

ALBUFEIRA: A PROPOSAL FOR BRAND REDEFINITION AND  
COMMUNICATION PLAN

Celso Alves Martins

Project submitted as partial requirement for the conferral of

**Master in Marketing**

Supervisor:

Hélia Gonçalves Pereira, Assistant Professor, ISCTE – Lisbon University Institute  
Marketing Operations and General Management Department

October 2013



## **I. Abstract**

### **I.I. In English**

The main objective of this project is to reinforce the brand Albufeira by presenting a communication plan. Albufeira is a city known mostly for the amazing beaches and nightlife, however has so much more to offer, as history, culture, food, and events and others.

In order to create a consistent and coherent strategic communication plan, it was needed to aggregate all the possible information about the city. Therefore, it was important to characterize all the tourism offer and tourism products of Albufeira, as well as analyze its current positioning.

When analyzing the city, it was possible to understand that its brand identity can be improved. Therefore, there was the need to redefine the Albufeira brand. This is one of the most important aspects of this project.

**Keywords:** branding management, destination branding, communication strategy; Albufeira.

## **I.II. In Portuguese**

O principal objetivo deste projeto é reforçar a marca Albufeira, apresentando um plano de comunicação. Albufeira é uma cidade conhecida principalmente por as suas praias incríveis e vida nocturna, no entanto, tem muito mais para oferecer, como história, cultura, gastronomia e eventos, entre outros.

A fim de criar um plano estratégico de comunicação consistente e coerente, foi necessário agregar todas as informações possíveis sobre a cidade. Deste modo, era importante caracterizar toda a oferta turística e produtos turísticos de Albufeira, bem como analisar o seu posicionamento atual.

Ao analisar a cidade, foi possível compreender que a sua identidade de marca pode ser melhorada. Assim, houve a necessidade de repensar a marca Albufeira, sendo que, a sua redefinição é um dos aspectos principais deste projeto.

**Palavras-chave:** gestão de marca, marketing territorial, estratégia de comunicação; Albufeira.

## **II. Acknowledgments**

I want to thank in the first place to my parents for all the support, emotional and financial, that allowed me to pursue my Master in Marketing. I also have to thank them for all the support and help in my decisions.

Another important person that helped to accomplish this goal, was my supervisor: Prof Doctor Hélia Gonçalves Pereira. Thank you for all the support and help during the development not only of the thesis but also, during the rest of the Master Program.

Finally, I want to thank several of my closest and dear friends for being there everytime I need. To Tiago Lopes, Eric Maia, Hugo Carreto, Sérgio Carreto and Rita Lopes, thank you.

## Index

1. Executive Summary .....	1
2. Literature Review .....	2
2.1. Introduction .....	2
2.2. Tourism Marketing.....	2
2.3. Tourism Marketing Planning .....	3
2.4. Destination Marketing.....	3
2.5. Place as a product.....	4
2.6. Brands .....	5
2.6.1. Strong Brands.....	5
2.6.2. Brand identity.....	7
2.7. Destination Branding.....	8
2.8. Communication Strategy.....	8
2.8.1. Communication Objectives .....	9
2.8.2. Communication Tools .....	9
2.8.3. Digital Communication .....	11
3. Methods and techniques of data collection and analysis.....	14
4. Contextualization .....	15
4.1. Tourism – Evolution and prospects.....	15
4.1.1. Tourism Worldwide .....	15
4.1.2. Tourism in Portugal.....	16
4.1.3. Tourism in Algarve .....	17
4.2. Analysis of Trends .....	18
4.2.1. Competition between destinations.....	19
4.2.2. Demographic Trends.....	19
4.2.3. Environmental Trends .....	22
4.3. Current context of Tourism in Albufeira.....	22
4.3.1. Characterization of the tourist offer in Albufeira .....	22
4.3.2. Characterization of the Demand.....	27
4.4. The Brand “Albufeira” .....	31
4.5. Communication .....	33
5. Implementation.....	34
5.1. Definition of the strategy.....	34
5.2. Brand reformulation .....	36

5.2.1.	Name, symbol and logotype.....	36
5.2.2.	Color.....	37
5.2.3.	Typography .....	38
5.2.4.	Slogan and straplines.....	38
5.2.5.	Tone of Voice.....	38
5.2.6.	Imagery.....	38
5.2.7.	Sounds .....	38
5.3.	Communication objectives.....	39
5.4.	The plan.....	40
5.4.1.	Digital marketing.....	40
5.4.2.	Public Relations.....	41
5.4.3.	Adverstising .....	41
5.4.4.	Promotion .....	43
5.4.5.	Others .....	44
6.	Conclusions and recommendations .....	45
7.	Bibliography .....	46
8.	Appendix .....	50
8.1.	Questionnaire format.....	50
8.2.	Plan Calendar .....	52

## 1. Executive Summary

With approximately 140 km<sup>2</sup> and more than 40,000 inhabitants, Albufeira is the city and county, located on the south coast of Portugal and is part of the district of Faro and the region of Algarve. The city known today as Albufeira is not just a “Capital of Tourism” in Portugal, it is also a place full of history. Known because of its multiple attractions, i.e. the lively and social nightlife, the beautiful beaches, varied water sports, golf courses, glorious countryside and the local cuisine, Albufeira attracts every year over a million tourists, Portuguese but mostly, foreigners. Since the 1960’s that tourism in Albufeira started to emerge, which before had as main activity fishing, passed to have a much bigger contribution to the local economy from the new activity that continues to evolve and grow into the present day.

The touristic market worldwide, passed through a process of expansion and diversification, which made this activity one of the biggest and fastest growing industries and with expectations to grow at least, for the next three decades. This market is of great value to the economy and, if destinations work and follow the demand, they will be able to accompany this promising growth. With this necessity of adaptation and growing, this project has the objective of developing a communication plan proposition for the destination of Albufeira.

The analysis of this destination’s brand, was an important process that allowed to reach the conclusion that the brand identity could be improved due to the disperse values and attributes and lack of consistency. Therefore it was necessary to redefine the brand identity, through the individual analysis of the brand main elements. In order to build a stronger and more consistent brand, a proposition was made: “*Albufeira, Welcome to the bright side*”.

This project has as main objectives, not only to **attract more visitors** through a more compelling image and with a proposal of a communication plan but also seeks to **blur seasonality**, one of the main destination issues and problems.

## **2. Literature Review**

### **2.1. Introduction**

“As the market for tourism matures, it is becoming even more vital that managers employ appropriate marketing strategies and techniques to satisfy needs amid consumer sophistication, increased expectations and more competition” (Pender, 1999: 33), in other words, marketing has become an important tool for the tourism business.

Several subjects do the link between marketing and tourism: “Place Marketing”, “Tourism Marketing”, “Destination Branding” and “Communication Strategy” are some of the most relevant ones and therefore, important to understand.

### **2.2. Tourism Marketing**

According to the British Tourist Authority, the definition of tourism is: “a stay of one or more nights away from home for holidays, visitors to friends or relatives, business conferences or any other purpose except such things as boarding education or semi-permanent employment” (Kotler *et al.* 2010: 502). Therefore, tourism is not only to travel away from home but also includes all the products and services a person enjoys while is in a certain place. Since tourism marketing focus on attracting people to a certain place, it is crucial to study not only which is the touristic offer of that location, but also , how they are going to encourage them to visit and to know who they want to attract as tourists (Kotler, *et al.*, 1994; Godfrey & Clarke, 2000).

Witt and Moutinho highlights the fact that is important to get more information from the customers, to know them: “Tourists are far more complicated customers than in the past; thus it is important for tourism-related businesses to know the specific characteristics of their clientele so that they can better serve their needs and reach them in the most effective ways” (Witt & Moutinho, 1995: 268).

About the tourists, Paulo Rita underlines that, “The touristic market is composed not only by the existent tourists (which buy the touristic product) but also by the potential tourists (the ones that do not buy the product yet but maybe will do in the future) (Rita, 1995: 10).

### **2.3. Tourism Marketing Planning**

Kerry Godfrey and Jackie Clarke (2000: 2) started their book -“ The Tourism Development Handbook” – emphasizing the importance of tourism planning and its definition: “Today, destination planning involves setting goals and objectives for the industry, understanding present market conditions and trends, recognizing issues and possible constraints, creating opportunities, identifying alternatives and recommending action”, which means that “to take a step” it is important to understand how the market works before. If it is well planned, the tourism service will be superior, if not, it should have a higher probability to fail. According to these authors, tourism can only be succeed if it is sustainable, but in order to be sustainable, has to be well planned.

For a successful implementation of the tourism marketing approach, it is also necessary a proper management of the marketing mix, which means that all the elements must complement each other. Tourism marketing planning is a continuous process of change over the time, so it should be re-evaluated continuously (Witt and Moutinho, 1995: 268).

### **2.4. Destination Marketing**

What is a destination? According to Seaton and Bennet (1996: 350), a destination is “one product but also many” and “is at once a single identity but it comprises every kind of tourism organization and operations in its geographical area”. These authors highlight the fact that a destination can include almost everything in a region ( hotels, transports, shops, attractions, etc.). A destination can be divided in three different parts: a physical entity that comprehends the geographical location and the properties within; a socio-cultural entity made of its history, people and traditions and also; a mental concept in the minds of outside people – part of the destination image. A destination can differ from others in many aspects including: size, physical attractions, infrastructure, the benefits to visitors and the dependency on tourism.

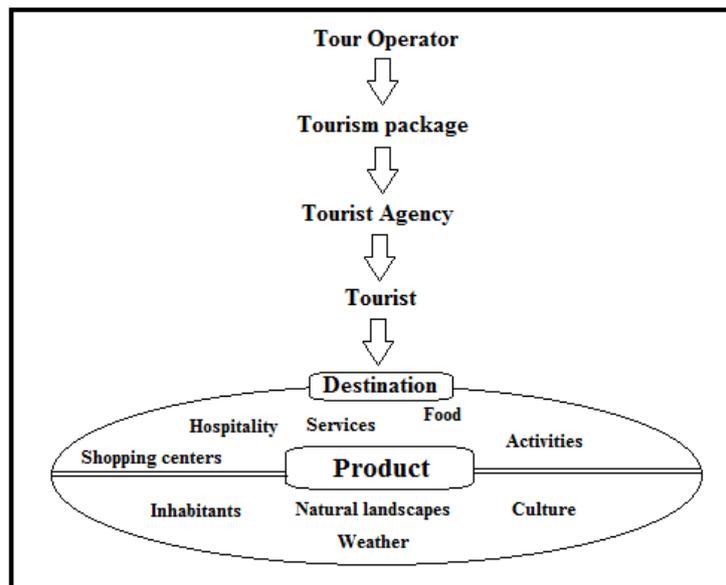
Destination marketing involves planned cooperation and collaboration between several different tourism agents within the destination in order to create a set of common and coherent ideas that allows to form a destination image. The cooperation can be hard to accomplish, once that the organization responsible for it - in many cases

a regional tourist organization – can have limited powers and resources (Seaton and Bennet, 1996).

## 2.5. Place as a product

According to Kevin Keller (1998), a geographical location is like a product, in the sense that it can be branded. This author however, highlights that branding a place is different than a product in several aspects, as for an example, the brand name is already fixed. Other two differences that distinguish a place as a product are: being static, the place does not move, to the consumer just arrives a imaginary presentation of the product; and it is not possible to try it like a piece of clothes or a car before you buy it.

**Figure 1 - Touristic Product**



Source: Vaz, 2001

The figure 1, shows how is the selling process of a place product, since the tour operator till the tourist, however, the most important fact is the separation between the upper and lower part of the destination. In the upper part it is possible to see what can be included in a tourism package, as a stay in a hotel, meals, transports, etc., and in the lower part is showed what usually is not sold: the culture and the weather are good examples (Vaz, 2001).

## 2.6. Brands

Most people understand what the word “brand” is, however they do not know how to explain the meaning of it. J. Newman (1957: 101), defined brand as: “everything the people associate with the brand”, which can be somewhat vague. Seth Godin goes a little bit further in his definition of brand: “Set of expectations, memories, stories and relationships that, taken together, account for a consumer’s decision to choose one product or service over another” (Godin, 2009).

The name, the trademarked logo or other unique design features that a company creates are not the brand for itself, it is needed history, memories and customer experiences. In order for these design features to become a brand, there is the need to make costumers recognize it and formulate ideas about it: a set of common ideas will give meaning to a brand (Holt, 2004).

### 2.6.1. Strong Brands

Is not easy to build strong brands nowadays, there are substantial pressures and barriers, both internal and external that difficult the process, as for example: the pressure to compete on price, the proliferation of competitors and bias toward changing strategies. According to D. Aaker, to create a successful brand, a brand builder should achieve brand equity: “Brand equity is a set of assets (and liabilities) linked to a brand’s name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firm’s customers” (Aaker, 1996). The main asset categories are:

- Brand name awareness;
- Brand loyalty;
- Perceived quality;
- Brand associations.

**Brand name awareness** depends on the strength of a brand’s presence in the consumer’s mind: “is the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category” (Aaker, 1991). D.Aaker divides the brand awareness in four levels:

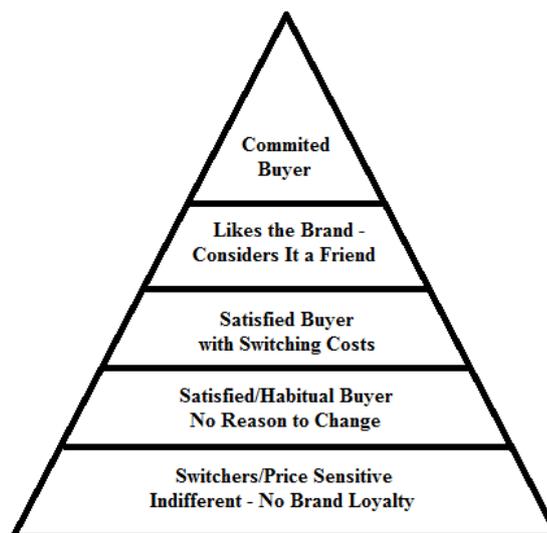
**Figure 2 – Brand Awareness Pyramid**



Source: Aaker 1991

**Brand loyalty** measures the attachment of the customer with the brand. There are several levels of a brand loyalty, as it is possible to see in the figure 2. When a brand changes price or product features it is possible to measure the loyalty between customers: those that change brand and those who keep choosing the same, which means that the change will determine the loyalty.

**Figure 3 - Brand loyalty pyramid**



Source: (Aaker, 1991)

**Perceived quality** is the consumer's perception about the quality of a product or service, it is an general idea that makes the difference in the consumer's mind. The consumer's perception can be related to different concepts:

- Actual or objective quality – for a certain goal, which product or service provides the best service;
- Product-based quality – the nature and quantity of features, the possibility to have more functions;
- Manufacturing quality – choose the product/service without flaws.

Perceived quality can become decisive when doing a choice, meaning a different positioning of the product, which can lead to a premium price and to brand extensions.

The associations that consumers make with a brand have a significant impact on the brand's equity. **Brand associations**, can be with a symbol, a famous person, a music or many other elements that are part of the **brand identity** (Aaker, 1991).

#### 2.6.2. Brand identity

According to A. Wheeler (2003), the main difference between brands and brand identity is that, the first appeals to the mind and heart and the second, to the senses. The author defines Brand Identity as: “the visual and verbal expression of the brand” and adds – “Identity supports, expresses, communicates, synthesizes, and visualizes the brand (...) you can see it, touch it, hold it, hear it, watch it move”. (Wheeler, 2003: 4) The start of a brand identity is based on a brand name and a logo but quickly creates a set of tools and communications, such as advertising campaigns, packaging, website, or a business card. In short, brand identity is tangible, creates awareness and builds business.

Building a brand identity is a five phases process that requires investigation, strategic thinking, project management and design skills: (Mesquita, 2010)

1. **Research and analysis:** Where the main point should be to clarify the brand vision, strategies, goals and values;
2. **Brand strategy:** Which includes synthesize learnings and clarify brand strategy;
3. **Design concept:** Focus on the visual concept of the brand, how the brand will look like;

4. **Brand expressions:** Apply brand architecture, finalize identity solution;
5. **Managing Assets:** Build synergy around the brand, launch strategy and develop standards and guidelines.

## 2.7. Destination Branding

Tourism is a highly competitive industry. The competitiveness of a region depends on the strengthening of tangible attractiveness factors – economic factors, location, infrastructures – and the intangible attractiveness factors – culture, quality of life (Kotler *et al.*, 2002). Branding is a way to achieve the strengthening of the intangible factors.

A definition of Destination Branding is “an organizing principle that involves orchestrating the messages and experiences associated with the place to ensure that they are distinctive, compelling, memorable, and rewarding as possible” (Baker, 2007: 26). In other words, destination branding builds a unique and general message about a destination, instead of several inconsistent and incoherent messages. Keller (1998: 19), simplifies the goal of destination branding, referring that “The power of branding is making people aware of the location and linking desirable associations”.

Seaton and Bennet (1996: 367), also highlight the importance of destination branding: “The recognition that destination image is a major factor in destination success has recently led some tourist boards and resorts marketers to talk about applying branding to destination branding”.

## 2.8. Communication Strategy

Due to the fact that an objective of this thesis is to create/change the communication strategy of Albufeira, it is important to understand in what it consists – “Communication Strategies are required so that promotional objectives and positioning requirements of an organization and its products can be achieved” (Fill, 1995: 253). A communication plan is a complex process and, in order to create it, it is needed to follow several steps (Rothschild, 1987):

1. **Analyze the situation:** Gathering information in a number of keys areas as understanding what are the benefits of our products, who are the people we want to reach, what are our key ideas and how will they work;

2. **Understand objectives and positioning:** Define the target market, the key attributes and benefits of the product and the competitors;
3. **Define strategies:** Define the message to advertising and media, promotions, public relations and publicity, sales force, brand name, packaging, point of purchase and the marketing-mix;
4. **Budgeting:** Understand the financial constraints of the firm;
5. **Implementation:** Execution of the strategy;
6. **Evaluation:** Check the efficiency of the project and learn with it for future campaigns.

### 2.8.1. Communication Objectives

A communication strategy can be developed to achieve several different goals. It is needed that these objectives are clear and follow some specifications: possible to quantify, have a deadline to be accomplished, be precise, be measurable and realistic. Clarify the objectives will help to coordinate and communicate the communication plan, as to guideline decisions and evaluate the results in the end. The next table shows the three different types of communication objectives: to get known, to be liked and to create action (Brochand, *et al*, 1999).

**Table 1 – Communication Objectives**

To get known	To be liked	Create action
Create awareness Inform Promote experimentation Spread the product Demonstrate Stimulate the purchase Show who we are Prepare the selling	Promote loyalty Blur seasonality  Create credibility Promote the image To sell Drain products Create trust Involve people	Try the product Visit the shop  Share experiences Ask for information Create buzz

Source: Publicitor (1999)

### 2.8.2. Communication Tools

There are several communication tools that are possible to use in order to create our communication plan. To accomplish the objectives in the most efficient way, these tools can be combined creating a communication-mix. Depending on the kind of objectives, the target or impact, some of these tools can be more appropriate than others

(Brochand, *et al*, 1999). In the table 2, it is possible to see the main communication tools and what characterize them:

**Table 2 – Communication tools**

<b>Advertising</b>	“Is defined as any paid form of nonpersonal communication about an organization, product, service or idea by an identified sponsor” (Belch & Belch, 2004: 16). It is often confused with the general concept of communication, however is only one of the tools. Advertising adapts to big dimension targets and has a medium/long term effect. Means to transmit it: <b>Television</b> (high audiences but also high costs); <b>Radio</b> (A lot of repetition but weak advertisement message quality); <b>Cinema</b> (Limited audience and is a complement to television); <b>Press</b> (It is needed to segment the market); <b>Outdoors</b> ( High repetition of the message however hard to measure the audience); <b>Internet</b> (Reduced costs and innumerous possibilities, always evolving).
<b>Sales Force</b>	It can be considered the most complete tool of communication, once that allows the communication agent to adapt to the target and at the same time, enables to transmit and also collect information. Sales force is composed by a group of people that have as mission to sell to potential distributors or buyers.
<b>Direct Marketing</b>	Similar to sales force, direct marketing also gives and receives information. Direct marketing is so much more than direct-mail and mail-order catalogs, it involves a variety of activities as database management, direct selling, telemarketing and direct response ads through direct mail, the internet and various broadcast and print media. It uses well defined and precise targets and is for a short/medium period effect.
<b>Sponsorship and Patronage</b>	Are variables that have a medium/long period effect and even if it is possible to use them to communicate a brand or product, they are more appropriate to use in institutional communication. The target is connected to the type of event or sponsored entity.

<b>Public Relations</b>	“Is a management function that determines the attitudes and opinions of the organization’s publics, identifies its policies with the interests of its publics, and formulates and executes a program of action to earn the understanding and goodwill of its public” (Rothschild, 1987: 9). It is used generally to internally and to specific social groups. The means of public relations are: <b>Personal contacts</b> ; <b>Events</b> (Parties, galas, contests, conferences, etc.); <b>Publications</b> (Articles in magazines or journals, billboards, etc.); <b>Sponsorships and patronage</b> ; <b>Public service activities</b> (For example, actions to fight social problems).
<b>Promotions</b>	It was a direct impact in the “really short” term, in other words, acts mostly in the act of the purchase. It can stimulate the purchase, to spread new products, promote experimentation, drain products and blur seasonality.
<b>Merchandising</b>	This is a persuasive communication tool. Through a strategic point where the products are displayed to the audience, it is created visibility. It acts to a well defined target and has an impact in the short-term. The objectives are: to sell, to promote the product, to try the product and to create involvement.

Source: Publicitor (2010); (Rothschild, 1987); (Belch & Belch, 2004).

### 2.8.3. Digital Communication

It is not needed to say that digital has taken over every aspect of people lives, essentially changing the way they communicate. Companies, regardless of the industry in which they operate, need to be part of that change and communicate with customers using their preferred mean. Life is quickly becoming more virtual and online, and those that use digital media effectively as part of their marketing strategy are winning the rewards. The problem is that with so many new technologies and features entering the market every day, most companies do not know where to start. (Altrichter, 2011)

Why digital communication? **Interaction** is the key word. “History will have internet has the biggest of all communication tools of our time (...) Is the only mass communication tool that besides allowing bidirectional communication, allows interactivity between the user and the object of his research” (Ascensão, 2011: 31). Internet allows a deepest interactivity and individuality for the company and for the

client. Today companies can personalize the contents to each consumer, and the consumer can personalize the contents to receive. According to Kotler, the interactive marketing provides several specific benefits (Kotler, 2006: 615):

- The effects can be measured and identified easily;
- The advertisements can be contextualized through keywords that users enter on search engines;
- The internet is particularly efficient to reach people during the day, which allows to target the market in different circumstances from the traditional;
- Young consumers with purchasing power and a high educational level, make more buying decisions through the internet than Tv.

A company website is its main online presentation which represents the need to be careful managed. It should look good, be clear, attractive, informative and as mentioned before, interactive. However, it is not the only important online tool. There are also tools as Web display and sponsored links, but even more relevant and important: social networks. “Facebook gives brands the opportunity to tap into its 500 million active followers via brand pages that experts say are slowly getting more attention than many company websites, and Twitter’s Promoted Tweets, Trends and Accounts are opening up new opportunities for marketers too” (Levy & Birkner, 2011: 11). This reference shows that besides the website it is crucial to manage in the best possible way the social networks pages due to its increasing importance.

According to Levy and Birkner (2011) there are ten main things to do on digital platforms nowadays:

1. **Follow the industry:** Pay attention to buzz words and general trends;
2. **Talk to users:** ask them how and what they find useful;
3. **Get into social:** For instances on a specific network add and follow other companies on the same market learning with them;
4. **Approach social media as you were approaching a community:** Introduce yourself and come up with something relevant for who is listening;
5. **Be sure the content is compelling;**
6. **“Walk on consumers shoes”:** Understand what your customers wants and what they are doing;

7. **Focus on a content strategy;**
8. **Get a handle on mobile content consumption:** The website and e-mails should be conjured also for a mobile version;
9. **Do not fear video:** The usage of video is an powerfull communication vehicle;
10. **Social, mobile and video are “hot” but do not neglect e-mail.**

For *Visualize*, a digital marketing solutions company, the future passes by the companies virtualization -“Virtualization should be a top priority for every business”- and believes that some of the most powerful trends in order to be successful doing it, are the “socialization”, “gamification”, “configurators”, “transmedia” and “community monetization” (NZ Business, 2011).

### **3. Methods and techniques of data collection and analysis**

The research methodology for data collection includes an exploratory study, using a questionnaire. The sample is of 50 individuals (Domestic and Foreign) that already passed holidays in Albufeira. The questionnaire main objectives were: to understand the main reasons why people visit and what people do not like and would change in Albufeira. These objectives, helped understanding what is more important or not to highlight on Albufeira's image, besides providing other useful information.

In order to obtain quantitative data, search was done on documents, as for example, reports elaborated by tourism and statistics agents (e.g. INE, WTO and World Travel & Tourism Council), journals, magazines, scientific papers and websites, i.e. secondary research that allowed the development of literature review as well as contextualization.

## **4. Contextualization**

### **4.1. Tourism – Evolution and prospects**

#### **4.1.1. Tourism Worldwide**

According to World Tourism Organization (UNWTO), the touristic market went through a process of expansion and diversification, which made this activity in one of the biggest and fastest growing industries worldwide. Despite the setbacks, the international arrivals registered a continued growth, which was of 277 millions arrivals in 1980, 528 millions in 1995, and 983 millions in 2011 (UNWTO, 2012). Thereby, for many economies, the touristic activity represents a major leverage in their development through several ways: creating jobs, wealth, property, infrastructures and quality of life. The international tourism receipts for 2011 were estimated at 1030 billion U.S. dollars, up 102 billion when compared to 2010, meaning the record revenues in many tourist destinations. Tourism is one of the most relevant economic and social factors in the 21<sup>st</sup> Century.

Despite the financial difficulties which were felt in the European continent since 2008, effects of the crisis that erupted in the U.S., in 2011 the largest increase in international tourist arrivals was precisely in Europe (+6%). Only the Middle East and North Africa registered a decline in this indicator (UNWTO, 2012).

Tourism is changing not only in which refers to the most chosen destinations as well as around the whole process. Some examples of this change are the increase of holiday period distribution, the addition of new tourist products or even the tourists themselves. In other words, nowadays, there is a preference for more travels but for less time, there is a much wider range of choices which is increasing the customization of the product / service according to the desire of the individual tourist and this requires more information, revealing a greater degree of sophistication. It is also important to highlight the world's aging population as an opportunity in senior tourist activity.

The World Tourism Organization highlights that many emerging economies show fast economic growth resulting in increased available income, of which a large part will be spent on tourist activity: not only domestic but also International. This fact together with the previous changes on touristic activities, contribute to the increase of competition between tourist destinations and touristic products in general. It is also

important to note that this increase is favorable for tourists but it may not be for stakeholders who are not competitive enough or do not adapt to change.

In a recent study conducted by the UNWTO, perspectives are revealed for 2030, where the highlight is the increase on the average number of international tourist arrivals of 3,3% per year, which means an annual increase close to 48 million arrivals Worldwide.

#### **4.1.2. Tourism in Portugal**

Tourism is one of the most important sectors in the Portuguese economy, representing directly 9% of the Portuguese GDP and absorbing around 8% of the workforce (Turismo de Portugal, 2012). The increasing number of tourists and the importance of this sector, through the revenue that generates, have been leading the economic agents, taking into account the international competition, to adopt a set of pro-active measures. The key factors of attraction used by Portugal as a tourist destination are the pleasant weather and the beauty of its coastline with 1,792 km. Moreover, the landscape, the culture, the historical sites and monuments, the welcoming environment, infrastructure for water and extreme sports, and particularly golf, as well as the level of hospitality are important aspects of the quality of tourism Portugal.

As previously mentioned, Europe despite the economical crisis, had the biggest growth in International arrivals of the world in 2011, which benefited the European Union destinations, bringing some relief for those destinations facing major economic challenges such as Portugal, Greece, Ireland or Spain. (Turismo de Portugal 2012)

Portugal achieved, in 2011, a growth of 3,65%, with 13,145 millions international tourist arrivals, which corresponds to a share of 1,33% worldwide. Although, there was a slight decrease of this indicator in the entire world, Portugal consolidated the recovery achieved in 2010, the year in which 12.682 million arrivals enabled a growth of 4.81%, performance. According to “UNWTO World Tourism Barometer”, Portugal climbed three places in the global ranking of international tourist arrivals, moving from 38th place in 2010 to 35th in 2011. On the other hand, moved up two positions in relation to the revenue generated by international tourism, occupying in 2011 the 25th position, that in 2010 was in 27th.

Recently, the President of Portugal, Anibal Cavaco Silva, has highlighted the importance of tourism to the country's jobs and exports on the occasion of the presentation of the UNWTO / World Travel & Tourism Council (WTTC) Open Letter on Travel and Tourism which aims to rally support for tourism among world leaders. *"Tourism is very important for jobs and exports"*, said the President Cavaco Silva, adding after: *"support increasing mobility around the globe as this is critical not only to the tourism sector, but also to the wellbeing of people as the tourism sector is of growing importance to many countries."*

Knowing the importance of this sector for its economy, Portugal developed a program called PENT (Plano Estratégico Nacional de Turismo), with the purpose of studying its touristic activity, taking into account the evolution of the Portuguese tourism to find a strategy to the future. This project aims to find possible potentialities in Portugal that can help the sector to grow and face the increasing international competition as a touristic destination. Between many other tasks, PENT established the main values of the "Portugal brand" as: weather and light; history, culture and tradition; hospitality; and concentrated diversity. Besides studying the country as one destination, this project also aims to potentiate different regions individually and understand the potential competition.

According the forecast done by WTTC, the direct contribution of tourism in the Portuguese GDP it is expected to grow 1,7% pa from 2012 till 2020. Thereby, besides the importance that this sector already has in this nation, it is expected to grow even more. (WTTC, 2013)

#### **4.1.3. Tourism in Algarve**

According to INE, in the last years, tourism in Algarve has gone by ups and downs, but mostly ups. Even after the big football tournament (Euro 2004) which drew a lot of tourists to Portugal, the overnights in Algarve increased 4,2% in the following year, meaning an increase of 561.401 in a total of 13.814.274 overnights. Only the period between 2008 and 2009 represented the exception to this grow: in 2008 the decrease was 3% compared to the previous year and in 2009 was 9,4%. The year of 2010 registered the return of a positive evolution for this region and till 2012 the number of overnights continued to increase, having in 2010, 2011 and 2012 the growth

of 2,5%, 5,5% and 2,7%, respectively, achieving in this last year, 14.021.164 overnights, the biggest number so far. (INE, 2012)

Considering the number of overnights by nationality of the tourists, it is possible to highlight several countries as main emitters (besides Portugal): United Kingdom, Germany, Holland, Ireland, Belgium and Spain, between others. Almost all are countries from north Europe, where the weather and the beach is quite different from Portugal. It is important to underline that in the last decade the number of English tourists in Algarve, is in most of the years, bigger than Portuguese tourists. Moreover, in the last two years, there was a negative growth in the number of Portuguese tourists going to Algarve, from 3.831.885 in 2010 to 3.442.726 in 2012. The political, economical and financial crisis in Portugal may be the main reason why this occur. (INE, 2012)

#### **4.2. Analysis of Trends**

A feature of the 20th century, especially the second half of the century, was relative stability in many aspects of tourism, but this may not be true for the 21st century. Global tourism is forecast to grow, but overall growth forecasts hide tremendous differences between regions and countries. For example, a financial crisis can led to dramatic falls in arrivals, hotel rates and hotel occupancies. This kind of event makes forecasting tourism performance in some regions almost impossible. It is not possible to predict what is going to happen in a certain place. Political instability, economic turbulence and religious differences could all have negative effects on potential tourism development and growth.

Another important issue is the sustainable development. If the world is serious about sustainable development and living within the limits of the resources available, then growth, especially rapid growth, may not be the pattern desired or acceptable in all regions. This aspect is rarely approached in forecasts, where the focus is normally on growth which, even if not mentioned, can have a limit.

In Algarve, for example, due to its characteristics reaches almost the maximum level of occupancy in certain periods of the year, as the summer and new year's eve. In these periods can be difficult to find accommodation. Moreover, the excessive number of tourists can result in negative consequences in the holidays of everyone that makes part of it.

#### **4.2.1. Competition between destinations**

The problem of competitiveness has become an important theme at the level of each actor of the economy and the tourist destination competitiveness can be described as the element that makes an increase of visitors over time, they ensure their memorable experiences in a profitably, enhancing the welfare of the residents and preserving natural capital for future generations. Therefore, tourist destinations are in constant competition.

Each one of them wishes to obtain a competitive advantage, to have something specific that other destinations do not have, or at least, not in the same way. Besides having something unique or different, sophistication is another key issue in tourism differentiation. Sophistication in promotions, motivations, accessibilities and experiences are nowadays critical for many tourism products. Increase the awareness through mediatic events, increase the number of products/services within the destination and decrease the price in transports – boom in *low cost* companies – are vital for the success of many destinations.

#### **4.2.2. Demographic Trends**

Demography is one of the most important external factors to the demand and development of Tourism. The structure of societies is always in a continued process of changing, therefore, it is essential for public and private organizations in the tourism field to study this process in order to anticipate and react in the most competitive way.

To the marketing area, these changes origins an impact on travel demand, including frequency, length of stay, products, and consequently on the communication strategies of National Tourism Organizations (NTOs) and private companies alike.

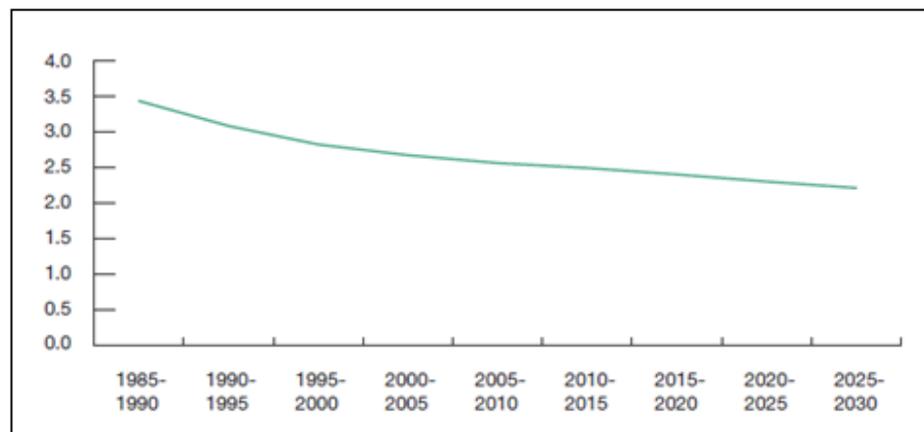
There are two major aspects on worldwide demography. First, the growth in the world's population, set to rise from 6.9 billion now to 8.3 billion in 2030, which means an increase of more than 20% (Table 3). However, Europe's population is expected to decline by 1%.

**Table 3 – World population (x 1000)**

Year	World Population
2010	6,908,688
2015	7,302,186
2020	7,674,833
2025	8,011,533
2030	8,308,895

Source: Population Division of the Department of Economics and Social Affairs of the United Nations Secretariat, World Population Prospects: The 2008 Revision, 2009.

The second important issue is the changing age structure of the population across the world. As can be observed on the next graph, the world fertility is decreasing significantly which is traduced in less young population.

**Graph 1 – World Fertility**

Source: Population Division of the Department of Economics and Social Affairs of the United Nations Secretariat, World Population Prospects: The 2008 Revision, 2009.

The decrease of fertility is largely explained by the fact that women have less number of children and they become mothers when they are older. Therefore, there is an increase of women that travels with other female friends: the travel agencies only for women are increasing a lot.

Other phenomenon is the increase of life expectancy, meaning the increase of older population.

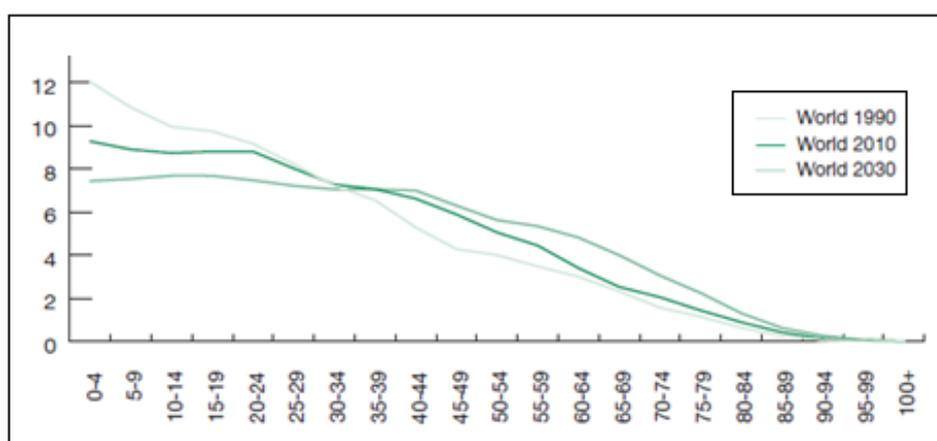
**Table 4 - World life expectancy (years)**

Year	All	Male	Female
2005-2010	67.6	65.4	69.8
2010-2015	68.9	66.7	71.1
2015-2020	70.1	67.9	72.3
2020-2025	71.1	68.9	73.4
2025-2030	72.1	69.9	74.4

Source: Population Division of the Department of Economics and Social Affairs of the United Nations Secretariat, World Population Prospects: The 2008 Revision, 2009.

Therefore, it is possible to highlight the aging population (graph 2). This can mean certain implications for the touristic activity, as for example, the increase of senior tourism. Related to this increase, it is also associated a new trend: grandparents taking their grandchildren with them on holidays.

The aging population can lead to several doubts to the marketing point of view. Which segment should be the target? Younger or older? In other words, this could force a stark choice for tourism destinations in their marketing, communications and product development. In terms of product the differences can be quite relevant, as for example: a young couple that works full time can be more interested in relaxing during holidays, while a older couple in with more free time can be more attracted to try new experiences.

**Graph 2 – World population age band (%)**

Source: Population Division of the Department of Economics and Social Affairs of the United Nations Secretariat, World Population Prospects: The 2008 Revision, 2009.

#### **4.2.3. Environmental Trends**

Nowadays, the deterioration of living conditions in large cities leads to a search for places with natural beauty where it is possible to enjoy the surroundings. In its turn, this searching leads us to valorize and appreciate even more the environment, which means: a growing environmental concern.

News trends in tourism are increasing due to this fact. One of this trends is the “last chance tourism” or “tourism of doom”.

A study published in the September 2010 edition of the journal *Current Issues in Tourism*, titled “Last chance tourism: the boom, doom, and gloom of visiting vanishing tourism destinations” explains how “last chance tourism” is employed as a marketing strategy for certain destinations, especially in the Arctic. Places as the Great Barrier Reef, Venice, the Amazon rain forest, the Dead Sea and Maldives can beneficiate quite a lot with this trend since all them are expected to change or disappear (Lemelin, *et al*, 2010).

### **4.3. Current context of Tourism in Albufeira**

#### **4.3.1. Characterization of the tourist offer in Albufeira**

The city known today as Albufeira is not just a “Capital of Tourism” in Portugal, it is also a place full of history. Contacts with Phoenicians, Greeks and Carthaginians plus the occupation of Romans are just a short history.

Its extraordinary climate, that includes more than 3000 hours of sunshine per year, and the friendly charisma of its people convince many foreigners to move residence to the region, either temporarily or permanently. There is a lot of people that select Albufeira as their favorite destination because of its multiple attractions, i.e. the lively and social nightlife, the amazing beaches, varied activities as water sports, golf courses, glorious countryside and the local cuisine that includes the famous “*Frango da Guia*” (Guia’s Chicken). ([www.cm-albufeira.pt](http://www.cm-albufeira.pt))

##### **4.3.1.1. Characterization of the territory**

With approximately 140 km<sup>2</sup> and more than 40,000 inhabitants, Albufeira is the city and county, located on the southern coast of Portugal and part of the district of Faro and the region of Algarve. ([www.albufeira.com](http://www.albufeira.com))

**Image 1 - Algarve Map**

**Source:** Unknown

The county of Albufeira is divided in five parishes counting with itself. The others are Ferreiras, Guia, Olhos de Água and Paderne (Image 2).

Ferreiras is a small village 5km to the north of Albufeira and it is characterized by its tradition. There is a windmill, one of the last in the area, water wheels, threshing floors and wine presses can also be found.

The parish of Guia is 6km to the west of Albufeira and has as main points of interest the chapels of “Our Lady of Guia” and by the Guia Chicken that is a famous dish that attracts a lot of tourists to taste it. In August there is also a big festival related to this dish: Feast of the Charcoal Grilled Chicken.

Olhos d’Água located 6km to the east of Albufeira, was once a small fishing village. Due to the sudden “boom” in tourism in the 1970’s and 80’s, the parish has changed its economic structure and become one of the principal tourist zones in the area of Albufeira. Its principal points of interest are the *Torre da Medronheira* (Old watching tower) and the Olheiros (sources of springs of fresh water). Various hotel complexes, holiday villages and a magnificent golf course are set In the Pine Forests of the borough and in *Açoteias*.

Paderne is 12 Km from Albufeira and set in the interior of the Algarve. The main activity is agriculture. Its principal historic monuments are Paderne Castle, with the Quarteira river flowing around it, the Parish Church, the chapels of *Nossa Senhora do Pé da Cruz*, and Our Lady of Assumption (testament to the Baroque style), the water

mill and the Castle Bridge. There are also many beautiful walks to view the local flora and fauna down by the Quarteira River, and the *Paderne Font*. (www.cm-albufeira.pt)

**Image 2 – The Parishes of Albufeira County**



Source: Unknown

#### 4.3.1.2. Regional Accessibilities

Albufeira is characterized by bringing together the main access roads and railways that serve the region, giving them the unique conditions in the distribution of traffic, passengers and goods. At road level there is the crossing of county roads by A2, IC1, A22 and N125, while at the rail lines and South Algarve, both stop at Station Albufeira - Ferreiras.

The centrality of the county combined with the available set of accessibility makes connections to the country's capital, Lisbon, as well as the main commercial ports that serve the region, located in Faro and Portimão, but also to the Port of Sines, the most important port in southern Portugal.

**Table 5 – Distances of Albufeira to main points of interest**

Distance of Albufeira	Km
Faro Airport	35
Lisbon	256
Spain (border)	93
Sagres	88
Sines	203

Source: Author

#### 4.3.1.3. Touristic Features of Albufeira

According to Albufeira.com, since the 1960's that tourism in Albufeira started to emerge, which before had as main activity fishing, passed to have a much bigger contribution to the local economy from the new activity that continues to evolve and expand into the present day. Due to the growing needs of the tourist industry, Albufeira was obliged to overflow its historical urban boundaries into the surroundings in order to offer the necessary quality accommodation and install the complementary services they require. *Montechoro*, *Areias de São João* and the famous *Oura* became new centers of attraction for tourists. The most recent tourist resource is the *Albufeira Marina*, which extended the town's urban development from its eastern side over to *Galé* and *Salgados* in the West.

Albufeira is knowed mostly by its beaches and nighlife, however there is much more than that. Monuments to visit, shows to watch, activities to do and sports to practice are some examples. The main monuments are:

- *Clock Tower;*
- *Bell Tower;*
- *Parish Church;*
- *Chapel of Mercy;*
- *Church of Saint Ann;*
- *Church of Saint Sebastien;*
- *Chapel of Our Lady of Orada;*
- *Saint Ann's Gate;*
- *Statue of Saint Vicent of Albufeira;*
- *Old Castle Wall;*
- *Old Military Battery;*
- *Arch of Old Church Street;*
- *Municipal Museum of Archeology.*

The shows done in *Praia dos Pescadores* became another big attraction to the city, namely in new year's eve and during the summer. These shows are mostly music live concerts with famous celebrities and big fireworks shows.

Many different activities are also possible to do in Albufeira, starting with one of the main attractions: Zoomarine. It is a sea life amusement park where it is possible between other things, to swim with dolphins (which is a rare activity to find). Visit the natural sea caves (by boat), bird watching, water parks, jeep safaris, paintball, fishing, spas, pedestrian walks and shopping are other possible attractions for tourists.

As said before, it is also a place where is possible to practice several kind of sports. In, this type of activity, Golf and water sports are the main attractions, however, it is also possible to find some football fields, a Municipal Stadium with an athletic track, a Municipal Pavilion, a cross country track in *Açoteias*, a skate park, public swimming pools and several indoor multi-sports pavilion around the city. (www.albufeira.com)

#### 4.3.1.4. Touristic Products

In terms of touristic products it is possible to conclude that most cities in Algarve are similar. Taking into account its market share and growth potential, PENT established 10 strategic products (Table 6).

**Table 6 - Touristic products in the region of Algarve**

Product Strategy	Consolidated	In development	Complementary	Emerging	Not expressed
Sun and sea	X				
Health Tourism		X	X		
City Breaks					X
Touring			X		
Food and Wine			X		
Nature Tourism		X			
Golf	X				
Nautical Tourism		X			
Business Tourism		X			
Residential Tourism	X				

Source: Análise Turismo de Portugal

The *Sun and Beach* product is considered consolidated, however the analysis made by PENT points to the needs of developing the accessibilities for the winter period and for new markets.

Another settled products are *Golf* and *Residential Tourism*. The strategy for these products is based mostly in their promotions and put the them on the market.

*Nature tourism* in Algarve is emerging, therefore there is the need to develop and create new experiences, as well as develop good sustainability practices. Other emergent product is *Nautical Tourism* that took a big step in 2012 when several marinas (including the one of Albufeira) got the “5 gold anchors” classification by The Yacht Harbor Association, giving credibility and prestige to this product. The strategy involves the promotion not only from the marinas and harbors, but also surfing and the good beach access conditions.

In the *Business Tourism* and *Health Tourism*, there is the need of developing infrastructures, complementary equipment, specialized services and place the product on the market. The strategy for *Health Tourism* includes also develop wellbeing features and experiences (spa and thalassotherapy).

The product *Touring* needs to have the resources georeferenced in value, develop information for the client and, encourage and diversify experiences. For *Food and Wine* it is also required to diversify experiences, promote and commercialize the offer.

Besides these strategic products mentioned by PENT for the analysis of Algarve, I would add in the city of Albufeira another one: *Nightlife*. It is one of the main reasons why a significant percentage of tourists choose this destination (4.3.2.1. Main reason of the visit).

#### **4.3.2. Characterization of the Demand**

The borough of Albufeira receives a considerable percentage of the 3 million tourists who visit Algarve annually (Table 7). The frenetic summer season now extends into the rest of the year, for visitors of all ages and from all over the world.

**Table 7 – Night spent and guests in Hotels Establishments, 2011:**

Unit: No.	Nights				Guests			
	Total	Hotels	Boarding Houses	Others	Total	Hotels	Boarding Houses	Others
Portugal	39 440 315	23 837 305	2 653 444	12 949 566	13 992 782	9 753 988	1 165 827	3 072 967
Continent	32 841 504	19 910 396	2 296 444	10 634 664	12 611 323	8 869 522	1 075 736	2 666 065
Algarve	13 979 866	5 228 310	249 419	8 502 137	3 008 494	1 314 157	83 345	1 610 992
Albufeira	6 522 089	1 606 366	102 561	4 813 162	1 239 074	339 347	24 192	875 535

Source: Statistics Portugal, Tourism Statistics.

The percentage of foreign tourists in Algarve is highest than domestic tourists, receiving almost three times more foreigners. However, in the last years there was a slight decrease of foreigners visitors and increase of domestic visitors (table 8).

**Table 8 – Sleepovers in Algarve**

Indicators	Years					
	2006	2007	2008	2009	2010	2011
Sleepovers (#M)	14,2	14,7	14,3	12,9	13,2	14,0
Domestic	3,3	3,3	3,5	3,6	3,8	3,8
Foreigners	10,8	11,4	10,7	9,3	9,4	10,2

Source: INE (National Institute of Statistics).

#### 4.3.2.1. Main reason of the visit

The welcoming atmosphere, together with its extraordinary climate and its multiple attractions that were mentioned before, creates a place that catches the attention of many foreigners.

Two of the questionnaire questions were about the main reason to visit Albufeira and which other aspects people appreciate more in this city. Like it was expected, the three main reasons to visit the city are the beach, the weather, and the nightlife with 46%, 24% and 26% respectively. Other main reasons to visit the city were “holidays tradition” and “friends that pass holidays there also” with 4% each.

#### 4.3.2.2. Accommodation in Albufeira

According to INE, the total lodging capacity of the accommodation establishments in Albufeira is 45474 people, divided in more than 140 establishments,

between hotels, aparthotels, villas, resorts, touristic apartments, camping, hostels, are all possible options. (INE, 2012)

More than 30 hotels from 2 till 5 stars around all city are available, however, in Albufeira there is a big percentage of tourists that prefers to rent an house for the holidays. For this reason, there are several online businesses that provide a service to help in the process of searching and choosing the house. Although most of tourists that choose an house instead of an hotel are domestic, foreign tourists also use these services that are prepared to communicate in several languages. These services include finding an appropriate accommodation depending on the number of people and the pretended location mostly.

The campsite in Albufeira is considered by many, the best in Algarve and one of the 10 best campsites in Portugal according to *Montartenda.com*, a Portuguese website and blog about camping where it is possible to comment and rate the experience in a campsite.

It is important to underline that like mentioned before, Albufeira has a population around 40000 inhabitants, however in the months from July to September, when 46,5% of the overnights occurs (table 9), already reached the number of 400000 visitors simultaneously (10 times the resident population) according to the ex-Mayor Desidério Silva. Therefore, it is possible to conclude that Albufeira is deeply affected by the **seasonality**.

**Table 9 - Hotel activity indicators in Albufeira, 2011:**

	Average time of staying foreigners	Accommodation capacity per 1000 habitants	Visitors per inhabitant	Proportion of foreign guests	Proportion of sleepovers july -septmenber	Sleepovers in accomodation stab. per 100 inhabitants
	Nº of days	Nº		%		Nº
Portugal	3,5	27,4	1,3	53,0	39,3	374,1
Continent	3,2	25,0	1,3	51,3	40,2	327,5
Algarve	5,2	227,2	6,7	65,0	46,6	3 099,8
Albufeira	5,7	1 108,4	30,2	<b>71,8</b>	<b>46,5</b>	15 897,1

**Source:** Statistics Portugal, Tourism Statistics.

#### 4.3.2.3. Results in Accommodation Establishments

Seasonality it is one of the main issues when studying tourism. All touristic destinations have periods with more and less visitors which can be a problem for all the touristic agents, and Albufeira, as already mentioned before, is not an exception.

The occupation-rate per bed shows that in Albufeira, almost half of the beds (46,3%) in accommodation establishments were in use during 2011. In Hotel establishments the occupation-rate even exceeded 50%.

**Table 10 - Hotel activity indicators, 2011:**

	Occupancy-rate per bed			
	Total	Hotels	Hostels	Others establishments
	%			
Portugal	40,0	42,5	26,0	40,0
Continent	38,5	41,4	25,2	37,9
Algarve	42,7	48,4	28,2	40,3
Albufeira	<b>46,3</b>	50,3	52,0	45,0

**Source:** Statistics Portugal, Tourism Statistics.

#### 4.3.2.4. People opinions about Albufeira

The collected data by the questionnaires revealed some curiosities on people opinion about Albufeira. Some important information was obtained about the aspects that people would change in the city, something that would encourage people to visit Albufeira in the low season or ideas to improve the experience.

About what people would change in the city, 10% of the answers exposed that there is a lack of information not only about the city in general but also about events, meaning that, the communication is not reaching the target.

Related to attracting people to Albufeira in the low season, 66% of the people mentioned that they would be able visit Albufeira if there were events (some pointed types of events were: music concerts, gastronomic and sport events). Other 10% of the answers were related to price reductions.

In order to improve the experience in Albufeira, 16% of the respondents said that were needed more activities. Due to the innumerous options in terms of available activities in Albufeira, it must be questioned if the communication for this activities is the right one.

#### 4.3.2.5. Source markets

According to INE, Albufeira is one of the cities with higher percentage of foreign visitors not only Algarve, but also in Portugal (Table 8). Therefore, and due to the importance to the marketing plan, it is important to understand from where the visitors come.

Albufeira receives more than one third of the tourists in all Algarve. More than 90% of these guests in 2011 were from the EU. An interesting fact is that the market of origin with highest number of tourists in this county, is not the own country (Portugal), but United Kingdom instead (Table 11).

To UK and Portugal, it follows Spain, Netherlands, Germany and France, by order of importance. With much lower number of tourists but still significant, Italy and USA are the remaining relevant markets of origin.

**Table 11 - Guests in hotel establishments according to country of usual residence, 2011:**

	Total	EU27	EU25	EU15								USA
				Total	from which						UK	
					Portugal	Germany	Spain	France	Italy	Low Countries		
Portugal	13 992 782	12 320 729	12 288 566	12 080 112	6 580 537	740 110	1 377 726	658 701	383 758	388 253	1 243 898	278 281
Continent	12 611 323	11 041 633	11 011 868	10 847 953	6 146 908	541 216	1 325 662	549 839	365 777	336 917	1 028 957	262 723
Algarve	3 008 494	2 860 945	2 857 069	2 815 600	1 053 925	215 807	276 349	68 194	26 185	186 901	763 408	24 313
Albufeira	1 239 074	1 185 176	1 183 640	1 167 686	349 461	70 564	111 431	30 699	7 915	92 648	410 116	7 275

**Source:** Statistics Portugal, Tourism Statistics.

#### 4.4. The Brand “Albufeira”

In order to match this product (Albufeira) with the communication plan, it is essential to analyze the how the brand fits to it. The brand needs to be clearly defined and send the right message: what this product/city is all about. As mentioned before in the literature review (2.7. Destination branding), a brand associated to a place has to

connect the different individual messages that can be transmitted and turn them in a unique message.

The analysis of the brand's basic elements allows to get a deeper perspective about the brand and its positioning. The current basic elements of the Albufeira brand are:

- **Name:** Albufeira *Município* (Municipality). This is the name used for promotion through the website, brochures, etc;
- **Tone of voice:** It is direct, formal and informative;
- **Logotype:** In the image 3, it is possible to see the current logotype. It is possible to divide the logotype in two parts: the brand name and the symbol. The symbol is a starfish with several colors that resembles the beach colors, in other words, the beach elements colors, like the red from the hot weather, the orange and yellow from the sand and the sun and the dark and light blue from the water and the sky;

**Image 3 – Albufeira Municipality logotype**



Source: [www.cm-albufeira.pt](http://www.cm-albufeira.pt)

- **Colors:** The most used colors are the ones also presented on the symbol (colors related with the beach). On the website the highlight is combination between the logo and the orange (that is also on the symbol);
- **Typefaces:** The body text typeface usually used is Arial. This typeface adjusts well to an informative tone of voice;

- **Imagery:** Most of the imagery are photography, which allows to show the beauty of the city in a clear way;
- **Strapline:** It was not found an associated strapline.

On this small analysis it is possible to take some conclusions: The brand elements are very simple, some of the basic elements can be improved and others can be added, as an example, the strapline.

#### 4.5. Communication

Albufeira promotes itself through a couple means and has also presence in other entities such as Turismo de Portugal and Turismo do Algarve. This information is mostly informational for events and activities.

On online platforms, the main communication tool is the website. This tool has mostly information about the city characterization, history, monuments and events and city council news. Besides not looking so attractive, it also looks somehow old and not interactive. Albufeira is not present on the social networks by the city hall but as individual pages.

On the traditional platforms, the most used communication tools are brochures and outdoors.

## 5. Implementation

### 5.1. Definition of the strategy

According to Miguel Calado, the main goal is not only to sell the destination, is more than that. It is important to create a real and consistent image of the product, in order to continue attracting visitors over the time. Therefore, the communication plan seeks to manage and promote the destination consistently. Taking into account the collected and analyzed information, the strategy needs to: (Calado, 2013)

- **Define the brand image:** Show what the brand represents, how it behaves and communicates;
- **Promote the destination quality:** Emphasize the qualities of this touristic product;
- **Simplify the offer:** Visitors should have a clear idea of all the available touristic products and services;
- **Highlight unique characteristics:** What makes of this destination different from the others;
- **Follow the existing trends:** Which communication platforms are being used nowadays, which will be in the future and how;
- **Use a varied set of communication means:** The promotion should be able to reach the target in the most effective way, therefore it is important to use different communication means.

Having these guidelines in mind, the strategy will start firstly, with the brand redefinition process. Defining the brand main ideas and what the brand stands for, it will help to guide the communication messages in a more coherent way. This process will be based on the brand elements analysis showed previously and redefinition. The brand should win more expression, identity and consistency (Calado, 2013).

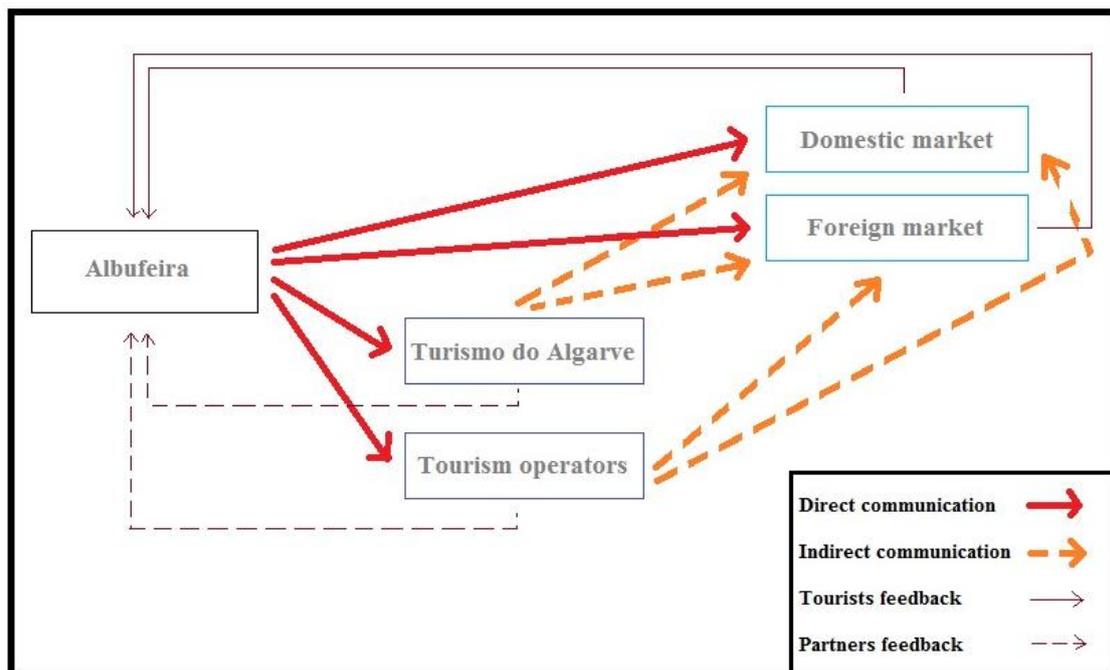
The second step will be the communication plan. This will be created having in mind the short to medium term, with a proposal of one year scheduled communications. On the following years the suggested actions can be repeated but only if the current facts and assumptions do not change.

As one of the most important communication tools of nowadays, the online platforms, such as the website and social networks, will be the start of the plan. The

importance of this tool is connected to the amount of information that can provide and to the fact that is one of the first presentation features of the city. The website allows not only to promote the destination but also to organize the information for the visitors. Due to all the possible products and services that can be found within Albufeira, it is crucial to show and clarify all the city information in the best possible way. There are many reasons that make a website a great communication tool, such as: the cost of it; the flexibility; the increase of value and satisfaction to the customer through the given information; the improve of credibility; and the fact that internet has allowed businesses to break through the geographical barriers and become accessible, virtually, from any country in the world by a potential customer that has internet access (Simms, 2005).

Besides being present online, it is also important to use more **traditional platforms** (offline). A difference between these two types of platform is that usually people that are already aware of the product will search the website to get more information, while the traditional platforms can be considered the creation of awareness. Another fact to have in account is that not everyone is online, therefore there is the need to find other means to reach that people. Moreover, some of these platforms are considered mass media, which means a higher reach of the message. However, there is also traditional platforms that are directed to a specific target, which can be translated in a lower reach in terms of target dimension but, more precise and adapted to the chosen target (Calado, 2013).

This communication plan will not only focus on the domestic market, but also in the foreign market. As mentioned before (3.2- Characterization of the demand), around 70% of the visitors in Albufeira are foreign, meaning that is crucial to invest also internationally. The communication strategy proposal will have in mind these factors, using direct communication to domestic and foreign market but also indirect communication through *Turismo do Algarve* and tourism operators. The strategy is not concluded when the communication is applied, it is also supposed to get a feedback from the visitors and also from the tourism agents mentioned before (Figure 4).

**Figure 4** – Albufeira’s communication strategy proposal

Source: Author

## 5.2. Brand reformulation

A brand can be the presentation of a city, however in the case of Albufeira, the presentation does not reveal its complete identity. The previous analysis on the brand elements has showed not only that the brand relates only to the “beach product” but also that has a lack of brand basic elements that can make the brand more relevant, such as a slogan and straplines. This rebranding process will try to adjust the brand to the city true identity and values.

### 5.2.1. Name, symbol and logotype

The brand logo includes not only the name of the city and the symbol but also the word “*município*” (municipality). This last reference is not a relevant information in the logotype, and besides, it is in Portuguese language, which is not coherent with a city that depends mostly of foreign visitors.

The symbol of Albufeira is a starfish, which represents one of the main attractions of the city – the beach – however, has mentioned before, (3.2.1. Main reason of the visit) there are two other characteristics that stand out in terms of attracting visitors: the weather and the nightlife. The new symbol will have this in mind, being composed by three pictures with a symbol representing each of these characteristics, as

possible to see on the image 4. Each picture is represented as one of those instantaneous photographs (a photograph represents memories of unique moments). Inside there will be the sun, the starfish and a cocktail, representing the weather, the beach and the nightlife.

Thus, the new logotype will be presented by the name + symbol(s), which combined can present a general idea of the city offer.

**Image 4 – New logotype for Albufeira**



**Source:** Author

### 5.2.2. Color

In order to have a powerful presentation, the colors should be bright, warm, shining and happy representing the summer and the “bright side of life”. Has possible to see in the logo, yellow, blue, green and orange are some of the main colors to be used.

- Yellow – Represents the good weather, the sun;
- Blue – Color of clean sky and the sea;
- Green – Connected with the nature;
- Orange – Resembles the sand and the heat.

### **5.2.3. Typography**

The chosen typography for the logotype is “Segoe print”, because it looks like hand written, which gives an idea of informal and relax mood, all wanted feelings during holidays. Headlines and text should have a more regular type of letter due to the fact that is easier to read.

### **5.2.4. Slogan and straplines**

The creation of a slogan is a process that can add value and brand identity to the brand. The proposed slogan is: “Welcome to the bright side”. This expression shows that Albufeira is a place to have great moments and experiences, is another side of the life, the holidays side, the leisure side, to rest, to enjoy, to have fun.

With this slogan several straplines can be associated. “On the bright side you relax”, “On the bright side the party never ends”, “On the bright side enjoy is your only worry” are some of the straplines that can be related to particular actions. For example, to promote a music festival or a concert: “On the bright side music never stops”.

### **5.2.5. Tone of Voice**

Most of all, the tone of voice should be clear. The way that “Albufeira” interacts with the customers should get them excited and involved. Three guidelines that should be used consistently are: to be emotional, exciting and direct.

### **5.2.6. Imagery**

“A photo is worth more than a thousand words”. Nothing better in terms of image than a photography to show a place. Albufeira owns beautiful landscapes specially when it comes to the beach, therefore the city should use these attributes to promote itself. Besides using professional photography, it should be possible to develop a kind of event in which tourists contribute with their own photos, as for example a monthly contest to share the best moments in Albufeira through a photography (creating involvement).

### **5.2.7. Sounds**

Another brand element that can add identity to the brand is the sound. Several sounds can be related to Albufeira. In order to be consistent with the previous developed brand elements the sounds should be related to the main city attractions: beach and nightlife. When possible to mix in the promotion, sounds of the sea and dance music

should be introduced. Other sound that can be related to this brand development is the sound of taking a photography. On the website, for example, it is possible to introduce the sound of taking a picture, however it is important not to exaggerate in its usage because it can become annoying.

### **5.3. Communication objectives**

The creation of communication objectives will help as guidelines to develop the communication plan. These, should be adapted in the best possible way to the city, it must be considered a reality, a possible action and possible to measure the results in some kind of way. Having this in mind, the objectives are: (Calado, 2013)

- **Increase visits;**
- **Blur seasonality;**
- **Present the “new Albufeira brand”;**
- **Create an involvement with visitors;**

The two first communication objectives are the main focus of the project in general, therefore there should be an higher effort to accomplish them. The new brand can be seen not only as an objective but also as a mean to achieve the two goals mentioned before.

Measure the results will be important to understand the success of the plan. In order to check if there was an increase of visits or if there was a blur of seasonality, statistical data should be used comparing the actual year with previous years. The impact of the new image can be verified trough the usage of questionnaires and surveys. The last objective should use the interaction as a indicator, for example, on the website or on social networks (number of visualizations, fans, comments, shares, likes, etc.).

## 5.4. The plan

### 5.4.1. Digital marketing

#### Website

- The website should be clear, simple and modern, using the new brand elements. It must contain any important information about the city history and products: a list of hotels, restaurants, activities, transports, historical places, landscapes, etc. Another important feature that must be on the website is an agenda with the incoming events as the actual website already does. In order to increase engagement, it must be created a part of the website to share experiences, photos, suggestions or other type of feedback from the visitors;
- The website must be in Portuguese, English, Spanish, French and German;
- It is important to be continuously followed so that it can be always updated and able to respond to any feedback that requires to;
- **Communication objective:** Show the new presentation, create involvement.

#### Facebook

- The facebook page will be important mostly to: be present on the biggest social network, show the new brand and create engagement. The brand elements should be presented. It is important to be a fan page and not a friend page so that it does not have a limit of friends;
- The Albufeira facebook will present continuously updates of any relevant city issue. The agenda will be also presented with all the city events;
- During the year, several contests should be created and posted (The prizes should be a touristic product/service of the city);
- Should create a connection with tourism partners such as *VisitAlgarve* or *Turismo do Algarve*;
- The Facebook page needs to be managed in Portuguese, English, Spanish, French and German;
- Promotion of the main website;
- As the website, it is needed to be followed as much as possible in order to react/answer to possible doubts, suggestions, critics or any other comments;
- **Communication objective:** Show the new presentation, create involvement.

## **Youtube**

- Due to the fact that Youtube is the best and most used way to share video content, there is the need to create a Youtube Channel;
- The content posted on Youtube can be shared on Facebook;
- As Facebook, the Youtube channel should be connected with other tourism agents;
- There must be videos of all important events that happens in Albufeira;
- Youtube channel must be managed in Portuguese and English;
- **Communication objective:** Show the new presentation, create involvement.

### **5.4.2. Public Relations**

#### **Press Releases**

- In order to attract journalists, Tv shows and bloggers to some events, there will be created Press Releases;
- On the website, there will be a part dedicated to journalists and bloggers so that they can share any information or article they wrote related with the city;
- One press release should be done for the new image presentation;
- **Communication objectives:** Create involvement, increase visits.

#### **Invitation**

- Invite Journalists to be present on the Albufeira New Year's Eve with an invitation letter and also for a possible event in which is done the presentation of the new image;
- **Communication objectives:** Create involvement, increase visits.

### **5.4.3. Adverstising**

#### **Video**

- Create a promotional video to show on the several available platforms: Website, Facebook and Youtube. Just some seconds showing the new image of Albufeira and what this city has to offer;
- The video should be edited in both Portuguese and English language so that it can be used also for the foreign audience and in other applications;

- **Communication objectives:** Show the new presentation, create involvement, increase visits.

### Press

- Institutional and promotional ads in a national monthly magazine of Travel and Tourism (*Veja Portugal*), and also on a low cost airline magazine that is available on board of European flights that connects Portugal, UK, Spain, Germany, Netherlands and France;
- It is important that the airline is present in Algarve (*Ryanair*);
- Institutional message: “Albufeira, welcome to the bright side”;
- Promote the city contests and events;
- **Communication objective:** Show the new presentation, create involvement, increase visits.

### Radio

- Promotional and events ads in one of the most listen radios in Portugal, United Kingdom, Spain, Germany and Netherlands;
- Promote new year’s eve, Easter holidays and events;
- New year’s eve promotion: “*Quer um ano novo brilhante? Quer começar com uma passagem de ano brilhante? Então seja brilhante escolhendo Albufeira em Portugal para este momento único. Seja um dos primeiros 500 a marcar a sua estadia e terá um desconto de 20%. Mais informações em [www.albufeira.pt](http://www.albufeira.pt). Bem-vindo ao lado brilhante da vida*”- “Do you want a bright new year? Do you want to start it with a bright new year’s eve? So, be bright choosing Albufeira in Portugal for this unique moment. Be one of the first 500 to book your stay and you will get a 20% discount. More information in [www.albufeira.pt](http://www.albufeira.pt). Welcome to the bright side of life”;
- Easter promotion: “*Gosta de férias? Gosta de fotografia? Então venha até a Albufeira (em Portugal) tirar a foto mais brilhante de todas e habilite-se a ganhar uma estadia de duas noites para casal! Se for um dos primeiros 500 a marcar a sua estadia terá um desconto de 20%. Mais informações em [www.albufeira.pt](http://www.albufeira.pt). Bem-vindo ao lado brilhante da vida*”- “Do you like holidays? Do you like photography? So come to Albufeira (in Portugal) to take

the brighter photo of all and allow yourself to win a stay of two nights for a couple! If you are one of the first 500 to book your stay you will get a 20% discount. More information in [www.albufeira.pt](http://www.albufeira.pt). Welcome to the bright side of life”;

- The promotion is done during the previous month to each period: March/April and December;
- **Communication objectives:** Increase visits, blur seasonality.

### Mupi

- Mupi advertisement will be present in Portuguese, English, Spanish, Deutsch, and German airports, being the main markets of origin;
- Institutional message;
- Interactive mupi with the brand messages and information about the city;
- The promotional video mentioned before should be the always playing;
- **Communication objectives:** Show the new presentation, create involvement, increase visits.

#### 5.4.4. Promotion

##### Price Reduction

- For the first 500 tourists booking holidays for New Year’s Eve and Easter Holidays, there will be a discount of 10% in the accommodation;
- Message: “Be one of the first to be one the bright side”;
- Promoted through website, facebook, radio and press;
- **Communication objectives:** Increase visits, blur seasonality.

##### Contest

- Every tourist that stays in Albufeira for new year’s eve or easter holidays has the chance to participate in the contest and win two free nights (couple) in the low season;
- The contest will be based on taking the best photograph of each day, during the periods mentioned before;

- The photographs should be posted in Albufeira's facebook and the winning decision will be the amount of likes (In the end of each day, the photograph with more likes win);
- The winning photography is presented on the website;
- The contest is promoted through website, facebook, press and radio;
- **Communication objectives:** Create involvement, blur seasonality.

#### 5.4.5. Others

##### Brochures

- Have a physical brochure in the tourism points and other tourism agents, containing a summarized description of the offer and agenda. Highlight the website as a source of more information, as also the existence of Facebook page and Youtube channel;
- **Communication objectives:** Show new the new presentation and create involvement.

## 6. Conclusions and recommendations

This work highlights the necessity to have a more consistent brand and a more efficient and updated communication plan for Albufeira. The guidelines for the brand reformulation should be followed over time in order to make the brand consistent and avoid that the brand loses consistency through alterations that are not compatible with the brand. Differently, the communication plan is based on the present conditions and assumptions, therefore it should be re-evaluated from time to time.

The brand process was based on a new image: *“Welcome to the bright side”*, which represents a better side of life, a place to live better moments. These new image should be presented as maximum as possible with the established guidelines in order to win consistency, which means also to apply the main brand elements to all the used communication tools.

The new image should be presented in a special occasion, with a big presence, so that, it is possible to maximize the immediate impact: a suggestion would be to choose the main event in August (when there are more tourists in Albufeira). It must be also presented at the same time by the available communication means.

A communication plan with multi communication tools was created with four main objectives: present the new brand (the new image and all the new features associated to it), increase the visits, blur seasonality (it is very important due to the accentuated difference between the number of tourists in the high and low season), and increase the involvement with the visitors (create a connection with the audience, loyalty, a feeling of belonging).

The new brand and the communication plan should be always side by side in the sense that the image should be applied in the communication process but also the communication depends on the brand values.

These two main processes developed during the project have in consideration that the target is not only on the Portuguese market (which only represents around 30% of the visitors) but also foreign, which the main players are: United Kingdom, Spain, Netherlands, Germany and France.

Albufeira is already a reference not only in Portugal but also on Europe, however has still a lot of potentialities to explore. Due to the marketing processes, this city can achieve the two main proposed objectives: attract more visitors and blur seasonality.

## 7. Bibliography

Aaker, D. A. 1996. *Building strong brands*. New York: The Free Press.

Aaker, D. A. 1991. *Managing brand equity: Capitalizing on the value of a brand name*. New York: The Free Press.

Albufeira.com. Website: <http://www.albufeira.com/map/algarve/> Obtained in: 20 of June of 2013.

Altrichter, B. 2011. City marketing: Online communication plan for the city of Lisbon. Lisboa: ISCTE.

Ascensão, C. P. 2011. *Google marketing: A mais poderosa arma para atingir os seus clientes*. Lisboa: Edições Sílabo, Lda.

Belch, G. E., & Belch, M. A. 2004. *Advertising and promotion: An integrated marketing communications perspective*. New York: McGraw-Hill.

Brochand, B., Lendrevie, J., Rodrigues, J. V., & Dionísio, P. 1999. *Publicitor*. Paris: Dom Quixote.

Calado, M. 2013. Brand redefinition and communication plan for Grândola. Lisboa: ISCTE.

Câmara Municipal de Albufeira. Website: [http://www.cm-albufeira.pt/portalautarquico/albufeira/v\\_pt-PT/menu\\_municipal/servicos\\_municipais/age/territorio/Caraterizacao/](http://www.cm-albufeira.pt/portalautarquico/albufeira/v_pt-PT/menu_municipal/servicos_municipais/age/territorio/Caraterizacao/) Obtained in: 14 of June of 2013.

Fill, C. 1995. *Marketing communications: Frameworks, theories and applications*. Englewood Cliffs: Prentice Hall.

Godfrey, K., & Clarke, J. 2000. *The tourism development handbook: A practical approach to planning and marketing*. London: Cassel.

Godin, S. 2009. *Seth Godin's Blog*. [http://sethgodin.typepad.com/seths\\_blog/2009/12/define-brand.html](http://sethgodin.typepad.com/seths_blog/2009/12/define-brand.html); Obtained in 27 of 08 of 2013.

Hershberger, T. 2012. Successful Interactive/Digital Marketing. *ABA Bank Marketing*. 44(8): 34-35.

Hercampus. Last chance tourism. Website: <http://www.hercampus.com/school/tulane/last-chance-tourism>. Obtained in: 14 of June of 2013.

Holt, D. B. 2004. *How brands become icons: The principles of cultural branding*. Boston: Harvard Business School Press.

Impactur. Website: <http://ciitt.ualg/impactur/index.asp>. Obtained in: 10 of June of 2013.

INE – Instituto Nacional de Estatística. 2012. Statistical Yearbook of Algarve Region 2011. INE.

Keller, K. L. 1998. *Strategic brand management: Building, measuring, and managing brand equity*. New Jersey: Prentice Hall.

Kotler, P., Bowen, J. T., & Makens, J. C. 2010. *Marketing for Hospitality and Tourism* (5th ed.). New Jersey: Pearson Education, Inc.

Kotler, P., Haider, D. H., & Rein, I. 1994. *Marketing público: Como atrair investimentos, empresas e turismo para cidades, regiões, estados e países*. São Paulo: Makron Books.

Kotler, P. & Keller, K. L. 2006. *Administração de marketing*. São Paulo: Prentice Hall.

Lemelin, H., Dawson, J., Stewart, E. J., Maher, P., & Lueck, M. 2010. Last-chance tourism: the boom, doom, and gloom of visiting vanishing destinations. *Current Issues in Tourism*, 13(5): 477-493.

Levy, P. & Birkner, C. 2011. Digital Marketing 2011: What you need to know. *Marketing News*, 45 (3): 10-14.

Montartenda.com. Website: <http://montartenda.com/artigos/os-10-melhores-parques-campismo-portugal>. Obtained in: 15 of July of 2013.

MEE – Ministério da Economia e do Emprego. 2007. *Plano Estratégico Nacional do Turismo para 2006-2015*. Turismo de Portugal.

Mesquita, A. 2010. Revitalização de uma marca: O caso da marca Sun. Lisboa: ISCTE.

Newman, J. W. 1957. New Insight, New Progress, for Marketing. *Harvard business review*, 35 (6): 95-102.

NZ Business, 2011. The next wave in digital marketing. *NZ Business*, 25(7): 61.

Opção turismo. Website: [http://www.opcaoturismo.com/index.php?view=article&id=26079:2011-chegadas-turisticas-internacionais-atingiram-os-980-milhoes&Itemid=435&option=com\\_content](http://www.opcaoturismo.com/index.php?view=article&id=26079:2011-chegadas-turisticas-internacionais-atingiram-os-980-milhoes&Itemid=435&option=com_content). Obtained in: 20 of May of 2013.

Population Division of the Department of Economics and Social Affairs of the United Nations Secretariat. 2009. World Population Prospects: The 2008 Revision.

Pender, L. 1999. *Marketing management for travel and tourism*. Cheltenham: Stanley Thornes Publishers Ltd.

Rita, P. 1995. O turismo em Perspectiva: Caracterização e Tendências do Mercado Internacional. *Revista Portuguesa de Gestão*, II-III: 7-18

Rothschild, M. L. 1987. *Marketing communications: From fundamentals to strategies*. Massachusetts: D. C. Heath and Company.

Seaton, A. V., & Bennet, M. M. 1996. *The marketing of tourism products: Concepts, issues and cases* London: International Thomson Business Press.

Shvoong. Turismo: Importância na economia portuguesa. Website: <http://pt.shvoong.com/law-and-politics/1682577-turismo-importancia-na-economia-portuguesa/#ixzz2JISyqAQj>. Obtained in: 29 of May of 2013.

Simms, J. 2005. 12 Benefits of having a website. <http://www.webworldindex.com/articles/12-Benefits-Of-Having-A-Website.html>. Obtained in: 15 of October of 2013.

Turismo de Portugal. Website: <http://www.turismodeportugal.pt/portugu%C3%AAs/Pages/Homepage.aspx>. Obtained in: 28 of May of 2013.

Turismo de Portugal. Website: <http://www.turismodeportugal.pt/Portugu%C3%AAs/ProTurismo/estat%C3%ADsticas/quadrosestatisticos/dormidas/Pages/Dormidas.aspx> Obtained in: 7 of June of 2013

UNWTO. European tourism grows above expectations. Website: <http://media.unwto.org/en/press-release/2011-11-08/european-tourism-grows-above-expectations>. Obtained in: 23 of May of 2013.

UNWTO. International tourism strong despite uncertain economy. Website: <http://www2.unwto.org/en/press-release/2012-11-05/international-tourism-strong-despite-uncertain-economy> Obtained in: 25 of May of 2013.

UNWTO. Tourism key jobs and exports says president Portugal accepting the UNWTO/WTTC Open letter on travel and tourism. Website: <http://media.unwto.org/en/press-release/2012-12-07/tourism-key-jobs-and-exports-says-president-portugal-accepting-unwtowttc-op>. Obtained in: 28 of May of 2013.

UNWTO. 2012. UNWTO – Tourism Highlights. UNWTO.

Vaz, G. N. 2001. *Marketing turístico: Receptivo e emissor: Um roteiro estratégico para projectos mercadológicos públicos e privados*. São Paulo: Pioneira Thomson Learning.

Wheeler, A. 2003. *Designing brand identity: A complete guide to creating, building, and maintaining strong brands*. New Jersey: John Wiley & Sons, Inc.

Witt, S. F., & Moutinho, L. 1995. *Tourism marketing and management handbook*. Cornwall: T.J. Press Ltd.

WTTC. 2013. WTTC – Travel and Tourism: Economic Impact 2013. WTTC.

## 8. Appendix

### 8.1. Questionnaire format

#### Page 1

<p>Tese de Mestrado em Marketing: Plano de comunicação para Albufeira</p> <p>Master Thesis in Marketing: Communication Plan for Albufeira</p>	 <p>ISCTE IUL Instituto Universitário de Lisboa Lisbon University Institute</p>
<p>1) De onde vem? Where do you come from?</p> <hr/>	
<p>2) Idade? Age?</p> <p><input type="checkbox"/> 18 - 29</p> <p><input type="checkbox"/> 30 - 39</p> <p><input type="checkbox"/> 40 - 49</p> <p><input type="checkbox"/> 50 - 59</p> <p><input type="checkbox"/> 60 - 69</p> <p><input type="checkbox"/> &gt;70</p>	
<p>3) Qual a razão principal que o leva a escolher Albufeira? Which is the main reason why you choose Albufeira?</p> <p><input type="checkbox"/> Praia / Beach</p> <p><input type="checkbox"/> Vida Nocturna / Nightlife</p> <p><input type="checkbox"/> Clima / Weather</p> <p><input type="checkbox"/> Preço / Price</p> <p><input type="checkbox"/> Actividades / Activities</p> <p><input type="checkbox"/> Outra / Other:</p> <hr/>	
<p>4) Quais os outros aspectos que mais aprecia em Albufeira? Which other aspects do you appreciate the most in Albufeira?</p> <hr/>	
<p>5) Na sua opinião, qual/quais é/são o(s) pior(es) aspecto(s) de Albufeira? In your opinion which is/are the worst aspect(s) of Albufeira?</p> <hr/>	
<p>6) O que mudaria em Albufeira? What would you change in Albufeira?</p> <hr/>	

**Page 2**

7) Algo que falte em Albufeira?  
Something missing in Albufeira?

---

8) Já alguma vez passou férias em Albufeira fora do Verão?  
Did you ever spend holidays in Albufeira besides in the summer holidays?

Sim / Yes

Motivo? / Purpose?

---

Não / No

Porquê? / Why?

---

9) Algo que o fizesse vir a Albufeira fora do Verão?  
Something would make you come here besides the summer time?

---

10) Acerca da passagem de ano em Albufeira:

About Albufeira New Year's Eve:

Já estive presente / I have already been there

Já ouvi falar / I heard about

Nunca ouvi falar / Never heard about

11) Uma ideia para melhorar Albufeira?  
An idea to improve Albufeira's experience?

---

**Muito obrigado pela sua ajuda!**

Thank you very much for you help!

## 8.2. Plan Calendar

		January	February	March	April	May	June	July	August	September	October	November	December
Digital	Website												
	Facebook												
	Youtube												
Public Relations	Press Releases												
	Invitation												
Adverstising	Video												
	Press												
	Radio												
	Mupi												
Promotion	Price Reduction												
	Contest												
Others	Brochures												

Source: Author