This tool consists in offering products to the future or actual consumers. It is used to define targets at the points of sales. Create involvement, valorize the brand and increase sales are the main goals of this tool (Dionísio <i>et al.</i> 2015).</p>
Events	<p>This tool allows the companies to build a one-to-one relationship with its stakeholders. Events may be essential to the marketing communication strategy of the firms, and they may be related to noble causes, sports, culture, music, or lifestyles. Besides that, events allow the circulation of the company's message, not only to their target, but also to potential consumers that may get interested in the</p>

	company or product after the event. Build image, gain reputation, and establish contact with the target audience are the main objectives of this tool (Samu & Wymer, 2009).
--	---

**Source:** Author's own elaboration.

With the evolution of the World Wide Web new communication tools appeared. Besides the traditional, now there is also the digital ones. Online platforms allow companies to collect, record, analyze and use customer data and their feedback, making it easy to monitor and effectively customize the message they want to transmit (Gurau, 2008). In the following table (table 3) the function of each digital tool is explained.

**Table 3:** Digital Communication Tools

<b>Tool</b>	<b>Function</b>
Social Media	It is a cost-effective tool that allows companies to reach and engage consumers in a more effective way than the traditional advertising channels. Companies must develop an interconnected plan across the multiple social media that exists, as well as, be consistent in the message they want to transmit, having in mind the company's objectives. Social media are a bilateral way of communication, where consumers can interact directly with brands. Companies must take advantage of social media to cultivate and create meaningful relationships with their consumers or potential ones. (Castronovo & Huang, 2012).
Online Brand Communities	A brand community is a group of individuals that enjoy the same things, activities, lifestyles, or brands. It is a



	<p>sharing information platform. Here, consumers share their preferences, experiences, and affection through a certain brand. This provides important information about consumers' needs and desires. Marketers must use this information to take consumer insights and to increase the involvement of the consumers in order to increase brand loyalty. (Casalo <i>et al.</i>, 2008).</p>
<p>E-mail Marketing</p>	<p>It can specifically target individuals or determined groups and be personalized according to the target needs. It is a cost-effective way to build awareness, strong customer relations, increase the consumers' involvement with the brand and persuade potential consumers to try or purchase a certain product or service. (Fill, 2009 &amp; Muller <i>et al.</i>, 2008)</p>
<p>Search Engine Optimization (SEO)</p>	<p>It is becoming more important to IMC because consumers keep searching online information about a product or service. A good SEO campaign must begin with an analysis of the keywords, to see which one fits better in a certain theme. Then the website must have these keywords in index, titles, tags, or just phrases in general. As more keywords as the website has, more likely it will appear in the first search results. There is also the possibility to use SEO as a paid search advertisement. Through web analytics, the behavior of the website visitors can be analyzed –</p>

	where the traffic, the impressions, the referrals, and the clicks are analyzed. (Rutz & Bucklin, 2011 & Fill, 2009)
Websites	It is one of the most digital media used to seek for information. Consumers use this to know more about something they may want or need. Therefore, having an attractive and user-friendly website is mandatory to communicate in a clear way and pass the desired message to consumers or potential consumers (Castronovo & Huang, 2012 & Fill, 2009).
e-RP	It represents the new ways of sharing and spreading opinions about brands, services, or products. Blogs are a good example of this, due to the fact that brands pay copyrighters to produce opinions or to generate discussions about the topic that companies want, and advertorials for articles written in a journalistic tone (Akehurst, 2009)

**Source:** Author's own elaboration.

To have a successful marketing communication strategy, both traditional and digital tools must be used, the combination of offline and online tools is called Blended Marketing, which is a marketing technique that mixes traditional and digital marketing communication tools, taking the best out of the two (Dionísio *et al.*, 2010).

### **3. METHODOLOGY**

In this chapter, the methods and techniques of data collection and analysis that complement the elaboration of the marketing plan are presented.

According to Saunders *et al.* (2009) a research may have three main purposes: an exploratory, a descriptive and an explanatory purpose. The research purpose is essentially exploratory, but it is descriptive as well. It is exploratory due to the need of exploring the tourism industry as well as Sentir Aveiro, to see what is happening and seek for new insights and solutions. Additionally, it is also descriptive hence the fact that having detailed information about Sentir Aveiro is essential for the elaboration of the marketing plan.

#### **3.1 Data Collected**

The data collected for this thesis may be primary and secondary. Primary data consists of collecting information through primary instruments as surveys and interviews. Secondary data consists in information that already exists in the market and is already collected by another party. To the realization of this plan, primary and secondary data were collected.

##### **3.1.1 Primary Data**

The primary data used were collected through a semi-structured interview with one of the co-founders of Sentir Aveiro, and through the method of direct observation on Sentir Tours. Besides these, in August, a questionnaire was sent via email, by Sentir Aveiro, to the clients that made any Sentir Tour in 2017.

###### **3.1.1.1 Interview**

As the purpose of having a detailed information about Sentir Aveiro, a semi-structured interview (appendix 1) was done to one of the co-founders of the company, Rossana Freitas. This type of interview involves many open-ended questions and the interviewer already has predefined topics to approach during the interview, which does not imply that the interviewee explores and approach other convenient topics.

The information attained from the interview presented in this document is assumed to be reliable, thus it is used through the entire thesis. It serves essentially as a guideline to elaborate and structure the internal and external analysis.

### **3.1.1.2 Survey**

To understand the perceived service quality, the awareness of the brand and to have some consumer insights, questionnaires (appendix 2) were sent to the clients that have done any Sentir Tour since the beginning of 2017.

The survey was elaborated based on the SERVQUAL model (Parasuraman *et al.*, 1988). SERVQUAL is used to understand the perception of the consumers of service quality, and rests in five dimensions, enlarged in 22 items: 1) tangibles (equipment, visually appearance of facilities and workers and facilities consistent within the industry), 2) Reliability (respond within timeframe, reassuring when problems appear, dependable, service delivered at times promised and accurate records), 3) Responsiveness (inform clients when the service willingness occur, prompt service, the willing to help and to respond to requests), 4) Assurance (trust, customers feel safe in dealings, employees are polite and have support) and 5) Empathy (operate at convenient hours, companies and employees provide individualized attention, employees understand the clients' needs and have the best interests of the customer in mind).

The questionnaire, is divided into three sections, the first one is about demographic information, to have more consumer insights. The second is about the service quality perception that, as the SERVQUAL model, is composed by 22 items, that represents the five dimensions. Finally, the third part is about the brand awareness, to understand the perception clients have about the company and how and led them to choose Sentir Aveiro.

#### **3.1.1.2.1 Sampling**

The sample technics chosen were non-probabilistic and purposive. A non-probabilistic sampling may be the most practical sample in the exploratory stages of some researches. A purposive sampling consists in using the own judgment to select cases considered appropriate and that are more important to answer the research questions or to meet the objective.

In this sampling, only clients that experienced any Sentir Tour since the beginning of 2017 were selected to answer. This happened because the Sentir Tours are the reason why of the creation of the company, they are the core business, and due to the objectives of the company, that wants to make the Sentir Tours correspond to 90% of the business volume. However, the survey did not have the desired adhesion, only five responses were obtained and the data collected was irrelevant for the study. Despite this, it helped to understand that Sentir Aveiro must change some processes in order to be able to implement in a more effective way the questionnaires and consequently, have more responses to collect the desired data.

### **3.1.2 Secondary Data**

In what concerns the secondary data, firstly, as presented in the preview chapter, a Literature Review was made to enlarge the knowledge about Tourism as a concept, Marketing in Services, Marketing Plans, and Communication. Then data about the tourism industry and economy, in an international and national level, were collected. This collection was made through research on websites of World Tourism & Travel Council, World Tourism Organization, World Economic Forum, Banco de Portugal, Turismo de Portugal, Turismo do Centro, Instituto Nacional de Estatística and PORDATA. Finally, to realize the competitive analysis, some data were collected by analyzing websites, as well as, consulting the presence on TripAdvisor and social media as Facebook, Instagram of the considered competitors.

The secondary data collected is an important and very helpful source of information for the elaboration of the external analysis.

## **4. MARKETING PLAN**

### **4.1 External Analysis**

This external analysis will be conducted to identify the current situation of the tourism sector in Portugal, both in a macro and micro environment context.

#### **4.1.1 Macro Environment Analysis – PESTEL Analysis**

A PESTEL analysis will be done, where the political-legal, economic, social and technologic environment will be explored.

- Political

Nowadays, the political environment is stable. After the global crisis in 2008 felt all over the world, Portugal resorted to the help of Troika. It resulted in the application of austerity policies. This led to the increase of VAT in services to 23%, to the rise of the unemployment rate and to the increase of the retirement age. Despite this, in 2013, the unemployment rate started to decrease again.

Portugal as a member of the European Union is a country with a great flow of commerce, which makes it a country with excellent investment opportunities. Moreover, Portugal uses the Euro as official currency following the European Commission's guidelines.

In 2016, world economic activity slowed down, reaching the lowest growth after the last international economic and financial crisis. The growth of the financial markets in 2016 was driven by the UK's exit from the European Union, Brexit, and by the US presidential election in November. These led to peaks of volatility and an increase of uncertainty. The Brexit may have an impact on the tourism industry since the British represent the largest percentage of overnight stays in Portugal. According to data from the National Institute of Statistics, in 2016, 24.2% of tourists were British.

- Economic

The global crisis in 2008 felt all over the world led to an instability felt in several areas. Despite this, the tourism industry was one of the industries that contributed in a positive way to the Portuguese trade balance (INE, 2017). The tourism sector has a high dynamism

and this is explained by the increase of the number of overnight stays of non-residents in national hotel establishments.

According to a study realized by the World Travel & Tourism Council (2017), where the impact of the sector was analyzed in 185 countries in 2016, the tourism sector contributed for 6.4% of the Portuguese GDP and for 8.1% of Portuguese total employment. Considering the direct contribution, Portugal is the 30<sup>th</sup> in the GDP ranking and the 43<sup>rd</sup> in the employment ranking, among all the countries analyzed.

In the same study, it is concluded that the weight of this sector in the Portuguese economy is higher than the average of the rest of the world, as well as, in terms of investment, this is almost three times higher than the average contributions registered in other countries (WTTC, 2017).

In 2016, the Portuguese economic deleveraging process contributed to the decrease of the debt ratio of the families and companies, but despite this, the value of this ratio remains very high (Banco de Portugal, 2017).

Portugal registered an unemployment rate of 11.1% in 2016, a value that shows a reduction of 1.3 percentage points facing 2015. This evolution contributed for the increase of the inflation rate, due to the increasing of unitary work costs. The inflation rate, measured by the variation of the Harmonized Index of Consumer Prices, was 0.6% in 2016 (Banco de Portugal, 2017 & PORDATA, 2017).

- Socio-cultural

Nowadays, Portugal has a population of 10.286.464 individuals, where 50.2% make part of the active population. The average life expectancy has been growing and in 2015 it was 80.6 years. According to Banco de Portugal (2017), in 2016 a decrease in the resident population and the active population was observed.

The unemployment passed from 12.4% to 11.1% in 2016. In the last two years, the minimum wage was increased in 5%, passing from 505€ to 530€ in 2016 and to 557€ in 2017. The government expects to keep this trend and reach the 580€ in 2018 (PORDATA, 2017).

In 2011 the illiteracy rate was 5.2%, a rate that has been constantly decreasing since 1998, except for 2011, where this rate increased 0.3 percentage points. In 2016, the number of people with higher formation increased to 17.8%, facing the 17.1% of 2015. The percentage of people with higher formation has been growing since 1998, except for 2011, where this rate decreased 1.4 percentage points.

According to the English Proficiency Index, the Portuguese are dominating more and more the English language. In 2016, Portugal ranked 15<sup>th</sup> in a list of 70 evaluated countries, being placed in the high dominion level of the most widely spoken language in the world (EPI, 2017).

A study made by the Turismo de Portugal between 2016 and 2017, found that hospitality and sympathy of the people are two characteristics that define the country. Besides that, the security and the cultural heritage are also two factors that characterize Portugal. According to the Global Peace Index in 2017, Portugal is the 3<sup>rd</sup> more secure country in the study realized among 163 countries in the world, Portugal rose two places since 2016.

- Technologic

These days, people seek for online inspiration, when they are interested in some destination, they do online research and communicate between them to certificate that they make the right choice, people use websites, app's and review sites where the customers share their touristic experiences. The internet is now as important for inspiring new travels as it is for planning those (Kozak *et al.*, 2013).

According to a survey conducted by INE, published in 2015, 70% of the Portuguese families are connected to the internet at home. Computers and internet are more used by people that are less than 44 years-old. Moreover, 70% of the Internet users in Portugal participated in social networks and 66% did it through their smartphones.

In an increasingly digital world, it is not only important but essential that any tourist destination is present on the Internet (Sousa, 2016). In 2014, Portugal invested around five million euros on the internet to diffuse the country as a touristic destination, reducing the tourism budget by 30% (Turismo de Portugal, 2016).



According to a study carried out in 2014 by Bloom Consulting, tourism is the most searched topic on the internet in Portugal (about 82% of the total research on the country). The theme of accommodation is the most researched within the theme of tourism.

- Environmental

The politics launched by the government were policies that promote the sustainability of the touristic activity all year long. The strategy of tourism for 2027 establish as environmental sustainability goals, certify that more than 90% of the tourism companies adopt measures for an efficient use of energy and water and develop environmental waste management actions. Besides that, the implementation of a system with sustainability indicators of international reference for the sustainable management of destinations in the national territory, in partnership with the World Tourism Organization, is a goal of the Portuguese tourism strategy for 2027 (Turismo de Portugal, 2017).

- Legal

Portugal has two identities that regulate the tourism industry, the Turismo de Portugal and ASAE, whose functions are to develop strategies and to keep the security and quality, so the industry can grow.

The companies that operate in the tourism industry are regulated by different codes, the *Códigos da Atividade Económica* (CAE). The activities of tour agencies are represented by the code 7911 and comprise the activities manly linked to the sale of travels, touristic routes, transport, and accommodation, both on a wholesale or retail basis, to individuals or companies (CAE, 2007). Moreover, the VAT applied to this sector is 23%, governed by the law n°221/1985, of July 3<sup>rd</sup>, DR n° 150 – I Série. Still in the tourism industry, other codes as 7912, 7990, 93293 and 49320 allow the reservation of trips, accommodation, transportation, as well as events organization.

#### **4.1.2 Micro Environment Analysis**

Here the evolution and current situation of Portuguese Tourism will be analyzed as well as the competitors of Sentir Aveiro.

**4.1.2.1 Tourism in Portugal**

Portugal has been a success as a touristic destination, its geographical, the good weather, the high levels of light, the elevated value of historic and cultural heritage, the hospitality, the gastronomy, the security, and the diversity of options are the main factors for the success of the country. The tourism in Portugal is divided into seven areas, which are the following: Oporto and North, Center, Lisbon, Alentejo, Algarve, Azores and Madeira (Turismo de Portugal, 2017).

Portugal occupies the 26<sup>th</sup> position in the ranking of International Tourism Receipts published by World Tourism Organization (UNWTO) in 2015. According to the World Economic Forum (WEF), Portugal is on the TOP 15 of the most competitive destinations in the world, it is the 14<sup>th</sup> on the Travel Tourism Competitiveness Index 2017 Ranking, with a score of 4.74, the country climbed one place since 2015. When comparing Portugal with its main competitors: Spain, Italy, Greece, Croatia, Malta, Turkey and Cyprus, it is the 3<sup>rd</sup> on the ranking (table 4). It is important to notice as well that Portugal is the country that scored higher in the metric “Safety and security”.

**Table 4:** The Travel & Tourism Competitiveness Index 2017: Southern Europe

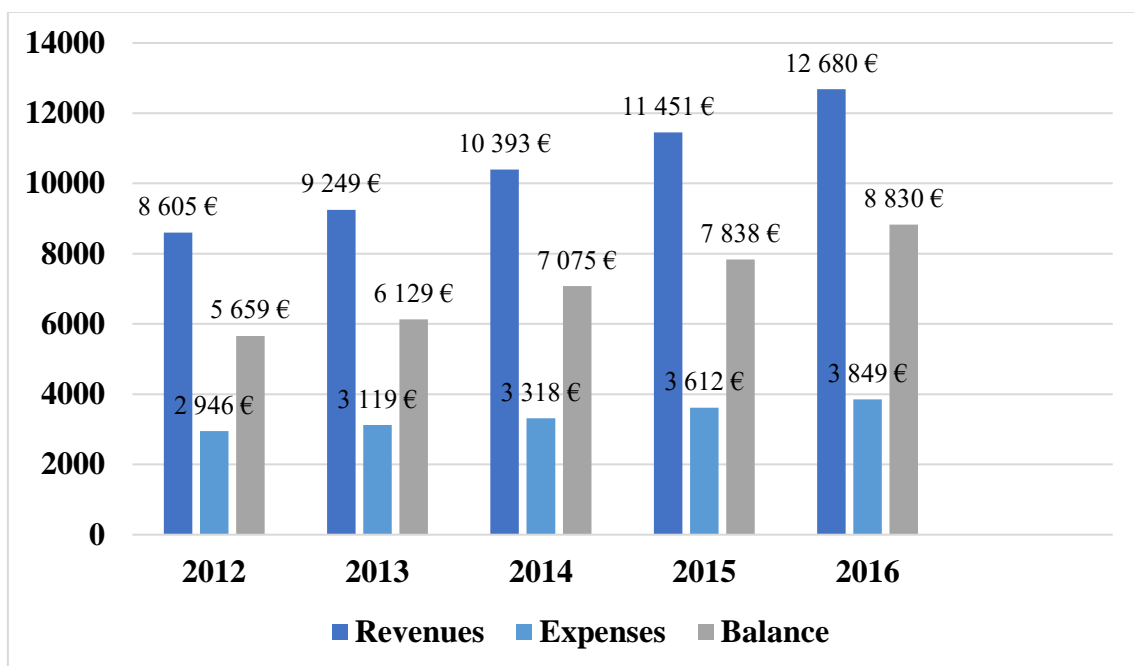
Country	Global rank	Enabling Environment				
		Business environment	Safety and security	Health and hygiene	Human resource and labor market	Information and Communication Technology (ICT) readiness*
Spain	1	4.4	6.2	6.3	4.9	5.5
Italy	8	3.9	5.4	6.2	4.6	5.4
<b>Portugal</b>	<b>14</b>	<b>4.6</b>	<b>6.3</b>	<b>6.3</b>	<b>5.2</b>	<b>5.2</b>
Greece	24	4.1	5.6	6.6	4.8	4.9
Croatia	32	4.0	6.1	6.4	4.4	5.0
Malta	36	4.7	5.9	6.4	4.8	4.5
Turkey	44	4.5	4.1	5.4	4.3	4.3
Cyprus	52	4.6	5.8	5.8	4.9	4.8

\* includes: fixed-telephone subscription/100 in habitants, mobile-cellular telephone subscriptions/100 in habitants, international Internet bandwidth per user, percentage of households with a computer and with Internet access

**Source:** Author’s own elaboration. Based on World Economic Forum (2017).

Portugal is the 11<sup>th</sup> in the UE 28 ranking in 2015 concerning the Eurostat – balance of payments exports in travel and tourism. In 2015, the Portuguese Touristic Balance registered 11, 4 thousand million euros in receipts, recording a balance of 7, 8 thousand million euros, representing a growth of 10.8% facing 2014. In 2016, it registered 12, 7 thousand million euros in receipts and reached a record value, recording a balance of 8, 8 thousand million euros, representing a growth of 12.7% facing 2015 (figure 3) (INE, 2017 & Turismo de Portugal, 2017). Portuguese tourism has a strong influence on the national economy, which is far above of the world average.

**Figure 3:** Portuguese Tourism Balance 2012-2016



**Source:** Author’s own elaboration. Adapted from INE (2017).

In terms of continents, Europe was the continent that contributed the most for this record value in receipts, it is the main source of receipts with 83.6%, followed by the Americas with 10.1% and by Africa with 3.5%. In terms of countries, the main contributors are France, United Kingdom, Spain and Germany (INE, 2017).

The year of 2016 was historic, Portugal had the best performance in the last decade and it is important to notice that the country registered 53, 5 million asleep, more 4, 6 million than in 2015 and received 19,1 million guests, representing a growth of 9,7% facing 2015. More 1.500 companies related with tourism animation were created and the seasonality index decreased to 35%, showing improvements from 2015 where the seasonality index was 37%. All the regions showed a significant growth, but Azores is the highlighted

region with a growth of 21%. Azores is followed by Oporto and North with a growth of 13% and by Alentejo with a growth of 11%. Tourism was responsible for 16.7% of the total of exports goods and services of the country, representing a growth of 12.8% when comparing to 2015 (15, 4%). (Turismo de Portugal 2017).

Pedro Machado, the president of the Tourism of the Center of Portugal, states that the tourism in this area increased in the last years, highlighting Aveiro city. The president attributes the success of the city as a tourism destination to the proximity to the Oporto airport that is receiving more visitors' year after year. This is not a surprise, hence the fact that Oporto is constantly competing for the European Best Destination. Matter in fact, Oporto won the award three times already, the first one in 2012, then in 2014 and once again in 2017 (European Best Destination, 2017).

Moreover, Pedro Machado, says that the internal market has been growing and that a strong bet was also made in the extern market. According to World Travel & Tourism Council (2017), the domestic spending contributes 32.8% to the Portuguese GDP, while the foreign visitors spending contributes 67.2%.

A study that evaluated the satisfaction of tourists that visited Portugal conducted by the Turismo de Portugal in September 2013, found out that the main reasons for people to choose Portugal as a travel destination were the recommendation of family, friends or colleagues and the information available on the internet, with 36% and 22% respectively (PWC, 2014).

As tourism is a world growing activity, it is expected that the international arrives continue to grow. It is expected that Portugal receives 1,4 thousand millions of international arrivals in 2020 and 1,8 thousand million in 2030. The Portuguese Tourism Organization wants to affirm tourism as a motor for economic, social, and environmental development in every region of the country. Turismo de Portugal establishes five strategic axes, as priorities, as well as the respective orientation guidelines of action: value the territory, boost the economy, enhance knowledge, generate networks and connectivity and promote Portugal (Turismo de Portugal, 2017).

Position Portugal as a sustainable destination where the touristic development is based on the conservation and valorization of the natural and cultural heritage of the country, as an innovative and competitive destination that is present in the international rankings, as a cohesive territory where the touristic demand occurs in a homogeny way, as a country

that invests in people, good to work, study, live and invest, as a country that is opened and connected with the world and as an international reference for tourism are the main goals that Turismo de Portugal wants to achieve. These to set Portugal as one of the most competitive and sustainable tourist destination in the world (Turismo de Portugal 2017).

According to a questionnaire made by the Turismo de Portugal, the five main challenges of the Portuguese tourism in the next 10 years are: the combat of seasonality, the valorization of patrimony and heritage, the deconcentrating of demand, the qualification and valorization of the human resources, and stimuli the innovation and entrepreneurship (Turismo de Portugal, 2017).

#### **4.1.2.2 Competitive Analysis**

In Portugal, in 2017, there are 2.624 companies registered in the category of travel agencies - CAE 7911, and 111 of them are registered in Aveiro, which represents 4.5% of the total of the country (Racius, 2017a). Besides that, there are 4.506 companies registered in the category of tourist animation – CAE 93293, and 118 of them are registered in Aveiro, which represents 3% of the total of the country (Racius, 2017b). The number of companies operating in the tourism industry has been increasing in the last years, thus the competitiveness is increasing as well and have a perceived quality service is mandatory.

Sentir Aveiro appeared due to the lack of companies that provide the same services in Aveiro region. There is only one company that provides the same services in the district that can be considered a direct competitor, Hotspot Tours from Aveiro. Besides that, there is one more company that offers some similar programs but is not considered a direct competitor, Agitours from Águeda. Additionally, a bigger company from Oporto will be included in this competitive analysis as well, hence they also have programs that include Aveiro as a destination, Living Tours from Oporto. The competitive analysis is presented in the following table (table 5).

**Table 5:** Competitive Analysis

<b>Hotspot Tours</b>	<b>Price</b>	<b>Marketing &amp; Communication</b>	<b>Marketing &amp; Communication in Numbers</b>
<ul style="list-style-type: none"> <li>- Small Dimension;</li> <li>- Specialized in private tours;</li> <li>- Does not have a physic office;</li> <li>- Registered since 2012;</li> <li>- Day tours and personalized tours;</li> <li>- Two mini vans as physical evidence;</li> </ul>	<ul style="list-style-type: none"> <li>- Day tour Aveiro from 55€;</li> <li>- Day tour Ílhavo from 60€;</li> <li>- Day tour Vouga from 75€;</li> <li>- Day tour Bairrada from 80€.</li> </ul>	<ul style="list-style-type: none"> <li>- Present on Facebook and TripAdvisor;</li> <li>- Website with an unattractive design;</li> </ul>	<ul style="list-style-type: none"> <li>- 649 likes on Facebook;</li> <li>- Does not post with regularity on Facebook;</li> <li>- 2 photos on TripAdvisor and zero comments and reviews;</li> </ul>
<b>Agitours</b>	<b>Price</b>	<b>Marketing &amp; Communication</b>	<b>Marketing &amp; Communication in Numbers</b>
<ul style="list-style-type: none"> <li>- Small Dimension;</li> <li>- Specialized in private tours;</li> <li>- Present in Águeda with an office at the business incubator;</li> <li>- Registered since 2016;</li> <li>- Day, half-day, walking and personalized tours, workshops and other events as party and dinners;</li> </ul>	<ul style="list-style-type: none"> <li>- Day tour to Aveiro from 55€;</li> <li>- Day tour Vouga from 40€;</li> <li>- Day tour Wine (Bairrada) from 55€;</li> <li>- Half-day and walking tours from 7€.</li> </ul>	<ul style="list-style-type: none"> <li>- Present in Facebook, Instagram, Twitter and Pinterest;</li> <li>- Not present on Trip Advisor;</li> <li>- Website with an attractive design;</li> </ul>	<ul style="list-style-type: none"> <li>- 1698 likes on Facebook;</li> <li>- Posts with regularity on Facebook;</li> <li>- Evaluated in 4.8 with 17 reviews on Facebook;</li> <li>- 222 followers and 22 posts on Instagram;</li> <li>- 14 followers on Twitter;</li> <li>- 3 albums on Pinterest.</li> </ul>

<b>Living Tours</b>	<b>Price</b>	<b>Marketing &amp; Communication</b>	<b>Marketing &amp; Communication in Numbers</b>
<ul style="list-style-type: none"> <li>- Big Dimension;</li> <li>- Specialized in tours, walking tours and private tours;</li> <li>- Other services as transfers and transport of people;</li> <li>- Present with an office in Portugal (Oporto and Lisbon) and Spain (Barcelona);</li> <li>- Founded in 2004;</li> <li>- Present on international tourism fairs as Fitur in Madrid, World Tourism Market in London and ITB in Berlin.</li> <li>- Day, half-day, multiday, combined and personalized tours;</li> <li>- Many Mercedes mini vans as physical evidences;</li> </ul>	<ul style="list-style-type: none"> <li>- Half-day tours to Aveiro: 50€;</li> <li>- Day tour to Aveiro: 80€;</li> <li>- Day tour Bairrada from 85€;</li> <li>- Tours to other cities in Portugal and Spain from 15€.</li> </ul>	<ul style="list-style-type: none"> <li>- Present on Facebook and TripAdvisor;</li> <li>- Website with a medium design, not very much attractive.</li> </ul>	<ul style="list-style-type: none"> <li>-2339 likes on Facebook;</li> <li>- Posts with high regularity on Facebook;</li> <li>- Evaluated in 4.9 with 128 reviews on Facebook;</li> <li>- Gained the TripAdvisor Excellence Award in 2014 and 2015;</li> <li>- Evaluated in 5 with 790 reviews and 408 photos on TripAdvisor;</li> </ul>

**Source:** Author's own elaboration.

## **4.2 Internal Analysis**

The following internal analysis was based on the data collected through the semi-structured interview to one of the co-founders of the company, Rossana Freitas, as well as, through the website Facebook and Instagram of Sentir Aveiro and through TripAdvisor.

### **4.2.1 Company Presentation, Vision, and Mission**

The idea of the company appeared during an experience of one of the co-founders in Rio de Janeiro at Brazil, where she made tours outside the city center, with everything included. As nothing similar existed in Aveiro, she decided to create something similar in the behave of her beloved city, and create Sentir Aveiro.

Sentir Aveiro is a tourist animation company specialized in itineraries/ tours in the district of Aveiro for small and private groups. As the name says, it is a company from Aveiro founded in 2016, by two friends that are in love with their hometown and want to show its beauty to the world. Their mission is to proportionate an unforgettable visit and to make people feel Aveiro, guaranteeing, to those who pass by, an authentic and enriching experience, with easy access to all the small treasures that the city has, to make people feel the city as the locals feel it and to see it with eyes wide open, like who made roots grow there.

### **4.2.2 Human Resources**

As it is a recent company, only founded in May of 2016, it only counts with its two founders, Rossana Freitas, and Cátia Assunção. They execute all the tasks, including guiding the tourists in the tours. They speak four languages: Portuguese, English, French, and Spanish. Times to times, and according to the needs, external guides are contracted - if it is a large group or if the clients speak another language as German for example. This is possible due to the high number of partnerships that the company has. The accounting is made by an extern company and the logo and website were created and design by an extern marketing agency called InCentea MI.



#### 4.2.3 Financial Resources

The financial resources come from the sale of tours and they are spent in the service performance, in the external services that make part of the tours as lunch, *moliceiro* boat trips, bus renting (for the excursions that are not the Sentir Tours), entrances in museums and investments. The biggest spends are with the external services.

The initial investment was from 13.000€ and the company counted with an IEFP grant from the government of 5.500€. As the company was only created in May, in the year of 2016, it did not have any profit and none of the invested money was recovered. During the year of 2017, the company already had a profit of 2.000€.

#### 4.2.4 Informative Resources

The informative resources that Sentir Aveiro uses, come from the data collected by Turismo de Portugal and Turismo do Centro. Besides that, the company also valorizes the opinion of its clients and collect information during the tours. They give special attention to the consumer's critics and opinions through directly asking after the tours and through the reviews and comments that are made on the Facebook page and TripAdvisor.

#### 4.2.5 Product

The core product of Sentir Aveiro is the Sentir Tours, tours made in the Aveiro district. There are 13 Sentir Tours: Sentir Aveiro, Sentir Ria de Aveiro, Sentir Ílhavo, Sentir Mar & Ria, Sentir Bairrada, Sentir Bussaco, Sentir Arouca Natural, Sentir Arouca Histórica, Sentir Sever do Vouga, Sentir Ílhavo e Faina Maior, Sentir Aveiro e a sua Ria, Sentir Aveiro e a sua Arte, and finally, Sentir à sua medida, that consists in a personalized tour, where the client chose what to see and do. These tours are composed by transportation in the own vehicles of the company and, if it is the case, by *moliceiro* boats from partners, meals, and the cultural and touristic information. They can be found in the website of the company and in the TripAdvisor.

Besides these, more recently and due to the low demand of the Sentir Tours, the company also does tours outside Aveiro for people from the district or close to it. These tours are one-day tours and depart from Aveiro to any localization, excursions to Cíes Islands in Vigo, to the Berlengas Islands in Leiria or to Passadiços do Paiva in Arouca are examples

of that. In these excursions, the media of transport used are big bus that are rented for the day and eventually boats from the partners. These one-day trips are promoted on Facebook.

Nowadays, the Sentir Tours correspond to 60% of the volume of business. In this category, the Sentir Aveiro and Sentir Ilhavo are the ones that have more demand in the summer and the Sentir Bairrada is the one that has more demand in the winter. The Sentir à sua medida tour is also one of the tours that has more demand, no matter the time in the year. On the other hand, the Sentir Sever do Vouga tour was never done because no one ever asked for it, and the Sentir Mar e Ria was never done too, since a minimum of people is required to do this tour.

Finally, Sentir Aveiro has a concern, keeping its product according to a philosophy of sustainable tourism under its three strands: environmental, economic, buying other products and services from local community suppliers, and social, fostering relationships between visitors and the local community.

### **4.2.6 Price**

The prices practiced by Sentir Aveiro goes from 25€ to 75€ per person, for a tour that can have the duration of a day or half-day. The kids from four to eight-years-old have a discount of 50% and the ones aged three or less do not pay at all. The difference in the prices is justified for the duration of the tour, the distance of the city center, the different costs that are associated with each program, as well as, the different activities that make part of the tours. The prices are defined according to the variable costs of each tour, including the gasoline, porticos, vehicle wear, lunch, and the extra activities of each. Besides this, the VAT, which is 23% in this sector, is also taken into consideration as well as the insurance. The profit margin varies all the time, which is normal in the sector, due to the seasonality and the oscillating trends in the tourism market.

### **4.2.7 Distribution**

Sentir Aveiro does not have a physical office nor an open balcony to the public. For this reason, the site performs the functions of showroom and shop. In the website (appendix 3), it is possible to have access to all the suggest tours, that have a small description of

them, the program, what is and what is not included, as well as, recommendations and prices. It is also possible to find links for the Facebook and Instagram of the company, as well as, a link for TripAdvisor, where are the evaluations and comments about the tours. Besides that, the contacts of the firm, news about Aveiro and the partnerships that exists may also be found here. The website can be visited in two languages, Portuguese or English.

The distribution of the service as a product occurs inside the ways of transport, including the company vehicle, the *moliceiro* boats, the streets, museums, and cultural and historic heritage.

#### **4.2.8 Communication**

The communication of Sentir Aveiro is mostly done via online. Additionally, the consumers' comments and recommendation (word-of-mouth) also represents an important part of the communication. Besides the online via, Sentir Aveiro also uses the distribution of flyers in hotels and touristic posts, the presence in tourism events as the International Tourism Fair BTL (*Bolsa de Turismo de Lisboa*) in Lisbon and Fitur (*Feria Internacional de Turismo*) in Madrid and direct marketing in the United States within an American agent.

As the online is the main via utilized by Sentir Aveiro, in addition to the website, the divulgation of the product also occurs on the company's Facebook (appendix 4), Instagram (appendix 5), and TripAdvisor (appendix 6).

Facebook is more used to promote the tours and information about it, both Sentir and the others. But it is important to notice, that more recently the other tours have been more promoted due to the lack of demand of Sentir Tours in the summer. This happens because the tourists in the region in the months of summer are more likely to enjoy the sun and go to the beach. Still on Facebook, pictures of the tours and curiosities about Aveiro are posted as well. It is important to mention, that despite the few 49 reviews, Sentir Aveiro is ranked with 4, 9 in 5. The only review that did not rate the company five stars was probably a mistake because the comment left said: "*não tenho palavras, foi fantástico*". Instagram, on its hand, is more used to share beautiful images of Aveiro district, but it is also used to share pictures of the tours made. Matter in fact, the content posted in these two social media is kind of similar.

On its hand, TripAdvisor revealed itself as a very important tool of communication, due to the divulgation, comments, and evaluations of consumers. At this platform, the materialization of the service occurs through the sharing of photos and comments about the experience that consumers had with Sentir Aveiro. It is a wonderful tool to reach and engage potential consumers, hence the fact that new clients have the tendency to base their choice in the comments and classification of this website. It is important to notice that despite the existence of only 15 reviews, Sentir Aveiro is rated with five stars, the maximum possible.

### **4.2.9 Processes**

To proportionate a good service and experience is essential to have and respect some procedures. The Sentir Aveiro processes are divided in three: the pre-sale, the service execution and the after sale. The first one is the pre-sale. It all starts with the setting of the itineraries of the tours, what to do, and what to see, how to go, how to behave and how to deliver the best experience that consumer may have. After certifying that everything is viable, Sentir Aveiro shares the tour on the online channels mentioned before. Then, Sentir Aveiro is contacted via cell phone or email to clarify any doubts that may exist, to inform and, or, to schedule and sell a tour. After these, the second process begins and it is time to provide the service hired by the consumers and the service execution is complete. Finally, in the after-sale process, an email is sent with the invoice and the link of Sentir Aveiro from TripAdvisor, asking customers to leave their comments, photos and reviews.

In what concerns the payment process, it can be made through bank transfer or in cash. When the groups are big a first signal transference is required, to guarantee that people show up for the tours.

In the specific case of Sentir à sua Medida tour, people can contact Sentir Aveiro by directly calling to its number, by writing an email, or directly on the website. During this contact, the potential/future clients are expected to tell how many they are, their nationality, what they like and want to do, as well as, their expectations or specific details that matters to them. After this, a specific program is defined and purposed to the clients.

#### **4.2.10 Partnerships**

Sentir Aveiro has many partners and partnerships, with hotels - such as Hotel Meliã Ria, Montebelo Vista Alegre Hotel and Hotel As Américas; museums - such as Museu do Bacalhau and Aliança Underground Museu; *moliceiro* boat companies – such as Memórias da Ria and Aveitour; touristic posts – such as Turismo Centro Portugal; other activities companies – such as Cale de Oiro and SailSpot; and with many restaurants.

In what concerns sells, Sentir Aveiro has different partnerships and conditions with different agents. There are two types of partnerships, a commission based one, where a percentage of the value of the tour is given to someone, or another type of partnership that consists in give the value of the desired tour to a tour agency or agent, that pays the stipulated value to Sentir Aveiro, and then on their concern, sell the tour at the price they want. The first one includes hotels and Odisseias partnerships - in the hotels, a commission of 10% of the value of the tour is given to the receptionist and it is 10% for each people that purchase the tour. In the Odisseias, a commission of 40% is given to the company, the value is high due to the strength of Odisseias in the market, this partnership only worth it due to the awareness it gives to Sentir Aveiro. The second one, includes Red Apple Travel, CNTravel, PTeam, Tour Azores, Prestigio and an American agent.

#### **4.2.11 Physical Evidences**

As physical evidences, Sentir Aveiro has one vehicle, a minivan (appendix 7), flyers (appendix 8), visit cards (appendix 9), and sweat and t-shirts (appendix 10). The vehicle is an important physical evidence hence the fact that part of the service is developed and distributed there. This mean of transport is important to create and develop an agreeable environment within the customers. The flyers can be found in the partner hotels and in the tourist offices. The visit cards are given in reunions and tourism fairs. Moreover, the logo (appendix 11) can be found at all the physical evidences mentioned before, as well as, on the company's website, Facebook, and Instagram.

**4.3 SWOT Analysis**

The following SWOT analyze is based on the internal and external analysis.

**Table 6:** SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- The quality of the services provided;</li> <li>- The attractive design and appearance of the website and logo;</li> <li>- The good ranking on TripAdvisor (5) and Facebook (4.9)</li> <li>- Adaptation and personalization of the tours according to the clients' desires;</li> <li>- The positive e-WOM;</li> <li>- The online presence;</li> <li>- Partnerships;</li> <li>- The diverse range of tours and activities.</li> </ul>	<ul style="list-style-type: none"> <li>- The few years of existence of the company;</li> <li>- Low awareness of the company;</li> <li>- Same communication in the different social media;</li> <li>- The few number of Human Resources;</li> <li>- The difficulty to reach potential international consumers;</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Possibility of the increase of the number of visitants of American, Brazilian and French nationality</li> <li>- Increase the interest of Portuguese in Domestic Tourism (INE, 2017)</li> <li>- Oporto as European Best Destination;</li> <li>- The popularity of the country has a touristic destination is increasing (World Tourism Organization, 2017);</li> <li>- Increase and explore the Internet as a Communication channel.</li> </ul>	<ul style="list-style-type: none"> <li>- Seasonality of the tourism industry</li> <li>- An unexplored area, easy to enter</li> <li>- The possibility of non-favorable weather conditions;</li> <li>- Reduction of British tourists, due to the BREXIT process.</li> </ul>

**Source:** Author's own elaboration

#### **4.4 Assumptions**

Tourism is a world growing industry and it is expected to keep this way. Therefore, the international arrivals are expected to grow in the next years in Portugal (Turismo de Portugal, 2017). Besides that, the domestic tourism has been increasing in the last years and it is expected to keep this trend (INE, 2017).

Moreover, it is expected that Portugal keeps and even increase its reputation, competitiveness and quality as a touristic destination. It is expected that the country improves its communication, keeps the good quality-price relationship, increases the number and quality of touristic infra and superstructures and keeps the security.

Additionally, the aging of the world population in general, the growing concerns with well-being, health and sustainability, and the growing importance of the Internet as a communication channel, information sharing and commercialization are factors that will be favorable to the development of this industry (Turismo de Portugal, 2017).

In what concerns Aveiro, it has been increasing its visitants, both international and national, and it is expected to keep receiving more visitors in the next years, due to the proximity of the airport of Oporto and the quality of the city as a touristic destination.

#### **4.5 Segmentation, Targeting and Positioning**

Through the literature review, the data collected through the semi-structured interview, four segments were defined to target. Two of them in the B2C market (table 7) and two in the B2B (table 8). On the one hand, the criteria used to define the B2C segments were geographic, demographics, lifestyle and behavior. On the other hand, the criteria used to segment in the B2B market were convenience, behavior and needs.

**Table 7:** Sentir Aveiro Segmentation and Targeting B2C

<b>B2C</b>	
<b>Target</b>	<b>Characteristics</b>
International Tourists	<ul style="list-style-type: none"> <li>- Aged between 30 and 65;</li> <li>- With a medium income;</li> <li>- Americans, Spanish, French, Germans and Brazilians;</li> <li>- Explorers and travel lovers;</li> <li>- Search about the destinations online;</li> <li>- Search and make decisions about programs online before the trip and at the hotels during the trip;</li> <li>- Interest for the Portuguese culture and gastronomy;</li> <li>- Search for touristic information essentially in Google and TripAdvisor;</li> <li>- Give importance to friends' recommendations, as well as, to online comments and reviews;</li> <li>- Search for inspiration in Pinterest;</li> <li>- Come essentially from Oporto;</li> </ul>
National Tourists	<ul style="list-style-type: none"> <li>- Between 30 and 65;</li> <li>- With a medium-high income;</li> <li>- Explorers and travel lovers;</li> <li>- Interested in the country heritage</li> <li>- Look for different experiences, cultural, gastronomic, and sensorial;</li> <li>- Valorize the quality-price relationship;</li> <li>- Look for information essentially on Facebook and TripAdvisor;</li> </ul>

**Source:** Author's own elaboration.



**Table 8:** Sentir Aveiro Segmentation and Targeting B2B

<b>B2B</b>	
<b>Target</b>	<b>Characteristics</b>
Companies operating in Portugal	<ul style="list-style-type: none"> <li>- Companies that are based or have branches in Portugal;</li> <li>- With leisure and team building purposes;</li> <li>- Search for a service provider with an accessible price for the activities they want to do, with a good price-quality relationship;</li> <li>- Free of preoccupation, with everything included (transport, activities, and food);</li> <li>- Interest for the country culture and heritage;</li> <li>- Interested in radical and alternative activities that will empower and increase the self-esteem of its employees and team spirit.</li> </ul>
International Travel Agencies/ Agents	<ul style="list-style-type: none"> <li>- Travel agencies from other countries;</li> <li>- Americans, Spanish, French, Germans and Brazilians;</li> <li>- Operating in the tourism industry</li> </ul>

**Source:** Author’s own elaboration.

The clear identification of the positioning allows the company to choose how it wants to be perceived in its market of action, becoming stronger and attractive to its clients and helps in defining the marketing mix and its communication strategies.

Therefore, the positioning of Sentir Aveiro consists in being the best and the most dedicated company to proportionate an amazing experience in Aveiro and to make people feel the magic of the region. Besides that, it is stated on a medium-high income market, which loves to travel and discover new places, cultures and gastronomy.

#### **4.6 Marketing and Communication Objectives**

The marketing and communication objectives settled for Sentir Aveiro, must be accomplished from November 2017 to November 2018. A calendarization with the actions will be presented further. The marketing and communication objectives are:

- Increase the sales of Sentir Tours, make Sentir Tours correspond to 90% of the volume of business;
- Increase the brand awareness (especially internationally);
- Increase the number of reviews and comments online;
- Increase the number of international partnerships;
- Increase customer loyalty;
- Change part of the company's process to create a databases of consumer insights.

#### **4.7 Marketing-Mix Strategy**

The suggested marketing-mix strategy is now presented divided into seven elements. The communication will be analyzed in a more detailed way, hence its importance in the marketing-mix on services and especially on the tourism sector. Moreover, the processes will also be a subject of more detailed analysis due to the analyse of Sentir Aveiro and the failure in the implementation of the questionnaires.

- **Product**

The range of products that Sentir Aveiro offers, is very complete. The different Sentir Tours that exists cover all the interesting spots in Aveiro district. Moreover, if people desire to go to another place that is not on the list, Sentir Aveiro has the Sentir à sua Medida Tour, where everything is possible and up the will and desires of the clients. However, it is suggested that Sentir Aveiro implements some extra measures both on B2B and B2C markets, as:

- Create special offers for special days as Valentine's Day, Christmas, Easter, Mother's and Father's Day, and birthday;
- Develop partnerships with national suppliers of other tourism products and establish joint communication and sales partnerships;

On B2C:

- National Tourists: Create special package to deeply know and feel Aveiro, including three tours;

On B2B:

- Specifically, for the Companies operating in Portugal target: Create a special package tours for companies, named Sentir a Empresa. This package will include three days of activities (stand-up paddle, paintball, or Sentir Tours) organized by Sentir Aveiro with team building purposes.

Moreover, as the tourism strategy for 2017 of Portugal has as a pillar the sustainability, Sentir Aveiro must keep its product according to a philosophy of sustainable tourism under its three strands: environmental, economic, and social. Firstly, environmental, respecting the environment. Secondly, economic, by buying other products and services to buying other products and services from local community suppliers and finally, social, by fostering relationships between visitors and the local community.

- Price

The prices practiced by Sentir Aveiro are in line with its image and positioning. Due to the few years of existence of the company increase or decrease the prices are not viable options. However, some discount policies can be applied in the different markets. On the B2C:

- Reduced price for the special package for national tourist as a measure to retain national clients who are likely to return to the region and increase the customer loyalty;

On the B2B, specifically for the Companies operating in Portugal target:

- Applicate discounts to groups with more than ten people;

On both B2C and B2B:

- Have the tour of the month with a special discount.

- Distribution

Currently, Sentir Aveiro already has interesting partnerships, including the best hotels in the region and online platforms of tours reservations, as Azeitour and TripAdvisor. Besides that, Sentir Aveiro participated in two international tourism fairs as mentioned before. Despite these, more partnerships are welcome, especially international ones, to raise awareness of the company in countries of potential clients and consequently increase the sales of Sentir Tours. With this purpose, some extra partnerships are proposed:

- Partnerships with booking sites, APP's associated with the tourism sector, as GlobeStamp;
- Viator: place the tours of the Sentir Aveiro in this platform of online booking of tours;
- Partnerships with international travel agencies or agents.

A good way to make the last suggested partnership happen is the participation in international tourism fairs. Diverse companies connected to the tourism industry are present there. Therefore, and despite the fairs that Sentir Aveiro already had participated in and must keep participating (BTL and Fitur), the company must be present in following fairs as well.

**Table 9:** International tourism fairs

<b>Fair</b>	<b>Place</b>	<b>Date</b>
World Travel Market	London, United Kingdom	November 6 <sup>th</sup> to 8 <sup>th</sup> , 2017
Fitur	Madrid, Spain	January 17 <sup>th</sup> to 21 <sup>st</sup> , 2018
BTL Lisbon	Lisbon, Portugal	February 28 <sup>th</sup> to March 4 <sup>th</sup>
ITB Berlin	Berlin, Germany	March 7 <sup>th</sup> to 11 <sup>th</sup> , 2018

**Source:** Author's own elaboration.

- Communication

Currently, the challenge of communication of Sentir Aveiro is having a structured communication strategy with an action plan. Therefore, a communication strategy is going to be presented, having in mind the defined targets, the messages that Sentir Aveiro intends to transmit and what are the best tools to correctly convey the messages to the target audiences.

The elaboration of the communication strategy is essentially focused on two strategies: pull and push. The pull strategy is used within the goal of increasing brand awareness and notoriety and to attract consumers or end-users and go straight to them. The push strategy is used to increase the brand awareness and establish and develop partnerships. Additionally, the profile strategy will be used as well, with the aim of increasing the notoriety of the brand in general, among all the stakeholders.

Having these in consideration, the communication strategy action plan defined for Sentir Aveiro, to apply from November 2017 until the November 2018, will evidence the actions and communication tools chosen, and detail the means that will be used, which targets are set, actions to develop and what are the Key Performance Indicators (KPI).

**Table 10:** Presence on international tourism fairs

<b>Action</b>	<b>Presence on international tourism fairs</b>
<b>Communication Tools</b>	<ul style="list-style-type: none"> <li>- Events</li> <li>- Merchandising</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>- Sentir Aveiro co-founders</li> <li>- Sentir Aveiro visit cards and flyers</li> </ul>
<b>General Objectives</b>	<ul style="list-style-type: none"> <li>- Establish and develop new partnerships</li> </ul>
<b>Target</b>	<ul style="list-style-type: none"> <li>- B2B: International Travel Agencies/Agents</li> </ul>
<b>Detailed Actions</b>	<ul style="list-style-type: none"> <li>- Search for the companies that are going to be present in the fairs</li> <li>- Send an email to the companies that interest trying to schedule a meeting in the fair</li> <li>- Go to the international tourism fairs mentioned before and meet with the companies</li> <li>- Make a pitch of the company, and deliver visit cards and flyers</li> </ul>
<b>Specific Objectives</b>	<ul style="list-style-type: none"> <li>- Get at least 5 new partnerships in the IBT Berlin and World Travel Market international tourism fairs</li> <li>- Get at least 3 new partnerships in the BTL and Fitur international tourism fairs</li> </ul>
<b>KPI</b>	<ul style="list-style-type: none"> <li>- Analyze the number of emails sent</li> <li>- Analyze the number of meetings scheduled</li> <li>- Analyze the number of effective meetings</li> <li>- Analyze the partnerships reached;</li> <li>- Analyze the key success factors for this reaching</li> </ul>

**Source:** Author's own elaboration.

**Table 11:** Online Newsletter

<b>Action</b>	<b>Online Newsletter</b>
<b>Communication Tools</b>	<ul style="list-style-type: none"> <li>- Direct marketing</li> <li>- Promotion</li> <li>- Social media</li> <li>- E-mail Marketing</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>- Email</li> <li>- Facebook</li> </ul>
<b>General Objectives</b>	<ul style="list-style-type: none"> <li>- Awaken interest in the brand and in the Aveiro region</li> <li>- Make the brand and products known</li> </ul>
<b>Target</b>	<ul style="list-style-type: none"> <li>- B2C: International and National Tourists</li> <li>- B2B: Companies operating in Portugal</li> </ul>
<b>Detailed Actions</b>	<ul style="list-style-type: none"> <li>- Elaborate two newsletters, one for the B2C and other for the B2B</li> <li>- Promote the existence of a monthly newsletter on Facebook and ask for emails that are interested in receiving it</li> <li>- Promote the existence of discounts on the newsletter through the Facebook page as well</li> <li>- Promote Sentir Tours</li> <li>- Promote special tours for special days mentioned before</li> <li>- Promote the company's packages and activities for companies (specifically to B2B)</li> <li>- Promote the Tour of the month, with a discount</li> <li>- Share curiosities about the brand and Aveiro region</li> <li>- Search for the email of the companies' human resources (specifically to B2B)</li> <li>- Send the newsletter by email</li> </ul>
<b>Specific Objectives</b>	<ul style="list-style-type: none"> <li>- Increase the databases</li> <li>- Send at least 10 newsletters a month, on the B2B</li> <li>- Send at least 50 newsletter a month, on the first four months and at least 100 on the following ones, on the B2C</li> </ul>
<b>KPI</b>	<ul style="list-style-type: none"> <li>- Analyze the adhesion to the promotions</li> </ul>

	<ul style="list-style-type: none"><li>- Analyze the newsletter impact on tours Sentir Tours reservations</li><li>- Analyze the newsletter impact on promoting special tours in special days/occasions through the analysis of the evolution of sales</li></ul>
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**Source:** Author's own elaboration.



**Table 12:** Facebook Presence

<b>Action</b>	<b>Facebook Presence</b>
<b>Communication Tools</b>	- Social Media
<b>Media</b>	- Facebook
<b>General Objectives</b>	<ul style="list-style-type: none"> <li>- Awaken interest in the brand and in the Aveiro region</li> <li>- Inform about special tours on special occasions mentioned before</li> <li>- Increase the number of reservations and sales of Sentir Tours</li> </ul>
<b>Target</b>	<ul style="list-style-type: none"> <li>- B2C: International and National Tourists</li> <li>- B2B: Companies operating in Portugal and International Travel Agencies/ Agents</li> </ul>
<b>Detailed Actions</b>	<ul style="list-style-type: none"> <li>- Be present on Facebook groups as: Portugal Tourism: Lively World Tourism and Tourism in Portugal</li> <li>- Publish content about Sentir Tours and about Aveiro region, both on the official page and on the groups mentioned before</li> <li>- Share photos of Sentir Tours, both on the official page and on the groups mentioned before</li> <li>- Promote promoted posts to specific target international clients</li> </ul>
<b>Specific Objectives</b>	<ul style="list-style-type: none"> <li>- Have at least 10.000 followers on the page till the November 2018</li> <li>- Have at least 10.000 likes on the page till November 2018</li> </ul>
<b>KPI</b>	<ul style="list-style-type: none"> <li>- Analyze the evolution of the number of followers monthly</li> <li>- Analyze the evolution of the number of likes monthly</li> <li>- Analyze the number of reservations and sales of Sentir Tours through Facebook monthly</li> <li>- Analyze the effect of the promoted posts</li> </ul>

**Source:** Author's own elaboration.

**Table 13:** Instagram Presence

<b>Action</b>	<b>Instagram Presence</b>
<b>Communication Tools</b>	- Social Media
<b>Media</b>	- Instagram
<b>General Objectives</b>	<ul style="list-style-type: none"> <li>- Awaken interest in the brand and in the Aveiro region</li> <li>- Increase the brand awareness</li> </ul>
<b>Target</b>	<ul style="list-style-type: none"> <li>- B2C: International and National Tourists</li> <li>- B2B: Companies operating in Portugal and International Travel Agencies/ Agents</li> </ul>
<b>Detailed Actions</b>	<ul style="list-style-type: none"> <li>- Promote Instagram posts through Facebook</li> <li>- Promote different content from Facebook</li> <li>- Share landscape photos of the region of the tours</li> <li>- Do Instastories during the tours showing the environment and landscape</li> <li>- Do not make assemblies, and use the tool of album instead</li> <li>- Use popular travel hashtags (#) on Instagram as: #travel, #tour, #trip, #besttour, #besttrip, #traveling and #wanderlust</li> <li>- Use hashtags to promote the region and the brand, as: #aveiro, #sentiraveiro, #aveirotourism, #tourisminaveiro, #aveirolovers, #moliceiro, #passadiçospaiva, #arouca, #bairrada, #ilhavo, #riadeaveiro, #SentirAveiro, #SentirArouca, #SentirIlhavo and #SentirTours</li> <li>- Always identify the localization of the photos</li> </ul>
<b>Specific Objectives</b>	- Increase the number of followers to 3.000
<b>KPI</b>	<ul style="list-style-type: none"> <li>- Analyze what kind of content is more popular and receives more likes</li> <li>- Analyze the evolution of followers monthly</li> <li>- Analyze the effect of the hashtags</li> </ul>

Source: Author's own elaboration.

**Table 14:** Spread Sentir Aveiro

<b>Action</b>	<b>Spread Sentir Aveiro</b>
<b>Communication Tools</b>	<ul style="list-style-type: none"> <li>- Promotion</li> <li>- Merchandising</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>- Sentir Aveiro tours</li> <li>- Sentir Aveiro t-shirts and sweats</li> <li>- Sentir Aveiro pens</li> <li>- Bloggers</li> </ul>
<b>General Objectives</b>	<ul style="list-style-type: none"> <li>- Increase the brand awareness</li> <li>- Create a relationship with the clients</li> <li>- Increase the customer loyalty</li> </ul>
<b>Target</b>	<ul style="list-style-type: none"> <li>- B2C: International and National Tourists</li> <li>- B2B: Companies operating in Portugal</li> </ul>
<b>Detailed Actions</b>	<ul style="list-style-type: none"> <li>- Guides wear Sentir Aveiro t-shirts or sweats during the tours</li> <li>- In the end of each tour, after completing the questionnaires, a pen is offered to the client</li> <li>- The guide presents the t-shirts and sweats and ask if anyone is interested</li> </ul>
<b>Specific Objectives</b>	<ul style="list-style-type: none"> <li>- Sell 100 t-shirts and sweats till November 2018</li> </ul>
<b>KPI</b>	<ul style="list-style-type: none"> <li>- Control the evolution of merchandising sales on a monthly basis</li> <li>- Analyze if the merchandising helped to sell more Sentir Tours</li> </ul>

**Source:** Author's own elaboration

- Processes

In what concerns processes, after the internal analysis and the failure of the questionnaires, it was perceived that the after-sales process must be improved, not only to enable Sentir Aveiro to have more consumer insights but also to make clients feel valorized and closer to the brand.

After each tour, Sentir Aveiro must gently ask people to leave a review on the TripAdvisor or Facebook pages and deliver a questionnaire, offering a small reward as a form of thank you for completing the questionnaires. The aim of this survey is to understand the perceived quality of the services, the awareness of the brand, how did consumers get to and what lead them to choose Sentir Aveiro, to create a databases of consumers' insights and to ask for possible improvements. The questionnaire must be delivered to the clients after each tour. It can be delivered in two different ways, according to the size of the group:

- 1) Small groups – the questionnaires will be delivered and completed on a tablet. This way the data is automatically online and saved.
- 2) Big groups – the questionnaires will be delivered on paper, to avoid high waiting times. Later, the data collected needs to be introduced online and it is up to Sentir Aveiro to accomplish this task.

The questionnaire will be the same used in this thesis, with one more field to optional fulfill with the email, if the person in question wants to receive the company's newsletter, which will be presented later. After completing the questionnaires, Sentir Aveiro will distribute personalized pens with the company logo and website as a thank you reward. Straight after this, the guide must present the Sentir Aveiro t-shirts and sweats with the intention of selling them.

Later, in the next day, the company must send a personalized email, thanking for preference, with the invoice and gently remember people to leave a review on TripAdvisor or Facebook pages. This way, Sentir Aveiro will increase the number of online reviews and comments on TripAdvisor and Facebook.

With these improvements, Sentir Aveiro will be able to collect important data that can be used to better understand the consumer, its perception of the quality of the service and its

perception of the brand. This way a creation of a databases with consumers' insights is possible and may help the company in the future.

- Physical Evidences

Regarding the existence and use of physical evidences, with the purpose of increasing the perceived quality of the service and of increasing the brand awareness some measures are proposed:

- Uniformize the dress code of the guides, the guides must wear a Sentir Aveiro t-shirt during the tours, to give a more professional look and create the desire of getting one as souvenir;
- Produce merchandising to offer (pens);
- Keep the production of visit cards;
- Start to sell t-shirts and sweats of Sentir Aveiro.

- People

Even though the structure of Sentir Aveiro allows the company to have only two people working in full-time, the help of more people could be useful, especially guides to help in the realization of the tours. Within this, develop a partnership with the University of Aveiro is a measure to adopt. This partnership consists in creating a platform/page where opportunities for the students are published according to the needs of Sentir Aveiro. Students can apply and enrich their curriculum as well as gain experience.

#### **4.8 Calendarization of Actions and Budget**

Now, the calendarization of the actions proposed above will be presented on the table on the next page, as well as the budget needed to implement them.

**Table 15:** Calendarization of actions and budget

Action	Budget	2017		2018										
		Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov
Special offers for special days	-													
Tour packages for National Tourists	-													
Creation of the package Sentir a empresa	-													
Discounts for the tour of the month	-													
Be present on international tourism fairs	1.000€													
Be present on Viator	-													
Creation of an online newsletter	-													
Different communication on Facebook and Instagram	-													
Promoted Posts on Facebook	100€													
Offering merchandising (pens)	200€													
Sell merchandising (t-shirts and sweats)	700€*													
Change the after-sale process	7€													
Uniformize the dress code of the guides	-													
Establish a partnership with the University of Aveiro	-													
	1.307€													

\* This cost is not considered hence the sale of merchandising will generate return.

**Source:** Author's own elaboration.

The spaces filled in blue correspond to the implementation and performance of the actions. As it can be seen, the implementation of almost all the actions will occur for one year and the total costs of them are 1.307€.

#### **4.9 Monitoring and Control**

After the implementation of the marketing plan, the process of monitoring and control starts. It will be made through the process of direct observation, the analysis of the surveys, through the analysis of the database that resulted from them, through the reviews and photos posted on TripAdvisor, through the reviews and comments on Facebook and through the monitoring of the social media of Sentir Aveiro. Besides that, the KPI mentioned on the communications action plan will also be a way of monitoring the implementation, in this case, specifically of the communications action plan. To conclude, the monitoring and control process, the evolution of volume sales will also be taken into consideration.

### **5. CONCLUSION AND LIMITATIONS**

The positive evolution of the tourism sector in Portugal and its potentials have made this work even more interesting. The aim of this thesis was the elaboration of a marketing plan for the tours company, Sentir Aveiro.

The elaboration of this thesis emphasized the importance that marketing plans have in a company, and the added value it represents. The structure presented in the previous chapters allowed to approach and understand better some concepts and tools, essential for the elaboration of the marketing plan, as well as, to develop deeper the communication part, the communication action plan.

On the one hand, after the internal analysis of Sentir Aveiro, some positive aspects were found. Despite the few years of existence, Sentir Aveiro has very positive reviews and comments on TripAdvisor and Facebook, which means that consumers enjoy and valorize the services provided by the company. This is very important because it generates positive word-of-mouth about Sentir Aveiro. The company must take advantage of this and as suggested, incentive the clients to leave their comments and reviews on TripAdvisor and Facebook pages. Besides that, Sentir Aveiro has a very interesting range of products (tours) that cover all the regions and interesting partnerships with important hotels in the region and some international partnerships, although few. Additionally, Sentir Aveiro has its positioning well defined but does not have segmented targets. Therefore, a segmentation and targeting strategy were defined in order to fulfill this gap.

On the other hand, the company showed some problems in what concerns the after-sale process and a confused communication on social media (Facebook and Instagram). Moreover, Sentir Aveiro also showed potential to improve its processes, distribution, communication and product offer, especially on the B2B market (regarding the product offer).

Having these in consideration a set of actions was planned within the marketing-mix. The main proposed actions are: the creation of packages for companies, named Sentir a Empresa, be present on international tourism fairs as Fitur in Madrid, World Tourism Market in London, ITB in Berlin and BTL in Lisbon, be present on the online tours platform Viator, creation of an online newsletter, having a different communication and content on Facebook and Instagram, offer and sell Sentir Aveiro merchandising, change the after-sale process, uniformize the dress code of the guides and establish a partnership with the University of Aveiro.

During the elaboration of this thesis some limitations were found. The few data available about tourism in Aveiro region, the few years of existence contributed for the short existence of data and the current process of after-sales difficulted the data collection were the main ones. Moreover, the collection of data showed two big limitations:

- 1) The period of the realization, hence the fact that as the questionnaires were sent in August to all the clients that experienced a Sentir Tour since the beginning of 2017;
- 2) The number of surveys sent was not the real number of clients that Sentir Aveiro had, hence the fact that, no matter how many people were in the tour, the survey was only sent to the email that made the reservation, which means that only one person from the group answered.

One of the considered solutions to solve this problem was sending the questionnaire to clients that made other tours rather than Sentir Tours. However, this solution was not implemented because the data that would have been collected would not have importance for the study in question, hence the fact that one of the objectives of this plan is to increase the sales of the Sentir Tours and make them correspond to 90% of the tours realized by Sentir Aveiro. These lead to an important conclusion, Sentir Aveiro must change some processes as proposed above, so they can have more insights about the perception of the service quality and about their clients in order to create a database as well.



To conclude, the marketing plan was aligned and developed in accordance with the goals established by Sentir Aveiro and respected its mission and vision. With this marketing plan, Sentir Aveiro is now better prepared to have a good performance and have success in the future.

## **6. SUGGESTIONS FOR FUTURE RESEARCH**

For future researches, it is suggested a constant investigation about Portugal as a touristic product/ destination. The future researches should address diverse perspectives, hence the importance to have detailed information about the tourism industry on Portugal and its evolution, positioning and its international projection.

Additionally, studies of best practices in the tourism industry in other countries similar to Portugal, as Spain and Italy for example, should be conducted as well, hence the fact that conclusions can be taken from them and some best practices or measures can be applied in Portugal.

Moreover, it is considered that studies about the facilitation of the regulation of the tourism industry should be also conducted in order to encourage the implementation of measures for the certification of quality of an industry so important for the Portuguese economy as tourism.

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## 8. APPENDIX

### Appendix 1: Interview to Rossana Freitas

1. How did the concept of SENTIR AVEIRO come about?
2. How was the process of setting up the company?
3. What is your mission and vision?
4. What do you think are the characteristics necessary to be succeed in a project like this?
5. How do you pretend to be seen by your clients?
6. Who do you consider to be your target audience?
7. What is the most frequent type of customer? (family, friends, solo travelers, groups from companies)
8. What nationalities are your clients?
9. What are the prices charged by Sentir Aveiro and what it includes?
10. Who do you consider to be your biggest competitors?
11. What sets you apart from the competition?
12. Tell me about your product... What kind of tours do you have?
13. Why did the need to create new packages / trips out of Aveiro arise?
14. What are your physical evidences?
15. What do you feel to be the biggest weakness and which areas you need to improve?
16. How many people are involved in this project? Who are they and what do they do?
17. What communication tools do you use?
18. What do you consider to be your best communication tool?
19. What social networks do you use?
20. How often do you publish content?
21. What is the type of communication is made by Sentir Aveiro in social networks?
22. How do customers usually discover Sentir Aveiro?
23. What partnerships do you have now? What are the conditions?
24. How are reservations made? Which channel is most used?
25. Is there any kind of follow up after the tours?
26. Is there a questionnaire at the end of the tour?



27. What are your goals in the next two years?
28. Do you usually go to tourism fairs?
29. Do you have packages at special heights or associated discounts?

## Appendix 2: Online Survey

### SENTIR AVEIRO - Survey

The following survey is carried out within the Marketing Plan of the thesis project that I am developing in collaboration with Sentir Aveiro for the Master In Marketing at ISCTE - Business School.

The aim of this survey is to evaluate the service quality of Sentir Aveiro, as well as, get some consumer insights.

There are no right or wrong answers, your honest opinion is the most relevant. All responses are confidential and anonymous.

Expected time for questionnaire response: 5 minutes.

Thanks for your collaboration,

Ana Graça

\*Obrigatório

### Demographic Information

1. **Gender \***

*Marcar apenas uma oval.*

- Female  
 Male

2. **Age \***

*Marcar apenas uma oval.*

- < 18 years old  
 18 - 25 years old  
 26 - 35 years old  
 36 - 45 years old  
 46 - 55 years old  
 56 - 65 years old  
 > 65 years old

3. **Nationality \***

---

4. **Monthly Income**

*Marcar apenas uma oval.*

- < 1000€  
 1000€ - 2000€  
 2001€ - 3000€  
 3001€ - 4000€  
 > 4000€

## Service Quality Perception

5. Which four did you experienced? \*

*Marcar apenas uma oval.*

- Sentir Aveiro
- Sentir Ria de Aveiro
- Sentir Ílhavo
- Sentir Mar & Ria
- Sentir Balrada
- Sentir Bussaco
- Sentir Arouca Natural
- Sentir Arouca Histórica
- Sentir Sever do Vouga
- Sentir Ílhavo e Falna Maior
- Sentir Aveiro e a sua Ria
- Sentir Aveiro e a sua Arte
- Sentir à sua medida

6. Would you recommend Sentir Aveiro tours to friends? \*

*Marcar apenas uma oval.*

- Yes
- No

7. What kind of group did you travel with? \*

*Marcar apenas uma oval.*

- Couple
- Family
- Friends
- Alone
- Company/Organization

## MARKETING PLAN: SENTIR AVEIRO

**8. Score each sentence according to your degree of agreement. \***

*Marcar apenas uma oval por linha.*

	Totally Disagree	Disagree	Indifferent	Agree	Totally Agree
The vehicle used in the tour was recent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The vehicle used was suitable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The vehicle used was visually attractive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The guide had a professional look.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The itinerary occurred as planned.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The vehicle corresponded to the characteristics promised at the time of reservation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The timings of Sentir Aveiro services were fulfilled as presented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When a client had problem, the guide was concerned with its resolution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The guide performed the service correctly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The guide informed the clients about tour schedules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The guide provided a prompt service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The guide was always willing to help the clients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information given by the guide was interesting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The guide responded correctly in the face of unexpected situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The guide was reliable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The guide was cordial.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The guide conveyed a sense of security.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sentir Aveiro worked on behalf of the client.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The guide knew the customer needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It was easy to interact with the guide.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The guide provided a personalized service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The guide gave individual attention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Brand Awareness**

9. Do you consider the Sentir Aveiro logo attractive? \*



*Marcar apenas uma oval.*

- Yes
- No
- Indifferent

10. How did you hear about Sentir Aveiro? \*

*Marcar apenas uma oval.*

- Through a travel agency/agent
- Through TripAdvisor
- Through Facebook
- Through Instagram
- Through a search engine
- Through the hotel you stayed
- Through friends
- Other

11. What led you to choose Sentir Aveiro? \*

*Marcar tudo o que for aplicável.*

- Product offer
- TripAdvisor comments and reviews
- Facebook comments and reviews
- Friends recommendation
- The image of the brand (website, logo, facebook and/or instagram pages)
- Price

12. If you have any recommendation or additionally comment, please let us know!

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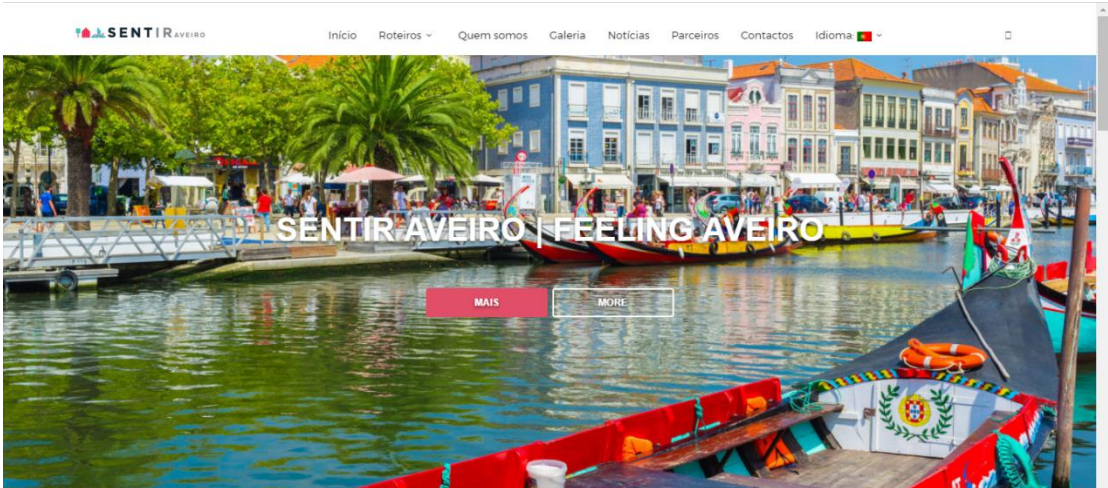
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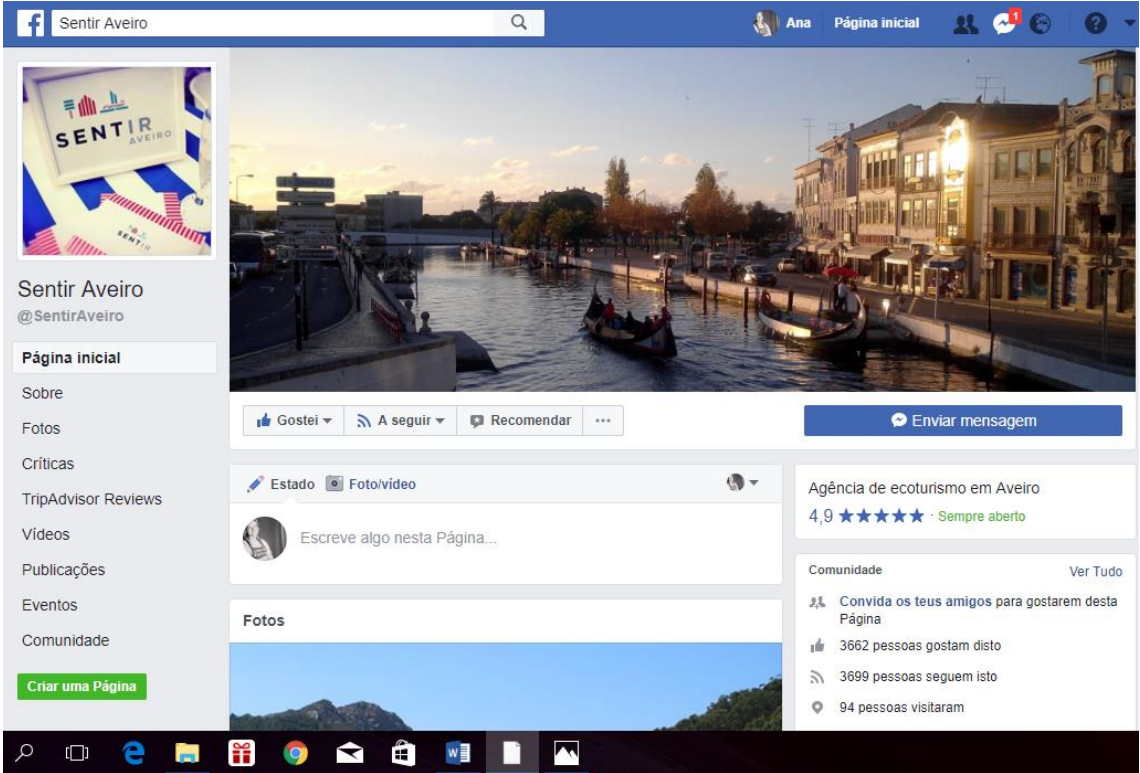
**Thanks for your time!**

---

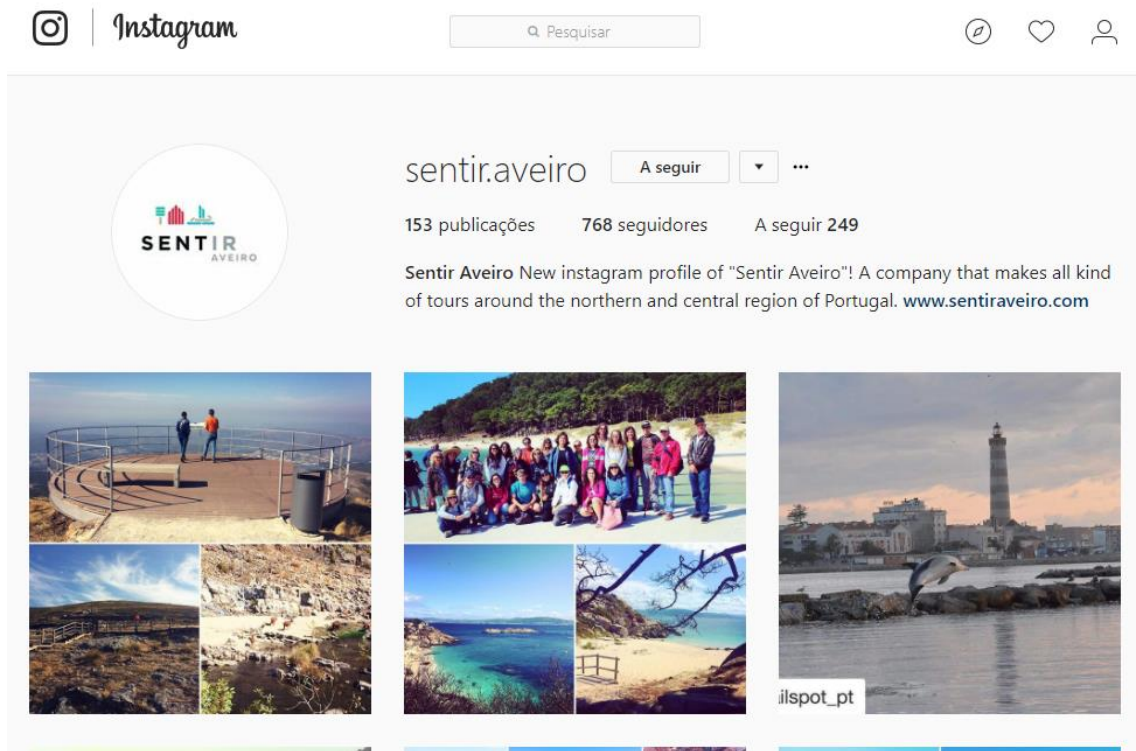
Appendix 3: Sentir Aveiro Website



Appendix 4: Sentir Aveiro Facebook



Appendix 5: Sentir Aveiro Instagram



Appendix 6: TripAdvisor

Sentir Aveiro

15 avaliações | 
 N.º 5 de 13 Atividades ao Ar Livre em Aveiro | 
 Excursões Turísticas, Eco-Excursões, Atividades ao Ar Livre, Excursões, Mais  
Aveiro 3800-184, Portugal | 
 +351 910 085 937 | 
 Web site
Guardar

**Destaques da avaliação**

**"Excelente"**  
 Excelentes profissionais, uma tarde bem passada. Espero um dia voltar a fazer um roteiro ao lado...  
 saiba mais  
 Avaliação obtida em parceria com esta atração


5.0 Avaliado 28 de Junho de 2017  
 susanapinto2017

**"2 em 1"**  
 A nossa visita com a Sentir Aveiro foi extraordinária tendo a Rossana demonstrado um grande...  
 saiba mais  
 Avaliação obtida em parceria com esta atração


5.0 Avaliado 22 de Maio de 2017  
 miguelim, Lisboa, Portugal



Descrição geral | 
 Avaliações | 
 Perguntas e respostas


Descrição geral    Avaliações    Perguntas e respostas

## Descrição geral


SENTIR AVEIRO é uma empresa de animação turística promotora de diversos roteiros no distrito de Aveiro proporciona... [Mais](#)

5,0 

15 avaliações


 Duração sugerida: Mais de 3 horas

### LOCALIZAÇÃO

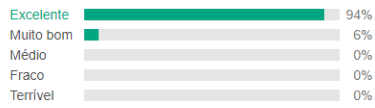
 Aveiro 3800-184, Portugal



### CONTACTO


 [Web site](#)

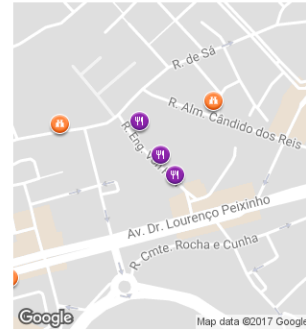
 +351 910 085 937

[Melhorar este anúncio](#)



  28 de jun de 2017  
"Excelente"

  22 de mai de 2017  
"2 em 1"



## Appendix 7: Sentir Aveiro Minivan



Appendix 8: Flyers

Contacte-nos para um SENTIR À SUA MEDIDA

**SENTIR**  
AVEIRO

**ROTEIROS DE DIA INTEIRO**

	<p><b>SENTIR AVEIRO</b> Museu Arte Nova; Museu do Aveiro; Marinhas do sal; Passagem do moliceiro; Degustação de ovos moles.</p>	<div style="border: 2px solid #e91e63; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #e91e63; font-weight: bold;">60 €</span>  <span style="font-size: 8px; color: #e91e63;">por</span> </div>
	<p><b>SENTIR ILHAVO</b> Museu Marítimo do Ilhavo; Museu, Capela e Loja de Vinte Alegres; Freixo da Costa Nova e de Barro; Navio-Museu Santo André.</p>	<div style="border: 2px solid #ffc107; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #ffc107; font-weight: bold;">70 €</span>  <span style="font-size: 8px; color: #ffc107;">por</span> </div>
	<p><b>SENTIR MAR &amp; RIA</b> Reserva Natural das Dunas de São Jacinto; Arte Xévego; Mestre construtor da moliceira; Camur - Museu Municipal de Murtoas; Passagem do moliceiro pela Ria de Aveiro.</p>	<div style="border: 2px solid #17a2b8; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #17a2b8; font-weight: bold;">85 €</span>  <span style="font-size: 8px; color: #17a2b8;">por</span> </div>
	<p><b>SENTIR BAIRRADA</b> Aliança Underground Museum; Adaga de Quinto do Encontro; Passagem pela Curia com peregrinação na Rota da Bairrada.</p>	<div style="border: 2px solid #ffc107; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #ffc107; font-weight: bold;">80 €</span>  <span style="font-size: 8px; color: #ffc107;">por</span> </div>
	<p><b>SENTIR BUSSACO</b> Mete Nacional do Bussaco e peregrinação no Palácio Hotel do Bussaco; Luxo e peregrinação no Forno de São João; Aliança Underground Museum.</p>	<div style="border: 2px solid #17a2b8; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #17a2b8; font-weight: bold;">85 €</span>  <span style="font-size: 8px; color: #17a2b8;">por</span> </div>
	<p><b>SENTIR AROUCA NATURAL</b> Passadizos do Peixe; Geoparque do Arouce; Casa das Pedras Peridóreas; Freixo da Misericórdia e Detrolo da Melhada; Radar Meteorológico do Arouce.</p>	<div style="border: 2px solid #17a2b8; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #17a2b8; font-weight: bold;">85 €</span>  <span style="font-size: 8px; color: #17a2b8;">por</span> </div>
	<p><b>SENTIR AROUCA HISTÓRICO</b> Geoparque do Arouce; Casa das Pedras Peridóreas; Freixo da Misericórdia e Detrolo da Melhada; Radar Meteorológico do Arouce; Museu e Convento do Arouce; Degustação de docas conventuais.</p>	<div style="border: 2px solid #17a2b8; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #17a2b8; font-weight: bold;">85 €</span>  <span style="font-size: 8px; color: #17a2b8;">por</span> </div>

Transporte, guia e almoço incluídos

**ROTEIROS DE MEIO DIA E/OU TEMÁTICOS**

<p><b>SENTIR AVEIRO</b> Museu Arte Nova; Passagem do comboio pela cidade; Passagem do moliceiro; Degustação de ovos moles; Almoço típico.</p>	<div style="border: 2px solid #e91e63; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #e91e63; font-weight: bold;">40 €</span>  <span style="font-size: 8px; color: #e91e63;">por</span> </div>
<p><b>SENTIR AVEIRO E A SUA ARTE</b> Museu Arte Nova; Passagem pedestre pela zona histórica; Museu Santa Joana; Degustação de ovos moles; Almoço típico.</p>	<div style="border: 2px solid #e91e63; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #e91e63; font-weight: bold;">35 €</span>  <span style="font-size: 8px; color: #e91e63;">por</span> </div>
<p><b>SENTIR AVEIRO E A SUA RIA</b> Passagem pedestre pela Beira do Beira-Mar; Degustação de ovos moles; Marinhas do sal; Passagem do moliceiro; Almoço típico.</p>	<div style="border: 2px solid #e91e63; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #e91e63; font-weight: bold;">30 €</span>  <span style="font-size: 8px; color: #e91e63;">por</span> </div>
<p><b>SENTIR ILHAVO</b> Museu, Capela e Loja de Vinte Alegres; Freixo da Costa Nova e Freixo de Barro; Almoço típico.</p>	<div style="border: 2px solid #ffc107; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #ffc107; font-weight: bold;">45 €</span>  <span style="font-size: 8px; color: #ffc107;">por</span> </div>
<p><b>SENTIR ILHAVO E A FAÍNA MAIOR</b> Museu Marítimo do Ilhavo; Navio-Museu Santo André; Porto Basalhosas; Almoço típico de baselhou.</p>	<div style="border: 2px solid #ffc107; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #ffc107; font-weight: bold;">45 €</span>  <span style="font-size: 8px; color: #ffc107;">por</span> </div>
<p><b>SENTIR MAR &amp; RIA</b> Passagem do moliceiro pela Ria de Aveiro a partir de um seio na Murtoas; Arte Xévego ou Camur - Museu Municipal de Murtoas; Mestre construtor da moliceira; Almoço típico.</p>	<div style="border: 2px solid #17a2b8; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #17a2b8; font-weight: bold;">45 €</span>  <span style="font-size: 8px; color: #17a2b8;">por</span> </div>
<p><b>SENTIR MAR &amp; RIA À NOITE</b> Passagem do moliceiro pela Ria de Aveiro a partir de um seio na Murtoas; Jantar em restaurante típico.</p>	<div style="border: 2px solid #17a2b8; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #17a2b8; font-weight: bold;">45 €</span>  <span style="font-size: 8px; color: #17a2b8;">por</span> </div>
<p><b>SENTIR BAIRRADA</b> Aliança Underground Museum; Adaga de Quinto do Encontro; Almoço com vista panorâmica sobre as vinhas.</p>	<div style="border: 2px solid #e91e63; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #e91e63; font-weight: bold;">45 €</span>  <span style="font-size: 8px; color: #e91e63;">por</span> </div>
<p><b>SENTIR BAIRRADA À NOITE</b> Passagem pela Curia e Hotel Palácio, Termas e Jardim; Adaga de Quinto do Encontro; Jantar com vista panorâmica sobre as vinhas.</p>	<div style="border: 2px solid #e91e63; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #e91e63; font-weight: bold;">50 €</span>  <span style="font-size: 8px; color: #e91e63;">por</span> </div>
<p><b>SENTIR BUSSACO</b> Mete Nacional do Bussaco e Palácio Hotel do Bussaco; Almoço de Lenho à Beirada.</p>	<div style="border: 2px solid #e91e63; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #e91e63; font-weight: bold;">55 €</span>  <span style="font-size: 8px; color: #e91e63;">por</span> </div>
<p><b>SENTIR AROUCA NATURAL</b> Passadizos do Peixe; Almoço (Pasto Arouçense) em restaurante típico.</p>	<div style="border: 2px solid #17a2b8; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="color: #17a2b8; font-weight: bold;">45 €</span>  <span style="font-size: 8px; color: #17a2b8;">por</span> </div>

contactos | t. 910 085 937 | t. 910 085 935 | sentir@sentraveiro.com  
www.sentraveiro.com

Appendix 9: Visit Cards

<p><b>SENTIR</b> AVEIRO</p>	<p>AVEIRO   PORTUGAL</p> <p style="color: #2980b9; font-weight: bold;">Rossana Freitas</p> <p>rossana.freitas@sentraveiro.com t. 910 085 937 www.sentraveiro.com</p>
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**Appendix 10: T-shirts and Sweats**



**Appendix 11: Logo**

