

TERRITORIAL MARKETING: ATTRACTING INVESTMENT
FOR THE TOURISM INDUSTRY IN THE WEST REGION OF
PORTUGAL

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**TERRITORIAL MARKETING: ATTRACTING INVESTMENT FOR THE
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- Spine -

Abstract

The main objective of this project is to develop a marketing strategy to position tourism in the West region of Portugal as a Foreign Direct Investment sector. In this project and to achieve the desired goal, it was developed a conceptual framework based mainly on the *Strategic Market Planning of Places* of Kotler *et al.* (1993) and having inputs from Kotler *et al.* (2004).

In this context, it was developed an interview guide for public and private sector marketing actors, which allowed to collect inputs concerning the different elements of the chosen model and to formulate the strategy. The interview was applied to four stakeholders from public entities, and four stakeholders which represented private entities, in different municipalities of the region.

It was possible to evaluate the different perspectives between different actors. The collected inputs allowed also to develop a vision and set strategic objectives and formulate strategic lines of action for the region. A differentiation factor was identified: The Sea and the nautical sports tourism. This was identified as the central topic to promote the region between the target markets to attract. It was possible to conclude that there are a lot of opportunities for investment in the region, and the promotion of it in the external markets, should focus on the Sea, as the value edge of the region against its competitors.

Keywords: Territorial Marketing, Tourism, Tourism Marketing, Foreign Direct Investment

JEL Classification: Z33 – Tourism: Marketing and Finance; M31 - Marketing

Resumo

O principal objetivo deste projeto prende-se com o desenvolvimento de uma estratégia de marketing para posicionar o turismo na região Oeste de Portugal como um sector de Investimento Direto Estrangeiro. Para atingir o objetivo pretendido, foi desenvolvido um quadro conceptual baseado essencialmente no modelo de *Strategic Market Planning of Places* de Kotler *et al.* (1993), mas também com contributos da obra de Kotler *et al.* (2004).

Neste contexto, foram desenvolvidos dois guiões de entrevista para aplicar a atores de marketing do setor público e do setor privado. A aplicação destes guiões permitiu recolher contributos, em relação aos diferentes elementos do modelo escolhido e utilizado e assim formular a estratégia. Os guiões de entrevista foram aplicados a quatro representantes de entidades públicas e quatro de entidades privadas, nos diferentes municípios da região.

Foi possível avaliar e analisar as diferentes perspetivas entre os diferentes atores de marketing, do setor público e privado. Os contributos recolhidos permitiram também desenvolver a visão, estabelecer um conjunto de objetivos estratégicos e formular linhas estratégicas de atuação para a região. Um fator de diferenciação foi também identificado: o Mar, e a economia envolvente. Este foi identificado como o tópico central para promover a região entre os grupos-alvo a atrair. Foi possível concluir que existem várias oportunidades de investimento na região e a promoção das mesmas para os mercados externos, deve focar-se no Mar, enquanto vantagem competitiva em relação à concorrência.

Palavras-chave: Marketing Territorial, Turismo, Marketing de Turismo, Investimento Direto Estrangeiro

Classificação JEL: Z33 – Turismo: Marketing e Finanças; M31 - Marketing

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Executive Summary

This master thesis covers the subject of Territorial Marketing. More precisely, this is a project based thesis, which aims to propose a strategic marketing approach to attract investment for the tourism industry in the West region of Portugal. The aim of this project focus on a strategic exercise and does not intend to propose an implementation effort or action plan. The main goal of this project and strategic formulation is to define a strategic plan and ultimately increase the investment in the tourism industry from external sources.

This project focus in the establishment of strategic objectives to affirm the West as an attractive destiny for tourists and foreign investors but also to promote this vision outside and inside of Portugal.

The West region of Portugal is located near the coast in the Center region. It occupies approximately 2.200 km² of area, which represents more than 2% of the total national territory (Mateus *et al.*, 2008:171). Per the data of the 2011 Census, it has a total population of 362.540 (I.N.E., 2013), which represents around 165 inhabitants by km². Due to its location, the West is marked, in demographic and socioeconomic terms, by its proximity to the Metropolitan Area of Lisbon. From what concerns the tourism industry, the West is the second region of the Center of Portugal with greater capacity for accommodation. As of touristic demand the West is the second territory of the Center of Portugal with more overnight stays. In 2015, the West represented 21% of the lodging income of Center region and 1,7% of Portugal. This was the main object of this project.

First, in the literature review it was addressed the main key concepts of the project: territorial marketing, regional development, place branding, tourism marketing and Foreign Direct Investment. Then, a conceptual framework summarizes the key concepts and respective connections to be used as theoretic model of the project. Subsequently, to have the best insight possible was decided that the field work would include interviews with actors both from public and private sector as well as secondary data.

From what concerns the primary data, the research methodology for data collection comprehended the qualitative method of semi-structured in-depth interviews. The general interview guide approach was chosen; however, this was just a guide to conduct the

interviews, a few additional questions were asked according to the answers of the interviewees. Based on the conceptual framework it was developed a set of questions with the objective to collect inputs of several marketing actors, which were selected as the most qualified individuals to provide the most reliable information. The analysis of the interviews was done through content analysis of the answers.

Secondary data was also collected. In this project, both qualitative and quantitative data were used, to allow the development of the literature review as well as the contextualization of the marketing strategy. The analysis of the secondary data was also done through content analysis. The quantitative data collected was considered and interpreted through graphics and tables, expressing some indicators of the economic and sociodemographic situation of the region. The qualitative data collected was essential to contextualize and draw conclusions on the region's characteristics, touristic industry, target markets and other players.

The objective of this analysis was to collect inputs from both marketing actors about the different factors of the theoretical model used to construct the strategic formulation. In this sense, this project has consideration for the remarks made by Carlos Bernardes from Oeste CIM, Carlos Miguel, Secretary of State of Local Authorities of the Portuguese Government, Isabel Cardoso, from AICEP Global Parques and Marta Pacheco from the West Delegation of Turismo Centro de Portugal, thus trying to also gather and follow other strategic decisions that were observed by these entities. Also, stakeholders from private sector were listened: Gonçalo Alves, and Sérgio Galvão from *Areias do Seixo Charm Hotel*, Inês Lopes from *MH Hotels*, and Ricardo Leopoldo, from *Peniche Surf Camp*, to better understand their perspective and suggestions for the tourism industry of the region.

Then, it is presented an analysis of the information collected. First it is developed a diagnosis and place audit, it is done an external and internal analysis, which is then aggregated in a SWOT analysis. After analyzing the main tourism global trends and challenges, it is possible to understand that tourism has been growing exponentially. In 2016, the revenue generated by the tourism industry in Portugal represented 12,7 billion Euros, an increase of approximately 10% when compared with 2015. According to the World

Economic Forum (WEF) – Travel & Tourism Competitiveness Index, Portugal is on the TOP 15 of the most competitive destinies in the world (Turismo de Portugal I.P., 2017:30).

Then, having in mind the data collected during the interviews process and the secondary data collected, it is established the vision, strategic objectives, defined the target markets and formulated the strategy based in a differentiator factor identified.

The approach followed throughout the development of this project allowed for the formulation of a strategy, which meets West region marketing actors vision and Turismo de Portugal I.P. (2017) objectives for tourism. This strategic plan takes advantage of the region's main strengths and opportunities, but also tries to find ways to overcome its weaknesses and threats.

1. Introduction

1.1 Definition of the Problem's context and objectives

With the phenomenon of globalization, increased the competition between regions to attract resources and investments, which directly influences their economic development. In this intense competitive environment, the subsistence of the regions depends mainly on their ability to evidence their main competitive advantages in order to attract the desired stakeholders. Many authors (Metaxas, 2010; Kotler *et al.*, 1993; Popkova, 2013; Dinis, 2004) have discussed the use of a marketing strategy to promote the region's uniqueness and attract investors, which means that regions must center their strategy in their individualities. Local governments need to adapt and act more like businesses, and eventually, the strategic marketing plan will contribute for the local economic development.

The Oeste CIM (Inter-municipal community of the West) is the organization responsible for the establishment of the Strategic Regional Program in this region. Tourism is one of the priority specialization areas in the Regional Strategy for 2020 in the West of Portugal (Oeste Portugal, 2013) and "to make regions more visible to international investors" is one of the economic objectives of the new UE Cohesion Policy (European Commission, 2014). Tourism industry has a crucial role in the economy of regions near the coast of Portugal, and actively contributes for the economic growth. The West region of Portugal is a region where tourism is in exponential growth and there is also an emerging trend of foreign investment. However, this is yet a potentiality to be explored.

A few regional projects are being developed in the tourism industry, however none of them focuses on the attraction of Foreign Direct Investment (Oeste Portugal, 2013). This gap was one of the principal motivations to develop this project. Additionally, the increasing concern in regional development and the necessity to deal with the competitive environment, which leads to an increasing need to use territorial marketing techniques.

Concerning this context, the main objective of this project is first to understand the region's marketing actors' perspective on the different factors which influence the tourism in the region and with those inputs develop a strategic marketing formulation, with the objective to position tourism in the West region of Portugal as a Foreign Direct Investment

sector. In that context, this project aims to focus on the external marketing and explore a real regional marketing situation in a recently new strategic context. The objective of this project does not have in mind the development of an implementation strategy or an action plan. It focusses on a strategic exercise which was developed having as final potential user the Oeste CIM (Inter-municipal Community of the West).

The main contributions of this project will be in its practical implications. First, it will do an external analysis, followed by an audit to the place to analyze its main Strengths, Weaknesses, Opportunities and Threats. Then, it will establish a clear vision and strategies to achieve the determined goals. As future work, this strategic project and the inputs collected can be used to develop an implementation plan, with diverse actions to put in practice the strategic plan developed in this project.

If implemented the strategic marketing plan may contribute for the economic and social development of the region, through directly contributing for the development of the tourism industry by attracting investment.

Eventually, the framework of this project makes an effort to help regions to start more systematic place marketing focus on the attraction of investment.

1.2 Project's Structure

To accomplish the purposed objectives, this project is divided in seven main chapters. The first chapter is dedicated to the introduction of the project, where it is presented the problem's context and its main relevancy, the main objectives and its structure.

In the second chapter, it is presented a literature review, addressing the main key concepts of the project: territorial marketing, regional development, place branding, tourism marketing and Foreign Direct Investment. This chapter was developed to base theoretically the project and to support the analysis presented in the following chapters.

In the third chapter is done a conceptual framework which summarises the literature review, the key concepts and respective connections are presented in a conceptual board. Subsequently, the forth chapter exposes the methodology and techniques of data collection and analysis, both primary and secondary data were used. The field work includes interviews

with actors both from public and private sector. The main objective of the interviews was to collect inputs from different marketing actors in order to develop the strategic marketing formulation in accordance with the needs and wants identified by public and private sector. The objective of the interviews was not to deduct a new theory.

In the fifth chapter, it is presented an analysis of the information collected. In the diagnosis and place audit, it is done an external analysis, an analysis to the macrostructural environment, a contextualization of the West region based on the indicators, which are relevant to accomplish the project objective: the tourism resources, the tourism industry and some territorial marketing strategies. It is also presented an analysis of the microenvironment (marketing actors and marketing factors) and the target markets are defined. Then, having in mind the data collected from secondary sources and during the interviews process, it is then formulated a SWOT analysis. It is also established the vision, strategic objectives and formulated the strategy to achieve the desired goal.

Lastly, the sixth chapter exposes the main conclusions and final reflections of the project. It is highlighted the project limitations found during the process. It is also suggested some topics and recommendations for future research.

2. Literature Review

2.1 Territorial Marketing a tool for regional development

Globalization and the consequently increase in competition have caused a restructuring in regional and urban economies (Metaxas, 2010:5). With globalization, some regions felt the need to start to compete between themselves to attract assets and investments. This competitive environment led to the consciousness that a marketing strategy, which evidences the main competitive advantages of the territory, was needed to attract stakeholders (Popkova, 2013:572; Fernandes and Gama, 2006:10; Metaxas, 2010:5).

Territorial marketing can help regions to prepare for the uncertainty of the future, being more capable to adapt to the constantly changing market (Kotler *et al.*, 1993; Minciotti and Silva, 2011:331). As an approach to prevent from future threats and opportunities, territorial marketing relates with establishing control mechanisms to monitor the changes in the environment. The principal goal is to establish plans, which can integrate the place's objectives and resources with the changing environment (Kero, 2002:17).

In this context, territorial marketing is essential to increase the competitiveness of areas because it establishes a connection between the resources, the local population and the market. Regions have to bet on their competitive advantages and implement market-oriented policies in order to become attractive in the globalized world (Dinis, 2004:11; Fernandes and Gama 2006:7; Van den Berg and Braun, 1999:987).

Territorial marketing or regional marketing is a technique for shaping the internal advantages of the region, investment and economic development factors, increasing its attractiveness (Bagautdinova *et al.*, 2012:179). It is the process of analysis, planning and implementation of programs that creates and maintains relations with target markets, with the aim of the sustainable development of a region (Minciotti and Silva, 2011:334).

Cidrais (1998) was one of the Portuguese authors who studied the process of territorial marketing. In his study, he stated that territorial marketing can be considered in the perspective of territory planning and management (Cidrais, 1998:16). Its main objective is on one side, to respond to the needs of the citizens and the territory, and on the other side, to improve the quality and global competitiveness of the region (Cidrais, 2001:3).

Per Fernandes and Gama, (2006:6) territorial marketing evolution can be divided in two different phases. First, it was seen only as the promotion of places (*proto-marketing*) (Cidrais, 2001:3). Nowadays, territorial marketing is a process of territorial management, and search for regional development. In the end, it is a process of integration of all the competitive advantages of the territory, which contributes to the region's socioeconomic development (Kotler *et al.*, 1999, cited in Fernandes and Gama, 2006:6; Cidrais, 2001).

Like business marketing, territorial marketing is composed by a set of “basic elements”, which includes the actors (marketers), the marketing-mix, and the target-market (Dinis, 2004:7).

In territorial marketing, marketers are all the entities that are “interested in promote the development of a territory”, which include all the “socioeconomic actors within that territory” (Dinis, 2004:6), comprising government, citizens and companies (Kotler and Gertner, 2004; Minciotti and Silva, 2011:332). One of the main actors in territorial marketing are the local authorities, which are responsible for the establishment of a territorial marketing program (Volkov, 2012:863; Cidrais, 2001:5; Almeida, 2004:20).

The marketing-mix in territorial marketing can also be composed by the four P's *product, promotion, place* and *price*. The *Product* includes the territory, its resources and the way they represent a competitive advantage to attract the market. The *Promotion* can be identified with the set of communications with the target market. The *Place* embraces the geo-economic location of the place and the activities that contribute to put the product available for the market. Finally, the *Price* represents all the costs incurred by the consumer to achieve the expected benefits (Dinis, 2004:7; Bagautdinova *et al.*, 2012:182).

From what concerns the target-market, territorial marketing works for two different types of public: the *internal clients*, which include resident citizens, workers and companies working in the region, and the *external clients*, which the region aims to attract, and involves non-resident citizens, companies that may invest in the region, and tourists (Ancarani and Valdani, 2001:5).

Ultimately, it is possible to state that, territorial marketing is now a reality of the economic, political and social life of the territory, influencing people's perception of the geographical reality (Benko, 2000:75).

According to Bagautdinova *et al.* (2012:181) in territorial marketing, the whole region becomes an economically active subject. Therefore, territorial marketing can no longer be only the promotion of a place, nowadays it is a process of territorial management, and local development integrated in a socioeconomic logic (Kotler *et al.*, 1993).

2.1.1 Models of Territorial Marketing Process

It is possible to stress three principal models concerning the territorial marketing process: *Cities' Competitive Advantage* of Kanter (1995), *The Competitive Advantage of the Inner City* of Porter (1995), and finally the *Strategic Market Planning of Places* by Kotler *et al.* (1993).

In *Thriving Locally in the Global Economy*, Kanter (1995) sees the competitive advantage of cities in 3 C's: Concepts, Competencies and Connections. The potentiality of the region is not on its location, but in these three intangible assets. Regions, which develop these assets, will be the most competitive ones.

The model of Porter (1995) is based on the idea of clusters of companies. The author believes that the competitive advantage of a region does not arise in isolated companies, but in clusters of enterprises from the same industry. Porter states that regions originate clusters, which will assure the economic development, by creating new capacities and networks. Popkova, in an empirical study about the cluster policies, also proved that heterogeneous clusters are an effective tool of territorial marketing (Popkova, 2013:575).

The model of *Strategic Market Planning of Places* of Kotler *et al.* is the most quoted, used and implemented in practical cases. Several authors have based their work and used this model as point of start: Kero (2002), Rainisto (2003), Fernandes and Gama (2006), Almeida (2003).

2.1.1.1 Strategic Market Planning Process

According to Kotler *et al.* (1993:20) for a place to be successful, it is necessary to fulfill a number of important tasks:

- To interpret the environment that surrounds it;
- Understand the needs, wishes and behaviours of the stakeholders;
- To build a realistic vision of the expectations for the place;
- To create a reliable plan to achieve the vision;
- To build a consensual and effective organization;
- Continuously evaluate each step of the process.

In this context, and per the model of Kotler *et al.* (1994:20), place marketing consists in four main activities:

- Create the right mix of community characteristics and services;
- Design attractive incentives, not only to the potential but also for the actual users of the region's goods and services;
- Supply efficiently the goods and services of the place;
- Promote the identity and values of the place, in a way that express its main competitive advantages.

Per Kero (2002:15), following Kotler *et al.* (1993:19), a Place Marketing program is led by using strategic market planning, in which the major elements are *planning groups*, *marketing factors*, and *target markets*. These will be the core elements in the strategic marketing plan. (A graphical summary of the main core elements in *Strategic Market Planning of Places* can be founded in appendix 1).

The local government, the business community and the citizens of the place constitute the *planning group*. It results from the collaboration between the public and private sector, and must fulfill three essential tasks: In the first step, a complete diagnosis of the region's characteristics must be set up. Then, a long-term vision and strategy should be established having in mind the strategic objectives of the marketing plan. Finally, an action plan with implementation and control tools needs to be developed (Kotler *et al.*, 1993:18; Kero,

2002:16; Almeida, 2004:18). The main challenge of these place marketing actors, which can be positioned in the local, regional, national or international level, is to understand the needs, perceptions, preferences and resources of the target markets (Almeida, 2004:28; Kotler *et al.*, 1994:49).

The local place marketing actors can be divided into two major groups: the public sector actors and the private sector actors. In the context of the public sector, the town halls have a fundamental role, by implementing investment, place-marketing policies, and being the intermediate between potential investors and the municipal services. The private sector can also, in some cases, lead the process of place marketing and boost the development of the region. In the context of this multidisciplinary cluster, the big challenge is to coordinate all these groups from the public and private sector in a solid and organized group of work (Kotler *et al.*, 1993:41-42; Almeida, 2004:20-21, 28-29).

Secondly, Kotler *et al.* (1993:18-19) argue that four marketing factors that expand local development must be considered: infrastructures and basic services, which maintain the satisfaction of the target markets; new attractions, which improve the quality of life and differentiate the region; the need to communicate the region's image and quality of life; and finally build an welcoming image, with the help of people and companies, in order to attract new investments, tourists and businesses.

These marketing factors are essential to attract four main target markets: visitors and tourists, residents and workers, business and industries, and investors and export markets (Kotler *et al.*, 1994:25-36; Almeida, 2004:18-19, 35-37). These potential target markets must be selected based on cost-benefit analysis (Kero, 2002:17).

In the *Strategic Market Planning Process of Places*, from Kotler *et al.* (1993:80-81) there are five essential stages:

- Conduct the Place Audit;
- Establish the Vision and Goals;
- Formulate the Strategy;
- Create the Action Plan;
- Implement and Control.

In this project, it's going to be defined the strategic part of the plan. As a future research, it could be defined an action plan and implementation effort. As a strategic marketing plan, should include place marketing projects formed of place marketing practices in order to increase region's attraction for visitors and investors (Rainisto, 2003:36).

In the Place Audit, conducted by the planning group, (Kero, 2002:17) the first step is to establish information about the Place's economic and demographic characteristics. Secondly, the planning group must identify the place's main competitors and the major trends and developments likely to affect the region. It is crucial to develop a SWOT analysis of the place, identifying its main Strengths, Weaknesses, Opportunities and Threats. This will allow the marketers to identify the main issues that the region faces (Kero, 2002:18). The Place Audit will allow the place marketing actors to determine the several contexts (economic, political-legal, socio-cultural, technological) which constitute the environment of the region (Kotler *et al.*, 1993:79-90; Almeida, 2004:22). The marketing environment consists in the actors and external forces, which can affect the performance of the place. The microenvironment consists in the actors and forces, which can directly affect the region, its capacity to serve the target markets, the target markets themselves and the marketing channels. The macro environment is related with the large social forces, which affect the totality of the microenvironment (Kotler *et al.*, 1996: 104-106).

The second step of the *Strategic Market Planning Process* relates with the establishment of the vision and strategic objectives. It is important in this step to assure the consistency to guarantee the uniformity of the market performance (Almeida, 2003:34-35). The vision development should reflect the inputs of the citizens, and must carry both promises and risks. Ultimately, the vision "lays down a scenario of how the place should look like in the future in the eyes of the residents." (Kero, 2002:19). The city council should then debate and decide which vision to pursue. For that reason, the vision is highly influenced by the values of the citizens and the local government. Once the vision is established, it is also essential to establish clear objectives and goals (Kotler *et al.*, 1993:90-94).

After the vision, goals and objectives are established, the planning group must develop strategies to achieve those goals. It is in this step that is defined the marketing-mix – product, place, promotion and price (Kotler *et al.*, 1996:68). In the definition of the strategy,

it is crucial primarily to understand which marketing factors please the needs of the target markets (Almeida, 2003:37; Kotler *et al.*, 1994:49; Kero, 2002:19).

At this point, an operative or action plan to carry out the strategies must be developed. It must include each action, the responsible for the action, how it can be implemented, how much it will cost, and the foreseeable date of conclusion. This allows the planning group to manage the time, resources and performance of the actions (Kotler *et al.*, 1993:95-97; Kero, 2002:19).

Finally, the last step includes the actual implementation of the plan, and the reviewing of the progress and success of it, towards its goals. In case of verifying that the actions are not adequate, the marketers need to adapt the plan (Kero, 2002:20). Controlling and adapting the marketing plan is essential to achieve the region's long-run objectives (Kotler *et al.*, 1993:97-98).

2.1.2 Place Branding and Place Brand Management

Brands are equity issues that differentiate one product from its competitors by representing a promise of value, a unique proposition (Kotler and Gertner, 2002:249). Marketers have long recognized that consumer's emotions can come into play when purchases are made (McEwen, 2005:63). In that context, "brands are a central issue in marketing" (Kumar and Senapathi, 2012:103) and for that reason branding can be a starting point for territorial marketing (Rainisto, 2003:16). Like products, territories can also be branded, through promoting the place's identity and uniqueness, which increases its attractiveness (Rainisto, 2013:1; Metaxas, 2010:7-8). Ultimately, the place's image will represent an universalisation of all the opinions and perceptions linked with a specific place. To be effective, the place's image must be reliable and credible, but at the same time, appealing and distinctive (Kotler and Gertner, 2002: 251).

The brand capital of a region potentiates a connection with the economic development, contributing not only to attract and retain people and companies but also to favor the co-branding through the extension of the region's image to the local products and companies (Gaio and Gouveia, 2007:29).

In the place branding context, the region's brand, as delivers the desired information to the target-consumers, it creates value and is an important factor to increase the region's attractiveness and competitiveness (Gaio and Gouveia, 2007:33).

It should be considered that in territorial marketing the product is a multifunctional place, "the product is managed by a complex organisation of public and private sector stakeholders, making it difficult to present a consistent brand proposition" (Hankinson, 2004:112).

Consequently, place branding will become a coordinated process controlled by local authorities. Hankinson (2004:112) states that those local authorities will be subject to low budgets, political pressures and control, which will of course influence the place brand management task. As the budget runs low, the available capital for marketing, communication and promotion in these local authorities is most of the times scarce, what increases the necessity of a careful planning strategy (Calado, 2013:6).

2.2 Tourism Marketing

The tourism industry development depends directly on the attractiveness of the tourism product, which consequently has an economic impact on the development of the regional economy (Volkov, 2012:859). In their study about the tourism industry as an alternative source of regional growth in Portugal, Soukiazis and Proença (2008:43) state that tourism has a crucial role in the economy of a region, especially in small countries, as Portugal, with a fortunate geographical position and favourable weather. Eventually, Soukiazis and Proença (2008:59) prove that tourism industry can be an alternative source of economic growth in Portugal.

Per Tocquer and Zins (1999:13), tourism marketing can be described as a process in which the structure of tourism demand is anticipated and satisfied through the outset of a product or service. This means that in this sector, marketing must be a well-structured system of activities. Additionally, Bagautdinova *et al.* (2012:183) defines tourism marketing as "the ability to attract people for longer or shorter periods with consequent positive relapses on the economic, social and cultural fields".

Tourism marketing focus on attracting people or investment to a certain region, and for that reason it is important to analyze the touristic offer of the place, who the region wants

to attract and what strategies to use to attract those target markets (Martins, 2013:2; Kotler *et al.*, 1993).

2.2.1 Territorial marketing for the tourism industry

To develop the tourism industry, it is essential to develop adequate resources and infrastructures to provide competitive conditions for the tourists. According to, Soukiazis and Proença, (2008:45) “the ability of the national economy to benefit from tourism depends on the availability of investment to develop the necessary infrastructure, in addition to its ability to supply services that tourists require”. Besides the renovation of the tourism resources and infrastructures, it is also essential to actively develop a marketing program that promotes the tourism product especially in the external market (Volkov, 2002:863).

The tourism industry requires marketers, who look for the big picture and can adapt to the changing market by creating solid marketing strategies (Kotler *et al.*, 1996: 11). In territorial marketing for the tourism industry, it is essential that the brand managers understand that the market should be segmented, since different places attract different stakeholders (Kotler and Gertner, 2002:255).

2.3 Foreign Direct Investment

2.3.1 FDI and Economic Growth

As a response to globalization, regions are forced to increase their level of competitiveness in order to attract investment. According to Kresl and Singh (1995, cited by Metaxas, 2005:7) the local government and the private sector have the power to improve region’s competitiveness and allow it to accomplish the desired economic goals.

Per Basile *et al.* (2005:5) Foreign Direct Investment in EU have grown exponentially during the nineties. Yet, this increase in FDI has been unbalanced and has not been equally disseminated across E.U. regions. The authors also debate the role of the national institutions and how specific national policies may influence the FDI’s regional distribution.

Anwara *et al.* (2010:187-189) studied the link between Foreign Direct Investment and economic growth in Vietnam. The authors identify several determinants of this link: human capital, learning by doing, exports, macroeconomic stability, level of financial development and public investment, for example.

2.3.2 Territorial Marketing and FDI Destination

One of the main objectives of territorial marketing is to find and attract potential investors (Bagautdinova *et al.*, 2012:181). In the context of the globalized and competitive world, to present an attractive and interesting investment image has become one of the regions' main priorities. Per Metaxas (2010:11) "Every region looks to raise its 'investability' so as to gain advantage in this intense competition as the attractiveness of an area is basically defined from this criterion".

The nations of the East and Central Europe have adopted place marketing strategies, which have the objective to differentiate regions from possible competitors in order to increase its attractiveness to the investors. "However, there is no simple link between place marketing and attracting FDI." A complex mix of factors influences investors. Nevertheless, it is said that nations can be proactive in attracting FDI (Young, 2005:733).

Though there is still a debate to which extent the local authorities can influence FDI, there is a role for governance in shaping investment environments and attracting investors by increasing the place's attractiveness (Young, 2005:734). "There is also a growing agreement that there is a role for proactive institutional intervention" (Young 2005:753). Coe *et al.* (2004:469) state that those institutional organizations are essential to guarantee that the regions are integrated into "global production networks". To achieve regional development, policymakers should cultivate strategies focus on value creation, enhancement and capturing. *Value creation* strategies focus on the attraction of high-value-added activities, *value enhancement* focus on supporting investors in upgrading their activities, and finally, *value capture* relates with guaranteeing that value from any investment is captured for the profit of the region (Young, 2005: 753).

Ultimately, "The challenge for place-marketing policies is to establish better backward linkages between foreign investors and local suppliers" (Young, 2005:750).

2.3.3 Attracting investors, business and industries

One of the most interesting approaches of territorial marketing is to attract new investments for the territory, due to its contribution for the economic development of the region. For that reason, it is essential that marketers understand how companies and foreign

investors select regions to invest in (Kotler and Gertner, 2002:257; Kotler and Gertner, 2004). It is possible to state that some factors are proved to influence the choice of investment location: the recommendation of other enterprises operating there, the consultant's advice, general reputation, media comment, city publications and websites (Metaxas, 2010:13). In Table 1, it is possible to see the most relevant information, per Kotler *et al.* (1993:232), searched by an investor, when deciding on where to invest.

Table 1 - Basic Information that an investor searches for

• <i>Local labor market</i>
• <i>Access to customer and supplier markets</i>
• <i>Availability of development sites, facilities, and infrastructures</i>
• <i>Transportation</i>
• <i>Education and training opportunities</i>
• <i>Quality of life</i>
• <i>Business climate</i>
• <i>Access to R&D facilities</i>
• <i>Capital availability</i>
• <i>Taxes and regulations</i>

Source: Adapted from Kotler *et al.* (1993: 232)

As discussed previously, Basile *et al.* (2005:9) debate about the role of the national institutions in attracting FDI, as specific national policies influence the attractions of investors and, consequently the regional distribution of FDI. There are six identifiable categories of institutional factors, which can affect the FDI: the “labor market arrangements”, “corporate taxation”, “bureaucratic efficiency and corruption”, “legal system and intellectual property right protection”, “product market regulation” and finally “openness to FDI”. The specific policies each local government takes concerning these six issues may affect the attractiveness of the region relating to foreign investors.

According to Kotler *et al.* (2004), a company (region) must accomplish three steps to successfully attract investment. The first step is to develop the capital market strategy, which involves the *segmentation, targeting* and *positioning*. Then, in the second stage, it must be

developed tactics to attract the capital market. It involves *differentiation* from the region's competition, and then a *marketing-mix* must be created. To implement these tactics *selling* operations are now required. The main goal of selling is to convince investors of the benefits of the region. Lastly, the fund seeker (region) should make sure that it gets the accurate value in the capital market. For this, a strong *brand* is required, the region must meet the investors' expectations by delivering outstanding *services* and finally the region must deliver value to its investors by its *process*, which includes delivering information and performance metrics to the investors (Kotler *et al.*, 2004:238-239). (A graphical representation of the Strategy-Tactic-Value Triangle and the nine Core Marketing Elements can be found in appendix 2)

In territorial marketing, the region is the product and the marketing factors are the city issues, which can be promoted in order to attract the target markets. In this context, regions can use four different strategies: *Image Marketing*, *Attractions*, *Infrastructures* and *People* (Almeida, 2003:27; Kotler *et al.*, 1993:33-40). In an image marketing strategy, the region only invests in communication by developing and promoting a solid image of itself. For this reason, image marketing is most of the times the cheapest strategy. When, improving the image of region is not sufficient, it is required to develop special characteristics to satisfy the target markets. Whether they are natural, historical or investment attractions, this is a marketing factor. In cases where the image and attractions are not sufficient, the region must invest in offering satisfactory basic infrastructures. Finally, the fourth marketing strategy it relates with the capacity of a region to promote and sell the image of its population, which can be based in famous, competent people, local leaders, or entrepreneurs. Briefly, the ideal situation would be for the region to first define the infrastructure, attractions, stimulate the people's hospitality, and only then promote its image (Almeida, 2004:24-27; Kotler *et al.*, 1993:33-40). Rainisto (2003) also states that territorial marketing should not only consider the communication strategies, but should also take into account the creation of infrastructures and basic services, the development of attractions (either natural, cultural, financial or others) and must also include the involvement of the people and organizations in the mission of local development.

Eventually, the place marketers should adapt the strategy and promotion plan to each investor, taking into attention what they are looking for in the region (Kotler *et al.*, 2004:237).

3. Conceptual Framework

Following the previous literature review it is important to stand out a set of concepts before developing the project. As a starting point, it will be considered the model of *Strategic Market Planning of Places* developed by Kotler *et al.* (1993), since it is the one that is more applied in practical cases and has a bigger prestige in the investigation area. In that context, the group of elements that initially is going to be considered are the external environment, macrostructural environment, the marketing factors, the marketing actors and the target markets. To synthesize the questions developed in the next chapters and the relations between the elements, it was developed the following conceptual board, which will guide the strategic marketing plan:

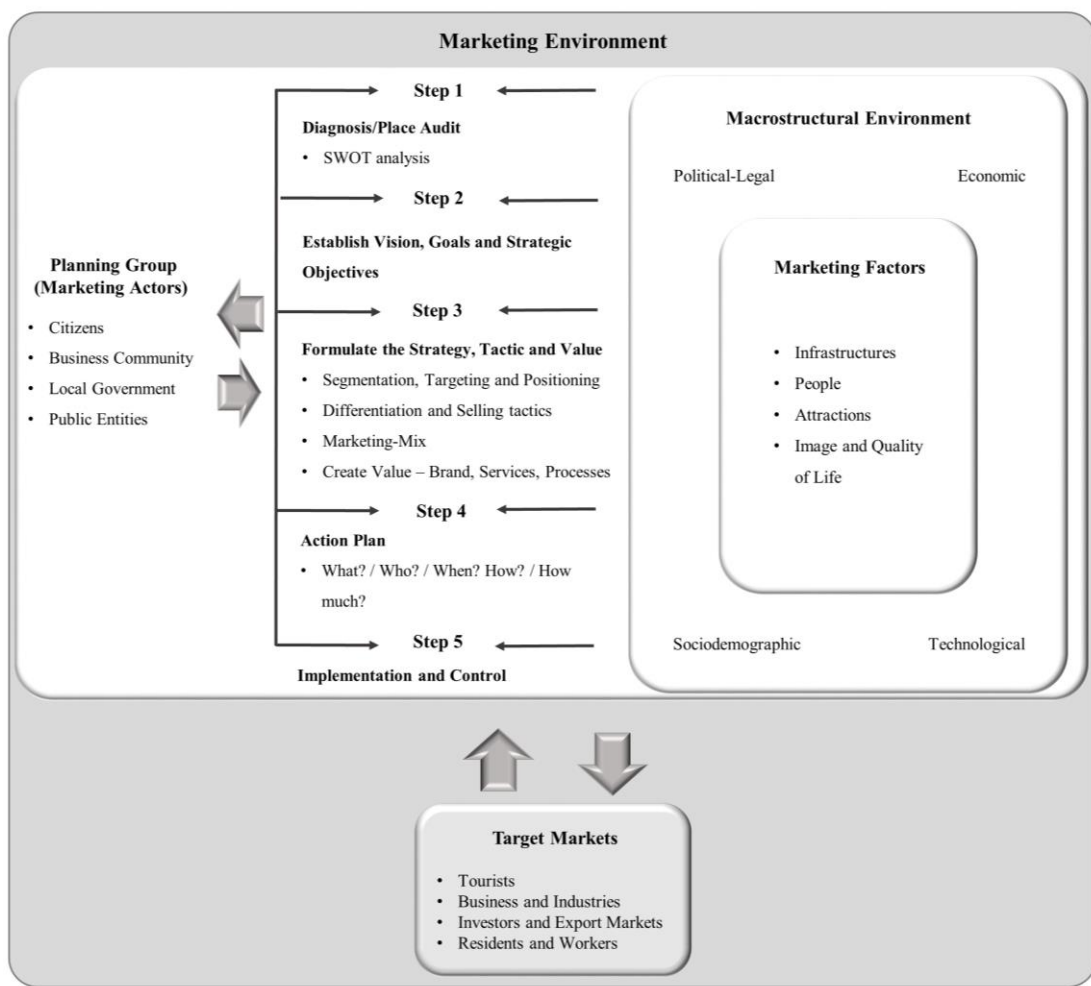


Figure 1 - Conceptual Board

Source: Own elaboration based on Kotler *et al.* (1993) and Kotler *et al.* (2004)

Shortly, the first element will be the planning group or marketing actors, which include not only the local authorities but also the citizens and the business community. This multidisciplinary group will be responsible for developing and deciding on all the issues in the strategic plan.

The first step consists in the analysis of the marketing environment and in that context, it means developing a diagnosis, an external analysis and an analysis to the macrostructural environment identifying all the variables that influences the region: economic factors, technologic, sociodemographic or political-legal. In this step, the planning group will also identify the marketing factors (the internal environment), which depend on the macrostructural environment, and are related with the characteristics that the marketing actors will use to define the offer of the region to the target market: infrastructures, people, attractions, image and quality of life. The SWOT analysis is the aggregating instrument. It will also be important for the second step of the plan: establishing the vision and strategic objectives to be achieved. Then, the conditions are ready to formulate the strategy, which includes several steps: segmentation, targeting and positioning, defining a differentiation and selling tactic to promote the competitive advantages of the region, and finally establish the marketing-mix. With the strategy designed it is time to get into action and develop an action plan, clearly identifying in what consist each action, how it can be implemented, who is responsible, how much it will cost and when it is supposed to be completed. As already discussed above, this project has the aim to present a strategic formulation. No action plan or implementation projects will be formulated.

The target markets are an essential part in all the process. They are whom the region wants to attract and consequently directly influence all the decisions taking in the process of the strategic plan. All the decisions concerning the five steps of the process must take into consideration the target markets' needs and wants.

4. Methods and Techniques of data collection and analysis

The methodology that was followed in this project considered the general goal of developing a strategic marketing plan to attract Foreign Direct Investment for the tourism industry in the West region of Portugal. The literature review and the conceptual framework provided relevant knowledge on how to develop the strategic territorial marketing plan. In this section of the thesis it will be conducted a research to complement the previous analysis and to provide detailed information, essential to achieve the defined objectives.

4.1 Data collection

In the research methodology of this project, both primary and secondary data were collected and analysed.

4.1.1 Primary Data

From what concerns the primary data, the research methodology for data collection comprehends the qualitative method of semi-structured in-depth interviews. The general interview guide approach was chosen because if from one side ensures that all the general issues are conducted in each interview, from the other side it allows flexibility and freedom to get information from the interviewee (Turner, 2010:755). The interview guide used for public and private sector actors can be found respectively in appendix 7 and 8. As a semi-structured in-depth interview, this was just a guide to conduct it, a few additional questions were asked according to the answers of the interviewees.

Based on the conceptual framework it was developed a set of questions with the objective to collect inputs of several marketing actors, which were selected as the most qualified individuals to provide the most reliable information (the interview guide for public and private sector can be found respectively in appendix 7 and 8). Eight interviews were conducted in order to collect inputs of both private and public sector actors to develop the strategic marketing plan.

Concerning the public sector, it was selected four different actors from different organizations, which have an impact on the development of the region:

- Carlos Manuel Antunes Bernardes (Member of Executive Council of the Oeste CIM, and President of the Municipality of Torres Vedras). With a PhD in Tourism, Carlos Bernardes has a deep knowledge and understanding about the tourism industry in the region. For these reasons, he was one of the interviewees selected.
- Carlos Manuel Soares Miguel (Secretary of State of Local Authorities of the Portuguese Government). Carlos Miguel has several years of experience in the local authorities of the West region. He was President of the Municipality of Torres Vedras from 2004 till 2015. During that time, he accumulated the function of President of Oeste CIM, since 2013. In 2015, he became Secretary of State of Local Authorities (Governo da República Portuguesa, 2016). The interview guide was applied to Carlos Miguel, as he has a profound understanding of the activities of the Oeste CIM and a deep knowledge about the West region.
- Isabel Caldeira Cardoso (Business Manager at AICEP Global Parques). The AICEP Global Parques is a public institution which key mission is to guarantee the conditions for the caption and support of national and foreign investment projects (AICEP Global Parques, 2012). The Business Manager, Isabel Cardoso, was the selected actor because she had the best conditions inside the organization to respond to the interview guide.
- Marta Pacheco (Turismo Centro de Portugal – Invest in the Center – West Delegation). Turismo Centro de Portugal is a public institution, which main mission is to contribute for the appreciation and development of touristic potentialities of the Center region¹ (Lei n° 33/2013 de 16 de maio da Assembleia da República. Capítulo I, 2013). As representative of the West Delegation of the Invest in the Center team, Marta Pacheco has an exclusive knowledge about tourism investment in the West

¹ The Center region is one of the seven units of the NUTS II. The NUTS II is the second level of the three levels of the classification of territory for static purposes (NUTS – Nomenclatura das Unidades Territoriais para Fins Estáticos). Seven units, five in the continent and two in the Autonomous region of Açores and Madeira.

region of Portugal. Her function in Turismo Centro de Portugal made her the most qualified person to answer the questions in the interview guide.

Concerning the private sector, it was selected four local actors from different organizations and with different perspectives:

- Gonçalo Alves (General Manager at *Areias do Seixo Charm Hotel*) *Areias do Seixo Charm Hotel* is a unique and differentiator tourism offer in the West region. A simple, but luxury charm hotel with only a few themed bedrooms, and which offer guests from all over the world a much deeper experience than just a place to stay. Gonçalo Alves as the General Manager and co-founder of this unique infrastructure was chosen to answer to the interview. Not only because he has a deep knowledge of the region and has a vast curriculum in touristic activities, but also as an entrepreneur in the tourism industry.
- Sérgio Galvão (Chief Financial Officer at *Areias do Seixo Charm Hotel*). As the Chief Financial Officer of *Areias do Seixo Charm Hotel* and former councilman of the Municipality of Torres Vedras, Sérgio has a deep knowledge and understanding of the politics, investments policies and tourism strategies of the region. In this sense and also by suggestion of other interviewees, Sérgio was chosen to be one of the contributors to this project.
- Inês Lopes (Marketing Manager at *MH Hotels*) *MH Hotels* is a group of four hotel units around the city of Peniche. They are looked, either by foreign or national tourists special by its location close to the local beaches. As Marketing Manager, Inês Lopes was chosen to answer the interview guide, as she has a deeper knowledge about the group's marketing strategy and the tourism audience in the West region.
- Ricardo Leopoldo (Managing Director at *Peniche Surf Camp*) *Peniche Surf Camp* is a surf camp with thirteen years old in the region of Baleal, Peniche. It is looked mainly by foreign tourists from all over Europe but specially the northern countries. The guests are looking for a complete surf experience, from surf lessons, to transportation, to housing. As Managing Director and founder of *Peniche Surf Camp*, Ricardo

Leopoldo has lived in Peniche his whole life, and for that reason he was considered the right person to answer the interview guide.

4.1.2 Secondary Data

The secondary data is essential to complement the information collected in the primary research. In this project, both qualitative and quantitative data were used. To allow the development of the literature review as well as the contextualization of the marketing strategy I based my research on reliable sources, such as: INE (Instituto Nacional de Estatística), Turismo Centro de Portugal, Oeste CIM, European Union, IPAM Lab. Additionally, data was collected from journals, articles, handbooks, specialized books, magazines, organization's websites, local reports, dissertations and academic papers.

4.2 Data Analysis

4.2.1 Primary Data

The analysis of the interviews was done through content analysis of the interviewees' answers. The answers collected were based on the interviewees' point of view about the region and the territorial marketing practices. The content analysis was based on those qualitative answers.

4.2.2 Secondary Data

The analysis of the secondary data was also done through content analysis. The quantitative data collected was considered and interpreted through graphics and tables, expressing some indicators of the economic and sociodemographic situation of the region. The qualitative data collected was essential to contextualize and draw conclusions on the region's characteristics, touristic industry, target markets and other players.

5. Information analysis and conclusions

5.1 Diagnosis and Place Audit

As discussed in the literature review the *Strategic Market Planning Process of Places* is divided in five different stages being the first one conducting an external diagnosis and an audit to the region. (Kotler *et al.*, 1993:80-81). First, an external analysis of the main trends, opportunities, challenges and competition in the industry will be clarified.

5.1.1 External Analysis

As said previously, the external analysis will identify the external environment which surrounds the region in study. First, it will be identified the external reality in which the tourism of Portugal works, identifying the main trends with impact.

Some of the trends/challenges described by Turismo de Portugal I.P. (2017) in the document “Estratégia de Turismo 2027” include:

- Climatic changes and increase concern on sustainability;
- The increase in insecurity phenomena, as terrorism attacks;
- The European financial-economic condition and the commitment to funding;
- Protection Policies;
- *Brexit* and its impacts;
- Impact of millennials in the redefinition of business models;
- Consumers more informed and demanding.

On the other hand, there are also some trends/opportunities to take into account:

- Growth forecast for tourism until 2030;
- Increase coverage of destinies by Low-cost airline companies;
- Increase combination of vacations/business;
- Changing consumption patterns and motivations that favor destinations which offer diversified, authentic experiences and environmental quality;
- Growth in senior tourism and higher financial availability to travel in certain segments, which allowed to increase in volume and value;
- Growth for healthy habits and products of health and wellness;

- Appearance of new funding alternatives (ex. Crowdfunding, social entrepreneur...);
- Openness to direct connections to new markets (namely China);
- Expansion of Social Networks;
- Increase of *X-tra money to spend* (single people with purchasing power) and *double income no kids* (couples with no children).

Tourism in Portugal

Per Turismo de Portugal I.P. (2017:3-6), in 2016 tourism in Portugal accomplished historic results, being considered the major export activity in the country, representing 16,7% of the total national exports. The growth in tourism happened in all the regions and along the year, becoming a great booster for the national economy.

Besides the maintenance in the traditional main emitting markets as the U.K., Spain, France, Germany and Holland, it was also noticed the diversification of markets, with an expressive increase of the American, Polish and Brazilian market. Other differentiation factors to be considered: the dynamization of the internal market and the increase in internal recognition with a significant increase in tourism international awards won by Portugal (491 against 157 in 2015).

In 2016, the revenue generated by the tourism industry represented 12,7 billion Euros, an increase of approximately 10% when compared to 2015. Accordingly, the number of tourists also increased, between 2015 and 2016, 9,7%, and the employment in the industry increased between these years around 17%. In 2016, Portugal received 19,1 million of tourists, and tourism activities employed 328 thousand people (Turismo de Portugal I.P., 2017:32).

From what concerns external competition, the products offered by the West compete mainly with Malta, Turkey, Morocco, Croatia, Greece, Spain, Italy, France, Egypt, and Tunisia. Per the World Tourism Organization (UNWTO, 2017) Portugal registered between 2005 and 2015, an exponential growth in revenue generated from touristic activities (6,3% of GDP – average annual rate of change) being the second best, when compared to its direct competitors (Turismo de Portugal I.P., 2017:23). According to the World Economic Forum

(WEF) – Travel & Tourism Competitiveness Index, Portugal is still on the TOP 15 of the most competitive destinies in the world (Turismo de Portugal I.P., 2017:30).

In terms of Internal competition, the West region competes mainly with some of other regions in Portugal: Ria de Aveiro, Algarve, Lisboa, Madeira, Alentejo and Açores from its potential in the nautical and Golf tourism (Amaral *et al.*, 2013: 104-105).

Shortly concluding, “the tourism industry worldwide and in Portugal is facing major challenges that call for innovative ways of managing the tourism experience. On the other hand, world tourism growth was seen as a reality that will remain, and destinations will have to continue working to achieve better tourists instead of getting more tourists” (Costa & Carvalho, 2016).

5.1.2 Macrostructural Environment – PEST Analysis

After having contextualized the region and its main economic and demographic characteristics, in this section it is important to present the macrostructural factors, which directly affect the development of the region. It will allow to determine the several forces (economic, socio-cultural, political-legal, technological) which constitute the environment of the region and affect the totality of the region’s microenvironment (Kotler *et al.*, 1993:79-90; Kotler *et al.*, 1996: 104-106). While conducting the interviews, it was possible to collect inputs and to emphasize some important issues in this context.

Political-Legal Factors

From what concerns Political and Legal Factors, the public sector expresses the challenge of the administrative division of the tourism management in Portugal by different regions. Marta Pacheco identifies that the changes made in political-legal terms from what concerns the division of the regions in Portugal ended up disorganizing the work already developed. When the West division was merged into the Turismo do Centro division that represented in her point of view an increase of diversity and consequently an increase in management organizational issues and uncertainty for the future of the region. On the other hand, Carlos Miguel states that with the administrative divisions that occurred recently, the West region was somehow impaired for staying aggregated with Turismo do Centro and not with the region of Lisbon. This is especially due to the fact that Turismo do Centro has to

work with 100 different municipalities, which englobes a huge variety of tourism offer. Summarizing, the public sector believes that the current administrative division of the country in tourism regions is negatively affecting the West region, since the region where the West is inserted is too big to efficiently market all the diversity that the region offers. Carlos Miguel, goes even beyond and defends that the Oeste CIM should have autonomy to participate at least locally in the touristic promotion of the region, which is currently a job performed by Turismo do Centro and the C.C.D.R. (Comissão de Coordenação e Desenvolvimento Regional). He believes that at least this should be a joint work between Turismo do Centro, the C.C.D.R. and the Oeste CIM.

Carlos Bernardes points out the legislation of territorial planning as a positive aspect which influences the attraction of investment to the region, since per the interviewee, the legal framework concerning the territorial planning is “balanced at all levels”.

The interviewees from private sector (namely Ricardo Leopoldo and Gonçalo Alves) highlight specially the lack of regulation of the tourism entities as a political-legal constraint. Ricardo Leopoldo states that the lack of planning and regulation which is common in Portugal has consequences in medium-long term for the tourism in the region.

Economic Factors

Analyzing the answers given by the interviewees, it is possible to state that public and private sector agree in most of the economic factors which currently affect the West region. Both refer the global economic crisis and consequently the challenge in getting funding as a negative factor. Marta Pacheco, states that the economic crisis that Portugal has been subject, specially since 2010 and the subsequent decrease in the budget allocated to the regional entities of tourism (like Turismo Centro de Portugal) has been challenging the work done by these entities in the past years, since there is no possibility of continuity. Also, Carlos Miguel refers the low budget attributed to Turismo Centro de Portugal, which depends mainly from European community funds, as the main challenge which affects the region. Isabel Cardoso, business manager at AICEP also states that as a consequence of this global crisis, the region will need funding capital to develop good infrastructures to differentiate itself from other regions, which is difficult to achieve in the current financial situation. Carlos Bernardes also

refers the economic crisis, as a challenge of today, but refers that the tourism industry is now starting to recover and increasing its expression in the Economy of the region.

The recent increase in the energetic costs, because of the economic crisis, and the subsequent increase of the prices practiced in tourism is one of the examples given by Inês Lopes, Marketing Manager at *MH Hotels* on how the economic crisis is affecting the industry and the region. Ricardo Leopoldo adds that the lack of investment in tourism industry, on the level of infrastructures and safety is also something that affects the country and the region itself.

Sociodemographic Factors

Marta Pacheco states that the global economic crisis will have impact on the style of life of the population and the business of course. The existing companies operating in the tourism industry, not only in Portugal but also outside, had to adapt and differentiate their business. According to her, it is noticed in the last two years a new hope from part of the general and business population which is increasing its establishment in the region. In this sense, the economic crisis had a negative impact, but also allowed the population to change and adapt to new opportunities and new ways of living and doing business. For example, Carlos Miguel points out the phenomenon of the Low-Cost airlines, as a positive aspect for the development of the region.

On the private sector side, Inês Lopes, states that in general the Portuguese population is characterized as having a desire for knowing the country and that is an advantage for the tourism of the region, since attracts internal tourists. Gonçalo Alves, Ricardo Leopoldo and Carlos Bernardes (private and public sector) mention the lack of qualified human resources (and training available) as one of the problems which affects the tourism industry. Ricardo Leopoldo also speaks about the increasing practice of surf as a sport, which in his opinion can be seen in two ways, as an opportunity for the region and as a thread due to the overcrowding of waves and infrastructures.

Technological Factors

Inês Lopes, Marketing Manager of *MH Hotels*, referred the innovations that came with the digital transformation Era, as having information about all the touristic offers in real

time, for example. She presents this as a positive factor in the development of the tourism of the region.

It was not referred by any other interviewee, any other technological factors who affected the development of the West region. The main justification presented was that technological factors were common to the whole country or continent and did not specifically influence the region individually.

5.1.3 The West Region of Portugal

In the context of this place audit, one of the first steps is to contextualize the region and to collect information concerning the region's economic and demographic characteristics and in this case about its tourism resources and industry (Kero, 2002:17).

The West region is located near the coast in the Center region of Portugal (a graphical representation of West Region's location in the national context is presented in appendix 3). In terms of territorial units' nomenclature, it is a NUTS III and is inserted in the NUTS II of the Center region. It occupies approximately 2.200 km² of area, which represents more than 2% of the total national territory (Mateus *et al.*, 2008:171). According to the data of the 2011 Census, it has a total population of 362.540 (I.N.E., 2013), which represents around 165 inhabitants by km². It borders by North with Pinhal Novo, by East with Lezíria do Tejo and by South with Grande Lisboa (NUTS III). Due to its location, the West is marked, in demographic and socioeconomic terms, by its proximity to the Metropolitan Area of Lisbon (Oeste Portugal, 2013:8).

Besides the proximity to Lisbon there are other important factors which are development potentials as the quality of the landscaped and cultural heritage, the business dynamics, the availability of spaces for new business, and the fact that the European community funding rules are more advantageous than in Lisbon (Oeste Portugal, 2014:15).

The region is constituted by 12 municipalities, namely: Alcobaça, Alenquer, Arruda dos Vinhos, Bombarral, Cadaval, Caldas da Rainha, Lourinhã, Nazaré, Óbidos, Peniche, Sobral de Monte Agraço and Torres Vedras.

5.1.3.1 Tourism Resources

The West is located between the maritime coast and the countryside, and although it is a region with a strong cultural tradition, the tourism industry is based on the region's natural resources, either maritime as terrestrial. The West region has a strong tradition on the tourism industry, having specific products associated to the region, as the nautical sports, the integrated resorts and golf, the health and well-being tourism, and the sun and beach destinies (Oeste Portugal, 2013:41).

Natural Resources

The West region benefits from a mild weather and besides the entire coast with fine sandy beaches, it has in its touristic offer five natural reserves (Amaral *et al.*, 2013:66-68):

- Berlega's Natural Reserve is the only marine reserve of Portugal and is formed by an archipelago of 80 hectares of land and 1000 hectares of clean water, with a variety of fauna and flora;
- The protected landscape of Serra de Montejunto, which offers a unique geological splendour, with several caves and grottos. This place, being the highest point of the region is wanted for the practice of climbing, paragliding and speleology;
- The cliffs of the West, located between Santa Cruz's beach and São Bernardino's, where it is possible to observe a large paleontological content;
- Tornada's marsh, which is formed by several lagoons and offers the opportunity to see several species of birds, amphibians, insects and mammals;
- Óbidos' Lagoon offers the perfect conditions for the practice of rowing, windsurfing and sailing.

Besides these five natural reserves, there are fifteen touristic routes to enjoy the nature in the West of Portugal. Some of them are dedicated to the lovers of climbing, paragliding, mountaineering and speleology as the circuits of Serra do Socorro, Planalto das Cezaredas, Park of Serra D'Aire and Candeeiros. It is also possible to enjoy the peninsula of Peniche, where it stands out Cabo Carvoeiro, a rock formation, where is possible to see the archipelago of Berlenga.

Nautical Resources

Despite the mild weather, the West is welcome with 40 bathing zones categorized with excellent quality, which represent 37% of the excellent quality bathing zones in the Center region (I.N.E., 2014b:142). Most of them are wanted for the practice of several aquatic sports: Peniche, specially Supertubos' beach and Baleal are known for the practice of surf and bodyboard, as well as Nazaré and the beaches of Santa Cruz.

Integrated Resorts and Golf

Besides the dozens of residential tourism infrastructures, the West region has to offer four integrated resorts, with an excellent quality. These integrated resorts are also a great destination for the lovers of Golf, since they can enjoy a diversified and high quality offer with maritime and continental landscape on the same place. This niche of market has been target of investment from international hospitality companies, which act in the market of the golf resorts and luxury hospitality.

There are already in the region three Golf courts recognized at the European level and integrated in resorts: *Dolce CampoReal Lisboa*, *Praia d'El Rey Golf & Beach Resort* and *Bom Sucesso Resort*.

Cultural and Religious Circuits

Besides the diversity landscaping, there is also a complex multiplicity in the culture of the region. There are several archeological stations: prehistoric caves, roman bridges, Arabian castles (in Óbidos and Torres Vedras), the Convents of Santa Maria de Cós (Alcobaça), S. Francisco (Alenquer), Varatojo and Graça (Torres Vedras), the Sanctuary of Nossa Senhora da Nazaré, and the distinguishing Alcobaça's Monastery, which is considered UNESCO World Heritage.

From what concerns the handcraft and popular traditions, it is possible to highlight the traditional ceramics from Caldas da Rainha, the bobbin lace from Peniche, the blue faience of Alcobaça, and the Carnival of Torres Vedras, popularly defined as "the most Portuguese of Portugal".

Gastronomy

Besides all the natural resources and activities, the West has also to offer a wide gastronomy: from meat dishes to fish, selfish or molluscs, as the eels, clams and lobsters, or the conventual sweets of Alcobaça and Torres Vedras.

It is possible to highlight the Pêra Rocha do Oeste/Pear Rock of West (Protected Designation of Origin), or the Apple from Alcobaça.

From what concerns the wine industry, the West region is known for the Lourinhã's brandy, which is a Controlled Designation of Origin. It is also possible to highlight two different wineries areas: Alenquer and Óbidos. There are several Wine Routes, divided in three courses from twenty-five farms of the region.

Health and Well-Being

Regarding the industry of the health tourism, the West region has to offer seven distinctive high quality Hotels & SPA, which provides moments of relaxing and pleasure. The region has also to offer two thermal infrastructures, which offers services for therapeutic purposes. In a more specialized area, it is possible to find in the region the Neurologic Senior Campus (*Campus CNS*) in Torres Vedras, considered one of the best neurologic units of Europe.

Briefly, the strategic touristic points of the West region are based in natural resources, cultural heritage but also in high quality services. With a diversified offer, the region is a potential destination to attract a niche of tourists that are interested in nautical sports, golf, relaxing, while enjoying the cultural heritage and gastronomy of the place (Amaral *et al.*, 2013:74).

5.1.3.2 Tourism Industry

From what concerns the tourism industry, the West is the second region of the Center of Portugal with greater capacity for accommodation ($\approx 17,5\%$), having the second largest touristic offer of this NUTS II. In 2015, there were registered 127 establishments in the West, and with a lodging capacity of 8 055. Regarding to the bed occupancy net rate in 2015 was

32,1%, in 2014 was 31,6%, and 26,5% in 2013. We can see a consistent increase in bed occupancy throughout the years (I.N.E., 2014a; I.N.E., 2015, I.N.E., 2016).

Table 2 - Tourism activity indicators 2015

	<i>Establishments</i>	<i>Lodging Capacity</i>	<i>Overnight stays</i>	<i>Guests</i>	<i>Lodging Income (Thousands of Euros)</i>
<i>Portugal</i>	4 339	362 005	53 074 176	19 161 180	1 899 625
<i>Center</i>	854	50 495	5 058 446	2 879 206	150 887
<i>West</i>	127	8 055	930 180	475 169	32 334

Source: I.N.E., *Statistical Year Book of Centro Region 2015* (2016)

From what concerns, touristic demand the West is the second territory of the Center of Portugal with more overnight stays ($\approx 18,4\%$) (I.N.E, 2016). In 2015, the number of guests were 475 169, what corresponded to 17% of the guests in the Center region, and 2,5% of the national total. The Lodging Income were in 2014, 28 483 thousand Euros and in 2015 were 32 334 thousand Euros, which represented an increase of 14% between 2014 and 2015 (I.N.E., 2015; I.N.E., 2016). In 2015, the West represented 21% of the lodging income of Center region and 1,7% of Portugal (table 2).

Analyzing the touristic demand by Municipality (See appendix 4), one can observe that Óbidos has a position of emphasis from what concerns the number of guests and overnight stays. The Municipality of Óbidos is followed by Nazaré, Peniche and Torres Vedras, which can suggest that the territories closer to the coast attract more tourists.

The tourists who visited the West in 2015 were mainly national tourist (about 61%). The remaining 39% were external tourists mainly from Spain (7,5%), France (7,3%), from the American Continent (5,1%), Germany (3,7%), Asian Continent (2,4%), the United Kingdom (1,9%), and Oceania (0,3%) (I.N.E., 2016) (See appendix 5).

It is also possible to state that the tourism industry in the West is most wanted for short-breaks, giving that the average stay of foreign guests is 2,0 days, lower than the average of Portugal 2,8 days (I.N.E., 2016). There is also a certain vulnerability associated with the

seasonality in some municipalities of the West, like Nazaré and Peniche, which are more dedicated to the tourism related with the sun and the sea (Mateus *et al.*, 2008:195).

The West is also the region with the bigger volume of private investment in the tourism industry in the Center of Portugal (25,4%) (Turismo de Portugal I.P., ca. 2014).

5.1.3.3 Territorial marketing in the West region of Portugal

In the Regional Strategy 2020 Oeste Portugal, the Oeste CIM defined as the third general objective to assume the West as an attractive destiny for foreign companies. (Oeste Portugal, 2013:25). Ultimately, the principal objective is to reinforce the region as a touristic destination of excellent adapting capability to different target markets with diverse needs and wants (Oeste Portugal, 2013:41).

Also in the regional strategy, it was defined some priority specialization areas, which follows the objectives and goals of “Smart Growth”: Sea’s Economy, Tourism and Agri-food industry. In the context of the Sea’s Economy one of the specific objectives is to affirm the West as an international surf destination, which attracts a specific niche of tourists in different age groups and learning stages (Oeste Portugal, 2013:37). From what concerns the tourism industry the general objective is to create a touristic destination, which bases its competitive advantage on the diversity and complementarity of the experiences offered. In this context as specific objectives the Oeste CIM established the necessity to create channels of promotion and distribution of the West; guarantee its national and international projection; value and disseminate the insignia of *Quality Coast* of the West as a competitive advantage in the sports tourism (Oeste Portugal, 2013:42-43).

As Kotler (1993) defended, the implementation of this Strategic Program for 2020 is the responsibility of all the public and private sectors of the West region. Focusing on the third general objective defined in the Regional Strategy 2020 the measure of implementation for this strategy was called “Brand ‘*Oeste Portugal*’” (Oeste Portugal, 2014:121). A synthesis of this measure of implementation: Brand “*Oeste Portugal*” can be found in appendix 6.

For the last of the five stages of the strategic process, it is also proposed a monitoring panel, which is responsible for monitoring the success of the program; and the creation of a

sub-regional observatory, responsible to produce biannual execution reports (Oeste Portugal, 2013:47).

Also in the context of territorial marketing in the West region of Portugal, there is a regional network of partnerships to support the social and economic development, which is based on the brand “*Oeste Portugal*”. This network is composed by entities from the public and private sector, from the Oeste CIM to the IPL (Instituto Politécnico de Leiria). Their main objective is to affirm the region in the national and international level as a “business friendly” place. (Oeste Portugal, 2014:153)

5.1.4 Microenvironment

5.1.4.1 Marketing Actors

The marketing actors are an essential part of the marketing environment. Together, public and private sector constitute the planning group, which are responsible for developing the tasks under the *Strategic Market Planning Process of Places* (Kotler *et al.*, 1993:18).

In this study, it was collected inputs both from public and private institutions as well as on a local, regional and national level in order to understand the needs, perceptions and preferences of the target markets as stated by Kotler *et al.* (1994:49).

During the interview process it was also possible to collect some feedback from the interviewees about the different marketing actors and how they interact with each other.

Carlos Bernardes and Marta Pacheco define three different levels in this context: Turismo do Centro, who has an important paper in the promotion of the territory, the Oeste CIM, essential in promoting the recently created brand “*Oeste Portugal*”, and lastly the municipalities of the region. In their opinion there is still a deep work to do in terms of promotion and territorial marketing from these different authorities. It is also highlighted the importance of the work done by the Oeste CIM as it unifies the different municipalities and works for a joint promotion of the tourism industry in the region.

Isabel Cardoso also refers AICEP, as an important mean, as it promotes Portugal as a whole. She also highlights the private initiative, the local citizens and the local associations, as essential to promote the region.

On the other hand, Carlos Miguel states that the municipalities have a reduced role in the promotion of the region. In addition to this, in the bigger entities, like Turismo do Centro, there are so many products and regions to promote that is difficult to sell each one of them due to their differences.

The private sector highlights the importance of the municipalities and Turismo do Centro, as important players in the promotion of the region. Gonçalo Alves also mentions Turismo de Portugal I.P. as a higher entity which is essential in the promotion of the region. On the other hand, Ricardo Leopoldo mentions the importance of regionalization, and having a specific section either by district or in each Municipality to support the tourism industry and come up with solutions for the problems presented by the citizens.

5.1.4.2 Marketing Factors

As we have seen on the literature review it is also important to consider four marketing factors that increase regional development (infrastructures, attractions, people and image and quality of life) while establishing the microenvironment of the region (Kotler *et al.*, 1993:18-19).

Infrastructures

Infrastructures as well as basic services are an essential pillar to keep the satisfaction of the target markets.

Public and private sector refer several infrastructures that are important to support the tourism in the West region. One of the most important factors referred by them are the accessibility infrastructures. Carlos Bernardes, Marta Pacheco, Gonçalo Alves and Sérgio Galvão refer that the closeness of the region to the Lisbon airport, and the great network of roads, like the railway, that connects Lisbon to the whole West region is an essential infrastructure of support to the tourism. However, although the region has great air and terrestrial connections, according to Carlos Bernardes it is missing a maritime infrastructure like a marina, to support the tourism activities in the region. There are a few small harbors, but it would be beneficial to have a maritime infrastructure to support large vessels. The Health infrastructures in the region are also a positive factor that is mentioned by, both Marta Pacheco and Carlos Bernardes. The Neurologic Senior Campus (*Campus CNS*) in Torres

Vedras is seen as a factor that creates a new offer of tourism, the health tourism and helps promoting a sense of security in the region which is seen by the public sector as an essential factor to attract tourists.

From what concerns the hotel infrastructures, Carlos Bernardes refers that there is a balanced and scored offer across the region. On the other hand, Carlos Miguel, when questioned about the infrastructures that support the tourism in the region, mentions that there is still missing in some parts a diversity of offers for the different target groups of tourists. He gives the example of the Municipality of Torres Vedras, which has a Youth Hostel a few hotels and some very specific niche infrastructures. Although, Carlos Miguel believes that the surf tourism is an opportunity in the city and is yet poorly explored. He states that is still missing some hotel infrastructures (like hostels for example) to support this niche, of middle and middle-low class tourists. These infrastructures are important to attract more youth to the region, since, on his point of view, there is already some attractions, but it is missing hotel infrastructures to support this demand.

Ricardo Leopoldo and Gonalo Alves state that there is a deep lack of touristic infrastructures. Not referring to accommodation but other infrastructures which support the tourism, like support services and extra activities, or even conditions of accessibility and safety at the beach. Gonalo Alves gives the example of the lacking of private agents and partners for touristic activities in the region, having to use almost always the services of players from Lisbon.

Attractions

Innovative and unique attractions are important to improve the quality of life of the residents and to be a value edge for the region, to differentiate itself from the competition.

The private and the public sector seem to agree in this point of view, and both state the importance of the natural resources, the wild beaches, the proximity to the “Sea” and what it offers and finally the diverse cultural and patrimonial offer as the main touristic attraction of the West region. The diversity of options and offers found in the region is also something that is pointed as a principal advantage.

Some of the examples given are the beaches and the natural environment of Serra de Montejunto and Serra do Socorro e da Acheira, which in Marta Pacheco's opinion is still under explored. All the interviewees do a big emphasis in the tourism of Nature, as the nautical sports and the Golf courts, but it is also mentioned some cultural attractions as the patrimony of Óbidos, Caldas da Rainha, and Alcobaça. Carlos Bernardes, Ricardo Leopoldo and Gonçalo Alves refer the importance and attraction of the big events, like the World Surf League, which occurs in Peniche and Torres Vedras' Carnival which are like ambassadors of the region and attracts every year thousands of tourists.

People

The image of the people of the region as welcome and friendly is also shown to be a decisive factor to attract new investments. Public and private sector agree on this factor. Both refer that the people of the West region are usually seen as very humble, nice, genuine and naturally relaxed. This is also seen as an essential factor to attract tourists and consequently investors.

In Turismo de Portugal I.P. (2017:47), it can be read that the “people are a unique and transversal asset, with special importance in tourism”.

Image and Quality of Life

And as the last marketing factor is important to talk about the importance of communicating the region's image and quality of life, as an important factor to attract new investment. The public sector, especially Carlos Bernardes and Carlos Miguel mention the importance of awards and distinctions that the region has been receiving, as an example the award, Quality Coast². All these platforms and certifications establish a set of indicators for quality of life. In that sense, and having several of the municipalities in the West region received these certifications, it is general opinion of the public and private sector that the region is perceived as having an excellent quality of life for the residents, offering the best conditions in terms of education, culture, social and environmental. It is also characterized as a quiet but developed place, where is possible to enjoy the landscape, there is a group of

² “Quality Coast is the largest international certification programme for sustainable tourism destinations”. More than 120 tourism destinations in 23 countries have been selected for a Quality Coast Award: coastal towns, resorts and islands.

factors that makes the quality of living in the region extremely good. In fact, some of the best municipalities to live in Portugal are inserted in the West region. All these factors, allied with the sense of safety, are an essential contributor for the attraction of tourists, investors and new markets for the region.

Ricardo Leopoldo gives the example of several tourists, which came to establish themselves in Portugal due to the high quality of life they experienced when visiting.

5.1.4.3 Target Markets

The target markets are also part of the microenvironment that surrounds the region. In this section, we will discuss whom the region wants to attract, based on visitors and tourists (Kotler *et al.*, 1994:25-36).

The private sector highlights the tourists from U.K., Spain and France, with ages between 30 and 60 years old. From what concerns the profile, it is characterized as a tourist with some purchasing power, who likes beach tourism, and has a taste for nature, landscape and is practitioner of nautical sports and golf. Per Ricardo Leopoldo recently it has been seen an increase of tourists coming from the East of Europe: Russia, Poland, Slovenia, Ukraine and Czech Republic.

The public sector, specifically Isabel Cardoso, highlights the surf niche as a differentiator of the region. In her opinion there are good natural conditions and infrastructures to attract this niche, which moves high values of money every year. In this sense, this target market can be a huge opportunity for the region.

Carlos Bernardes and Carlos Miguel highlights the internal market and the European market as huge potentials in the tourism industry, especially considering markets like Spain, France, Germany and the Nordic countries. According to Carlos Bernardes, the United States and the emergent markets like China, India, and Japan can also be important markets to target. In this sense, it is essential to “develop a promotional strategy, for the internal and external market, study the demand and then delineate a strategy which works to attract more tourists and investments for the region”.

Shortly concluding, and in accordance with Turismo de Portugal I.P. (2017:60-61), is possible to highlight some strategic target markets as Spain, France, U.K., Germany and Nordics. As growing markets, it can be considered the East of Europe, China, United States, India and Japan.

5.2 SWOT Analysis

One of the most important parts of the place audit is to conduct the SWOT analysis, where it is possible to identify the major trends likely to affect the region and the region's main strengths and weaknesses (Kero, 2002:18).

During the interview process and the analysis of secondary data it was possible to collect a set of Strengths, Weaknesses, Opportunities and Threats. It was also possible to understand that the interviewees have a clear view of the importance of a SWOT analysis for the development of the region. Private and public sector seem to agree on the most important factors for the analysis. All of them, contributed with inputs to this analysis presented below. Table 3, 4, 5 and 6 represent respectively a synthesis of the Strengths, Weaknesses, Opportunities and Threats of the region identified.

Table 3 - Strengths of the West region of Portugal

Strengths

<ul style="list-style-type: none">• Strategic geographical position, with a good connection to the metropolitan area of Lisbon, and central to the country;
<ul style="list-style-type: none">• Strong urban-rural dimension, through the tranquility, excellent environmental quality, and attractive services and infrastructures;
<ul style="list-style-type: none">• Diversity and uniqueness in the natural, cultural and historical heritage;
<ul style="list-style-type: none">• Excellent climatic conditions, with a mid-weather, and diverse natural resources, allowing for diverse outside activities during all year;
<ul style="list-style-type: none">• Increase recognition of the brand “<i>Oeste Portugal</i>”, attracting more target markets;
<ul style="list-style-type: none">• High quality products, like local gastronomy, wine and handcraft;

- Existence of differentiation factors, as the excellent Golf offer and the Alcobaça's Monastery (part of the UNESCO World Heritage), which can project the region in the international markets;
- Tourism is one of the strategic priorities of many municipalities of the region;
- The region and country are considered as safe and stable from what concerns terrorists attacks, which is today an essential factor in the attraction of a region;
- The cleanliness of the region is pointed out as a differentiator of the region;
- The accesses to the region and the accessibility inside the region are well developed and organized.

Table 4 - Weaknesses of the West Region of Portugal

Weaknesses

- Difficulties in coordinating the different local players in the tourism industry;
- The touristic resources are not yet properly framed in an organized and highly attractive touristic offer;
- Strong regional asymmetries in the qualification of the touristic offer;
- Few touristic offers are enough developed to represent a competitive advantage for the target markets;
- Flaws on the level of the population and private players which can support the development of the tourism industry (e.g. the underdevelopment of the harbors);
- Insufficient networks of collaboration for the development of cross-selling activities in the region;
- The promotion of Portugal as a touristic destiny, does not include sufficient information related with the West region;
- Difficulty of pronouncement of the region in the main international markets;
- Increase possibility of overcrowding of the services;
- Lack of notoriety outside of the country, either from tourists or from investors;
- The touristic planning in the public entities is very rigid, and does not allow any flexibility, which makes the region lose investment opportunities.

Table 5 - Opportunities of the West Region of Portugal

<i>Opportunities</i>
<ul style="list-style-type: none">• Tourism market privileges destinies which present a diverse touristic offer;
<ul style="list-style-type: none">• Increase interest in nature and sport tourism, specially surf tourism;
<ul style="list-style-type: none">• West region consecration as a new tourist attraction in the Strategic National Tourism Plan (PENT – Plano Estratégico Nacional do Turismo);
<ul style="list-style-type: none">• The requalification of the West Coast and the conclusion of structuring roads;
<ul style="list-style-type: none">• The new geography of the European funding makes the region more attractive for investments;
<ul style="list-style-type: none">• Existence of national programs for the attraction of investors, as the actions taken care by AICEP or the Golden Visa strategy;
<ul style="list-style-type: none">• Generalization of the social networks and mobile devices to evaluate the touristic attractions on field;
<ul style="list-style-type: none">• Low Cost aviation allows to attract a niche of market looking for a more economic destiny;
<ul style="list-style-type: none">• Increase interest in residential tourism and lifestyle migration;
<ul style="list-style-type: none">• The increase instability and unsafety in some of the high demand touristic destinations around Europe, end up being an opportunity for Portugal and the West region;
<ul style="list-style-type: none">• Increase demand for military tourism, which according to Sérgio Galvão, the project “Linhas de Torres” can take advantage of.

Table 6 - Threats of the West Region of Portugal

<i>Threats</i>
<ul style="list-style-type: none">• The economic cycles and all the consequent instability, which puts some constraints on the investment and means to develop the tourism industry, and influences the purchasing power of the target markets;

-
- The aging of the population and the low level of qualifications may be an obstacle to the development of the tourism economic activity, as it requires a qualified workforce;
 - Relocation of one of the big events, like the World Surf League, to a different region;
 - New touristic destinations that may arise, and be a direct competition to Portugal;
 - The TGV, one of the transportation methods used by tourists, which goes all around Europe, ends in the Portuguese border, not establishing a connection to the center of the country;
 - The increase pollution of the Sea, or even the possibility of an oil accident in the region's coast.
-

5.3 Establishing the Vision and Strategic Objectives

As defined on the Conceptual Framework, following Kotler *et al.* (1993) and Kotler *et al.* (2004), after having completed a diagnosis and place audit and presented a SWOT analysis, we will continue to the second step of the *Strategic Market Planning Process of Places*, which consists on the establishment of the vision and strategic objectives for the region.

The vision for the region was constructed reflecting the input collected during the interview process, from both private and public sector. As stated in the literature review of this project, the vision is an ideal scenario of how the region should look like in the future, per the inputs of the different entities who operate there (Kero, 2002:19).

After collecting inputs from the different interviewees, it was possible to understand that there are some similarities in the vision that each one of the players have for the region. Public and private sector agree that the region should focus on a differentiation strategy and for that should use the Sea, maintaining its authenticity. The necessity to create conditions to support the surf tourism and a strong promotional and marketing strategy to attract external markets are something considered as essential for the development of the region, and consequently to attract foreign investment.

Marta Pacheco describes the vision for the region as “having the ‘West’ as a known and unique brand, which is recognize in the external markets as a place for high quality tourism”.

In summary, concluding from the interviewees’ answers, and quoting specifically Carlos Miguel, “the vision for the West region should focus on the globality of the Sea, while waves, while Sea products”. The vision is to **establish the West of Portugal, a region, which is seen internationally as an excellent place to visit and invest because of the Sea and the nautical sports tourism.**

To achieve this vision, a few objectives for the tourism in the West in order to attract investment were established (based on the inputs of the interviewees and in consonance with the objectives for 2027 established by Turismo de Portugal I.P., 2017:41):

- **Project the West**
 - Increase brand awareness and position the West as a Sea product outside of Portugal.
- **Boost the Economy**
 - Lengthen new touristic activities and business partners, specially in the surf and natural sports sector.
- **Enhance Knowledge**
 - Increase the qualifications of the people employed in tourism.
- **Create Networks**
 - Assure a sustainable growth and a joint work between public and private sector.
- **Value the region**
 - Preserve the current heritage and develop new support infrastructures.

5.4 Formulating the Strategy, Tactic and Value

At this stage and following the methodology of Kotler *et al.* (1993) for *Strategic Market Planning Process of Places*, it is essential to develop strategies that can work to achieve the established vision and objectives in the previous task. It is in this step that is

going to be defined the marketing-mix: the product, the place, the promotion and the price strategy.

5.4.1 Segmentation, Targeting and Positioning

Reviving the literature review of this document to effectively attract investment, a region must first develop its capital marketing strategy, which includes segmentation, targeting and positioning (Kotler *et al.*, 2004).

The interviewees identify mainly two big groups of touristic investors, which represent the segment to attract: the large investors, which capitalize the areas of Golf and residential tourism; and the small investors, who participate on the areas of hostels, surf camps, or touristic animation, and usually try to deliver an entrepreneur offer. On the large investors sector, the target consists mainly on the British and Nordic market; where the region should specially make an effort on the promotion of the territory. On the other hand, on the small investors context, the target consists mainly on the Australian, American and French market, which come to Portugal to invest mainly in hostels, connected to the surf business, or in touristic animation facilities. The smaller international investors focus more in tourism infrastructures which support the tourism connected to the Sea, like surf and sailing.

From what concerns the positioning of the region to attract these markets, Isabel Cardoso suggests that the “West” brand should be positioned as strong, attractive, fresh and young, connected to the tourism of nature, with an emphasis on the surf business.

Going on what was previously described on the vision and strategic objectives, it is important to position the brand in relation to these targets as emotional, exciting and direct. According to some of the interviewees, there must be a strong slogan focus on the Sea, and the brand’s image should have this attribute present.

5.4.2 Differentiation and Selling Tactics

As a second step in formulating the strategy, there is a need to develop differentiation tactics to attract the capital market. It should be highlighted some differentiation factors from the region’s competitions. In addition, as discussed above in the literature review, a marketing-mix must be defined.

Public and private sector seem to agree on the big differentiator of the region: the already mentioned diversity of opportunities in the tourism industry that the region offers to the investors. The authenticity and typicality of the region is also something that differentiates it from other competitors. And above all the Sea conditions and the related economy. The Sea is identified as the main differentiator asset in the region. In this case, it involves essentially the nautical sports tourism, and the economic activities generated by this specific type of tourism. As described previously, the West is welcome with 40 bathing zones categorized with excellent quality and most of them are wanted for the practice of several aquatic sports. These natural resources and the potential economic activities generated by them, were identified as the main differentiator factor of the West region.

Gonçalo Alves is even more specific and suggests a promotion plan for FDI with a focus in what he calls the “pearl of the West” which is the archipelago of Berlenga. He suggests a plan for investment and touristic attraction with a focus on this natural resource. He suggests having an action plan with the archipelago of Berlenga as striking point to promote the Sea as a destiny and the region as a whole. It is strong enough to be the image of the region, whose ambition is to promote the Sea as a touristic destination.

Ricardo Leopoldo, mentions the huge opportunity to grow and take advantage of the *Rip Curl Pro Search* in Peniche. Per him, there are a lot of tourism infrastructures missing to support that event and that is a strategic differentiator to attract investment in the region.

Using differentiation as a selling tactic it is important to maintain a strategic support to potential investors. When questioned about this, the interviewees from public and private sector have different opinions. From the public sector, Isabel Cardoso states that “any investment in the tourism industry that wants to be made in Portugal, even by national or international investors, will be supported by AICEP”, which will then connect them to the necessary entities. Marta Pacheco corroborates that there is a support throughout the whole investment process. She specifies that in Turismo do Centro, in the West delegation, there is a support core for the touristic investor, which accompanies the whole process from the business idea design to the final promotion. Besides a support from national entities, there is also a local support.

On the other hand, when questioned about this, the private sector has a different opinion. Inês Lopes, from *MH Hotels* believes that there should be a closer alignment between the different entities in supporting the investors, which will then of course have in her opinion a positive impact on the brand “*Oeste Portugal*”. Ricardo Leopoldo also states the difficulty which he found when starting the investment process. In his words “there was not only no support by the public entities, as there were also many objections raised by these entities”. Gonçalo Alves states that the system is “not fast, pragmatic and clear”, and that is the true difficulty in the investment process in the region. He states that sometimes the divergence in the interests of the different entities might be a challenge when investing in tourism. According to him, to invest and develop activities in the tourism industry in Portugal there are too many different entities to deal with. In this context, he suggests the creation of the role of an “account” which would support the different investors and be like a bridge between them and all the different entities.

There is an opportunity for improvement specially in the promotion of the support tools and entities to the investors. Besides that, organizational and structural roles and functions might be adapted to support better this public, either national as international investors.

The following scheme represents the main axes of the strategy formulated:

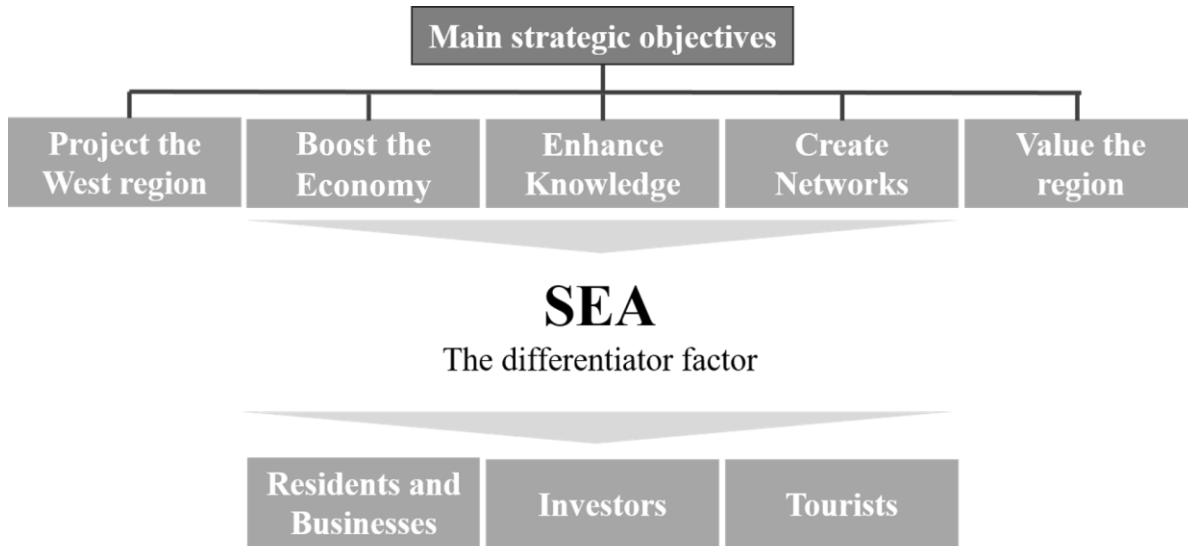


Figure 2 - Synthesis of objectives/axes of the strategy

Source: Own elaboration based on inputs from interviewees and Turismo de Portugal I.P. (2017:50)

Table 7 - Objectives and Strategic Lines of Action

Objectives	Lines of Action
Project the West region	<ul style="list-style-type: none"> • Position and promote the West region as a touristic destiny, specially from outside of Portugal; • Promote the Brand “<i>Oeste Portugal</i>” specially outside of Portugal; • Affirm and promote the West as a Sea product; • Assure that international events (like <i>Rip Curl Pro Search</i>) are maintained in the West and attract more international sport events for the region.
Boost the Economy	<ul style="list-style-type: none"> • Attract Foreign Direct Investment;

	<ul style="list-style-type: none">• Develop and promote organisms and programs to support the investor;• Potentiate new touristic activities and business partners, specially in the surf and natural sports sector;• Assure the competitiveness of the businesses, and develop strategies to support them;• Affirm the West as an international reference region in products, services and infrastructures for tourism activity.
Enhance Knowledge	<ul style="list-style-type: none">• Reinforce human resources which answer to the needs of the tourism market;• Potentiate programs for the qualifications of people employed in tourism;• Affirm the West as a <i>smart destination</i>;• Train businesses to develop and lead the tourism of the future (sustainable and technologic).
Create Networks	<ul style="list-style-type: none">• Preserve and improve the accessibilities to the region;• Assure and develop a joint work between public and private sector;• Develop networking and joint promotion among different entities and sectors (public and private).
Value the region	<ul style="list-style-type: none">• Preserve, value and potentiate the current cultural-historic heritage;• Develop infrastructures to support the tourism activity;• Structure touristic offers, which answer to the demand;• Promote sustainable tourism;• Value and preserve the authenticity and diversity of the West region;

- Affirm tourism in the economy of the Sea.

Source: Own elaboration based on inputs from interviewees and Turismo de Portugal I.P. (2017:50)

5.4.3 Marketing-mix

Reviving the literature review, in territorial marketing the marketing-mix is also composed by the four P's *product, promotion, place* and *price* (Dinis, 2004:7; Bagautdinova *et al.*, 2012:182).

Starting with the *Product* segment, public and private sector seem to agree on what resources are a competitive advantage to attract the target markets defined: the Sea, the weather, the gastronomy, and the Golf infrastructures and conditions. The overall diversity which is offered in the region is its biggest value edge.

From what concerns the *Promotion*, which means the set of communications with the target market, both private as public sector consider that the communication between marketing actors and tourism investors is nowadays very scarce. Per them, there should be established, defined promotion plans for target markets specially externally, with a focus on the brand "*Oeste Portugal*" and highlighting the differentiator factors already mentioned.

The *Place* in this study, and following the theoretical research done, relates to the channels of distribution, which allow to put the product available to the market. Marta Pacheco considers that either social networks, touristic operators, journalists, travel agencies are important channels that have been worked in the region and should continue to be used in the future. Turismo do Centro organises visits to the region with some of these channels, to promote it and sell it internally and externally to tourists and investors. Inês Cardoso highlights the same channels, although considers that there should be a higher focus on the social networks, which can be a huge game changer when attracting the target markets – small investors.

Finally, considering the *Price*, public and private sector share identical opinions. Inês Lopes and Ricardo Leopoldo consider that the diversity in the region allows to practice different prices for different social classes to enjoy the products. Inês Cardoso reinforces that there are different combination of prices, and they are accessible to everyone. Marta Pacheco also agrees that the prices in the West region are accessible when compared to the rest of the

country and specially with the external competition. This factor ends up being a differentiator and a value edge when comparing the region to the competition.

5.4.4 Value Creation – Brand, Services and Processes

As said previously on the literature review (Kotler *et al.*, 2004:238-239), to present value to the target market, the region should define a strong brand, should deliver excellence in the services provided and investment processes' information.

From what concerns the brand, this study focused specially on the brand “*Oeste Portugal*”. This is a recently created brand, which brings a consensual opinion between private and public sector. It was created by Oeste CIM and it has been managed by them. However, the interviewees consider that there is still a long way to work. In Carlos Bernardes words “it is still a young brand...and the municipalities should have in the future a more prominent job to allocate financial and human resources to the promotion of this brand”. Marta Pacheco considers that the brand “*Oeste Portugal*” could be an umbrella brand for other sub-brands in this case related to the Sea and the nautical sports industry, but maintaining always the brand “*Oeste Portugal*” as the central brand for promotion of the region. The private sector, specifically Inês Lopes considers that this brand has a strong potential and it is in exponential growth. Carlos Miguel considers that “*Oeste Portugal*” brand is not perceived externally, and until now there has not been a work to implement it consistently. From the private sector, Ricardo Leopoldo and Gonçalo Alves share the same opinion as Carlos Miguel.

The proposal is to focus the promotional investments on a single brand, the brand “*Oeste Portugal*”, which is a newly created, fresh brand and can still be promoted, influenced and positioned as required. For these reasons, and according to the interviewees inputs, this brand should be the umbrella for the communications and promotion of the region to the target markets.

In relation to the services that support the tourism and the investment process. All the interviewees agree that besides all the different departments, which support the investment process, there are a combination of services which support the tourism industry. Inês Cardoso considers that AICEP and the municipalities have departments which support the investor in the tourism industry. Carlos Bernardes confirms it, and adds that in the Oeste CIM there is a

portal dedicated to the investor, which presents which steps to follow considering the type of investment. He also considers that although there is support, it should be more promoted, especially in the external market.

From another point of view, Ricardo Leopoldo states that there is a lack of tourism information services from a public sector point of view. The information concerning places to visit in the region is not spread and does not hit the target markets.

Gonçalo Alves states that the work of Turismo de Portugal I.P. is efficient and fast when it comes to support the investors' projects. However, in his opinion this doesn't happen in other entities. Sérgio Galvão suggests that all the entities involved in the approval process of an investment should have an "express line" to help investors. This kind of help desk should be used by strategic investment projects, to fasten the investment process. Also in this context, Gonçalo Alves suggests that it should be implemented a tacit approval model, in which, there is a deadline to respond to a consultation made to the entities. If no objection is raised, the project becomes automatically accepted.

6. Conclusions

6.1 Main aspects of the Project

The main goal of this project was to develop a strategic marketing plan, with the objective to attract investment for the tourism industry in the West region of Portugal. The project aimed to explore a real regional marketing situation, collect inputs and develop a strategic formulation. The aim of this project was not to develop an action plan. Using the model of Kotler *et al.* (1993) *Strategic Market Planning of Places*, inputs were collected from both public and private sector.

When interviewed, mainly Carlos Bernardes and Ricardo Leopoldo corroborated the importance of a specific plan for tourism and for the attraction of foreign investors. According to them, it is important to see tourism as a strategic activity for the region, since it has an increasing power in its development.

After the literature review and the formulation of a conceptual framework to use in this project, it was defined a methodology of data collection based on secondary data and primary data, collected using an interview guide. After having conducted the interviews and collecting the data, the first phase of the project included the external diagnosis and the place audit, followed by the SWOT analysis. The data collected from both primary and secondary sources allowed the establishment of the vision and strategic objectives as well as to formulate the strategy.

In view of the objectives initially identified:

- “the main objective of this is first to understand the region’s marketing actors’ perspective on the different factors which influence the tourism in the region.”
- “...and with those inputs develop a strategic marketing formulation, with the objective to position tourism in the West region of Portugal as a Foreign Direct Investment sector.”

Considering the first objective, the application of the model defined in the conceptual framework, based on Kotler *et al.* (1993) and Kotler *et al.* (2004), allowed to conclude that public and private sector have different perspectives and sometimes divergent opinions on what concerns the elements of the model used. Regardless, it was possible to define a vision

which agglomerates both perspectives, and find the main differentiator factor of the region clearly identified and unanimous. All the stakeholders interviewed, consider the Sea and specifically the nautical sports tourism, including surf, windsurf, kitesurf, scuba diving, sailing and fishing, as the most important differentiator factor. In this sense, the objectives and lines of action of this strategy were developed having this in mind.

Considering the second objective and after having collected and analyzed the inputs from both private and public sector, it was possible to develop a strategy which consolidates a strategic and structural thinking of the tourism industry in the West region in a long-term vision.

It is important to highlight the vision defined: **“establish the West of Portugal, a region, which is seen internationally as an excellent place to visit and invest because of the Sea and the nautical sports tourism.”**

To achieve this vision, a few objectives and strategic lines of action for the tourism in the West region to attract investment were established:

- **Project the West**
 - Increase brand awareness and position the West as a Sea product outside of Portugal.
- **Boost the Economy**
 - Lengthen new touristic activities and business partners, specially in the surf and natural sports sector.
- **Enhance Knowledge**
 - Increase the qualifications of the people employed in tourism.
- **Create Networks**
 - Assure a sustainable growth and a joint work between public and private sector.
- **Value the region**
 - Preserve the current heritage and develop new support infrastructures.

The lines of action defined having in mind the literature review, the inputs from the marketing actors, and the secondary data collected align a strategic formulation to position

tourism in the West region of Portugal as a Foreign Direct Investment sector. It was identified the target markets, the positioning strategy and the marketing-mix.

It is also important to highlight that this project focused in a strategic exercise and did not have in account the development of an implementation strategy or an action plan. That is recommended as topic for future research.

Shortly concluding, there is a huge possibility for growth and attraction of investment in the tourism industry of the West region of Portugal. All the potentialities of the West should be valued and worked in a concerted and strategic way, by all the marketing actors, either public as private sector. The goal is that these actors work together and sustainably to put the strategies defined in place and achieve the main intent of attracting investment for the tourism in the region, contributing for its sustainable growth.

It was possible to evaluate the different perspectives between different actors. The collected inputs allowed also to develop a vision, set strategic objectives and formulate strategic lines of action for the region. A differentiation factor was identified: The Sea and specifically the nautical sports tourism, and the economic activities it generates. This was identified as the central topic to promote the region between the target markets to attract. It was possible to conclude that there are a lot of opportunities for investment in the region, and the external promotion of it should focus on the Sea, as the value edge of the region against its competitors.

6.2 Project Limitations

When developing this project, a few limitations stood up. We highlight the complexity and subjectivity of a project on the territorial marketing planning of a territory and the adaptation of the methodological procedures used.

One of the main limitations of this project was the difficulty in accessing the information, meaning the capability to find entities available to participate to give their inputs to the project. Since it was not possible to obtain the agreement and availability of more interviewees that could be considered successful for inclusion in the project. Due to low availability of the marketing actors, it was only possible to collect eight interviews, which constraints the possibility of having inputs from all marketing actors. This limitation reduces

the number of inputs collected for the project, in which the main objective was to develop a strategy based on the opinion of the region's marketing actors.

Another consideration to have into account is the temporal context of the project and the selection criteria for the interviewees, which was based in a profile but can be considered as a subjective choice from the author.

Considering that the tourism activity and demand is dynamic, continuously evolving and influenced by many external factors as explained in this project, it is possible that some of the strategies identified need adjustment accordingly.

6.3 Topics for Future Research

Now that an analysis has been made and that the strategy has been formulated, using inputs collected during the interview process. It's important to establish some specific actions to put the strategic plan in place. As future work, this strategic project can be used to develop an implementation plan, with diverse actions to put in place the strategic plan developed in this project.

According to Kotler *et al.* (1993), in order to put in practice the strategies developed on the last task, an action plan must be carried out. Monitorization of the plan of action implemented should also be considered for future updates.

Implementing and controlling the marketing plan is the last step of the process. It is essential on this step to implement and control each action through the evaluation criteria. As discussed by Kotler *et al.* (1993) and Kotler (2002) to achieve the region's goals and vision it is essential to control and adapt the marketing plan while it is implemented.

If implemented, the entity responsible for managing this plan would be in charge to coordinate the strategy and promote its implementation; ensure consistency between investments and mobilize the actors and monitor the strategy (Turismo de Portugal I.P., 2017:63). Essentially, it will be important that this entity makes sure that all foreign investments are made in a simplified way, non-bureaucratic and appealing.

In case that, an implementation plan is developed and the actions are implemented, it might be scientifically interesting to measure its results and impacts on the specific industry and consequently on the development of the region.

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8. Appendices

8.1 Appendix 1 – Core Elements in *Strategic Market Planning of Places*

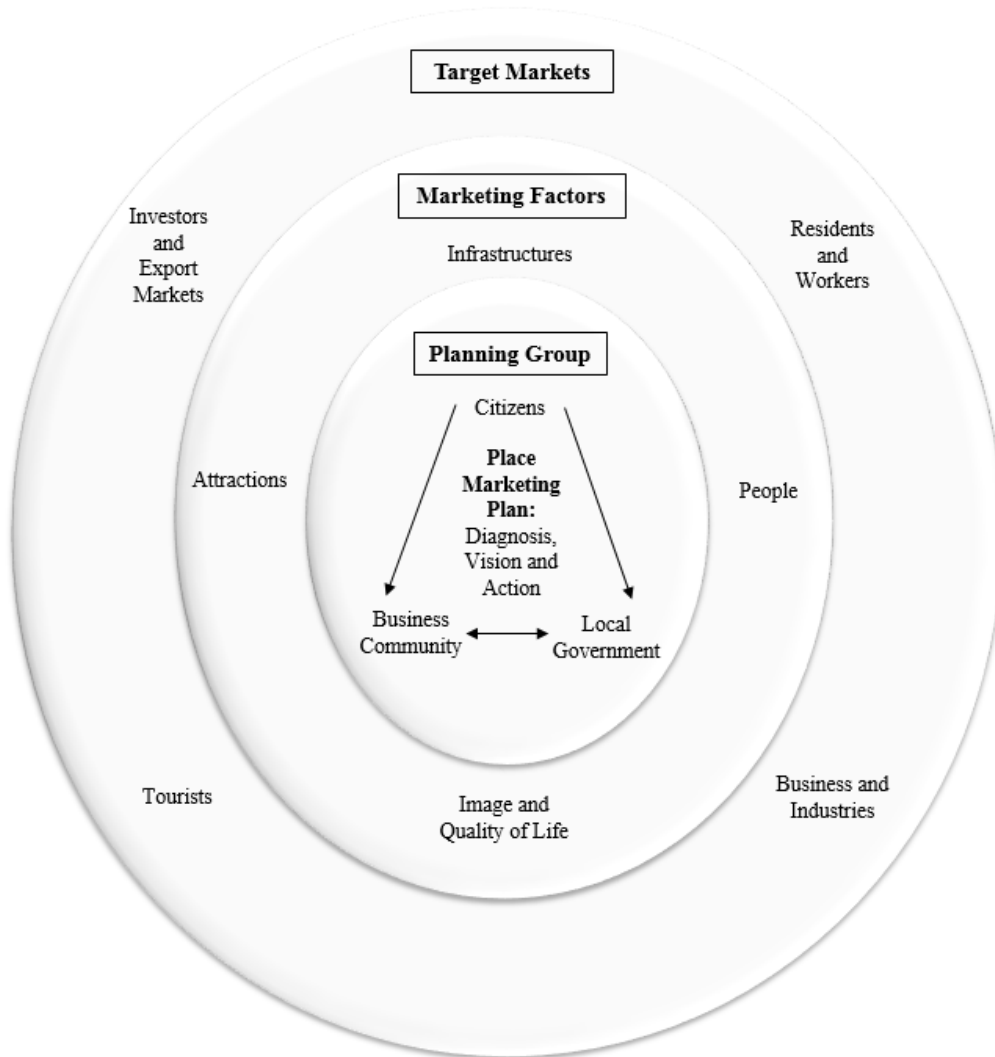


Figure 3 - Core Elements in Strategic Market Planning of Places

Source: Adapted from Kotler *et al.* (1993:19)

8.2 Appendix 2 – The Strategy-Tactic-Value Triangle and the nine Core Marketing Elements

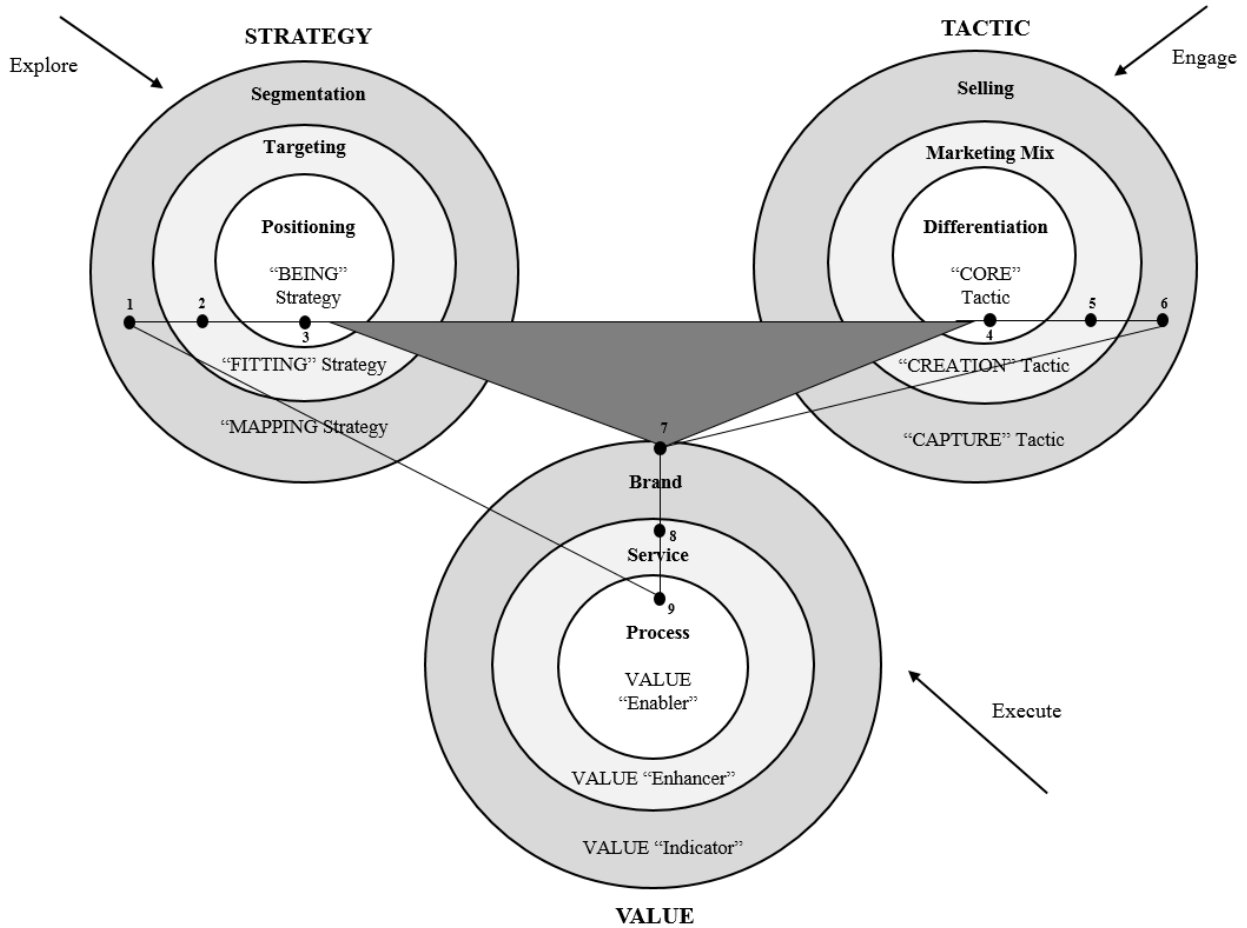


Figure 4 - The Strategy-Tactic-Value Triangle and the nine Core Marketing Elements

Source: Adapted from Kotler *et al.* (2004:173)

8.3 Appendix 3 – West Region's location in the national context (NUTS II)

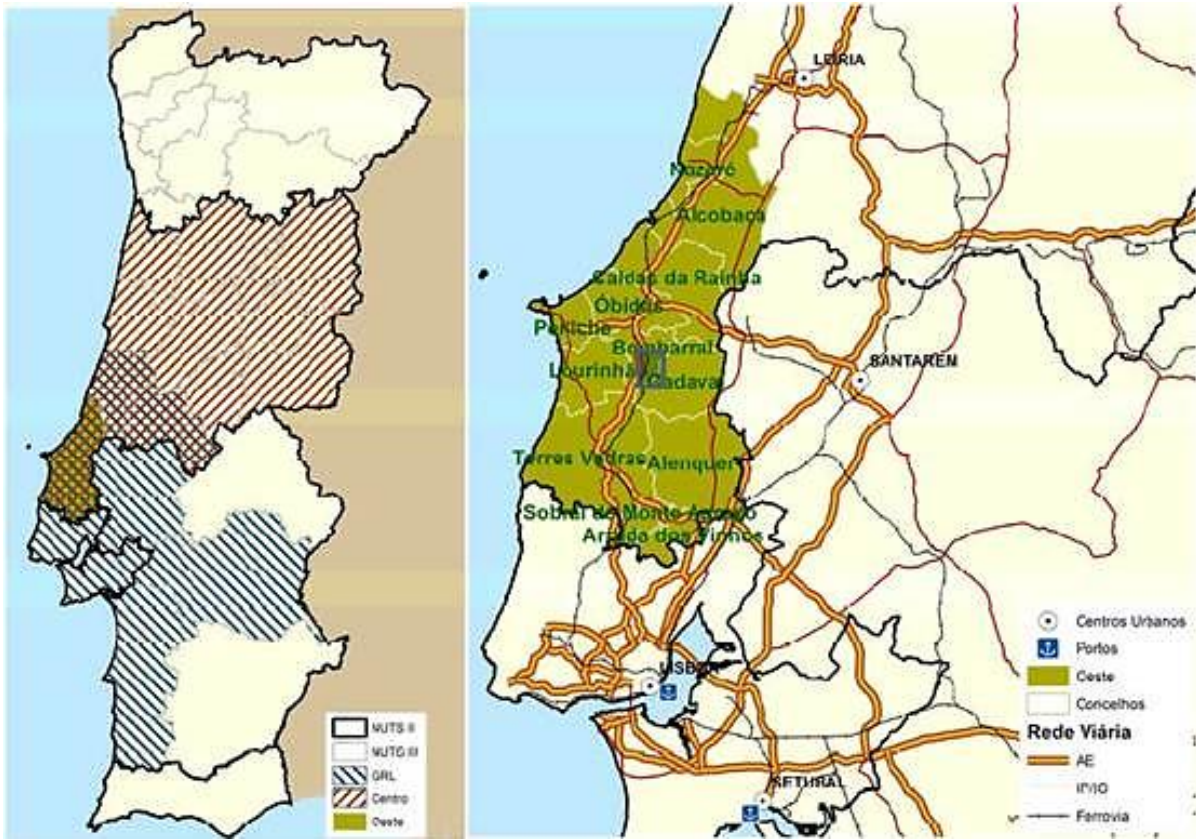


Figure 5 - West Region's location in the national context (NUTSII)

Source: Mateus *et al.*, (2008:171)

8.4 Appendix 4 – Number of guests and overnight stays by Municipality in 2015

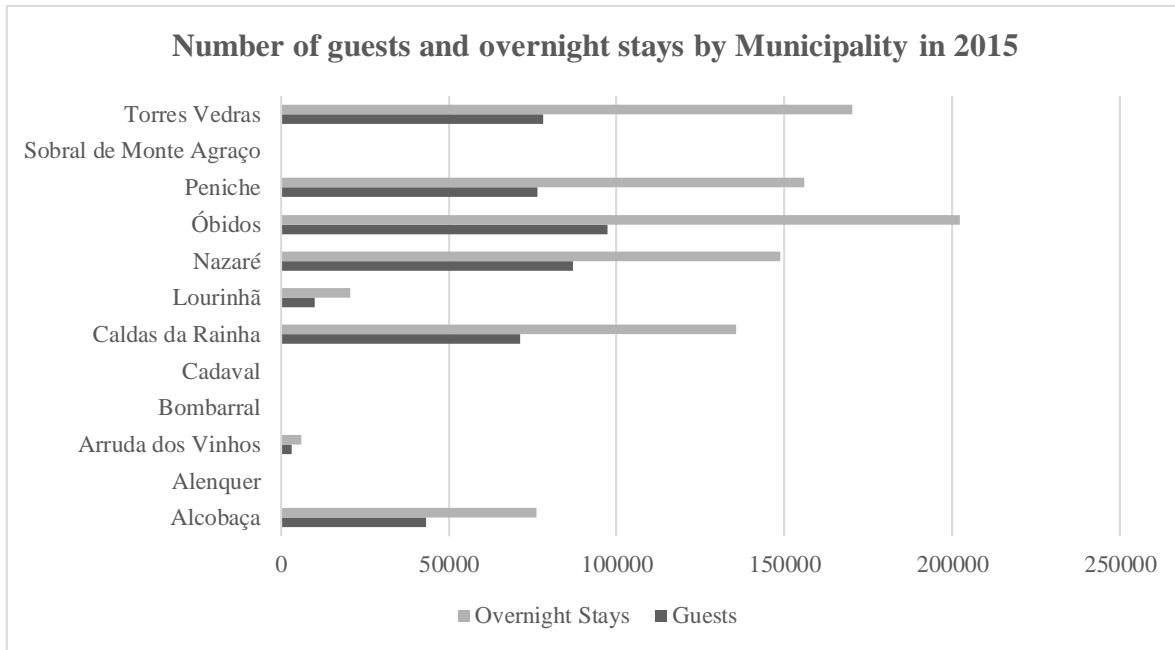


Table 8 - Number of guests and overnight stays by Municipality in 2015

Note: The data for the Municipality of Alenquer and Bombarral is protected by statistical secret, and according to the I.N.E. the Municipality of Cadaval and Sobral de Monte Agraço registered no guests during the year of 2015.

Source: I.N.E., *Statistical Year Book of Centro Region 2015* (2016)

8.5 Appendix 5 – Percentage of Foreign and National Tourists and by Market

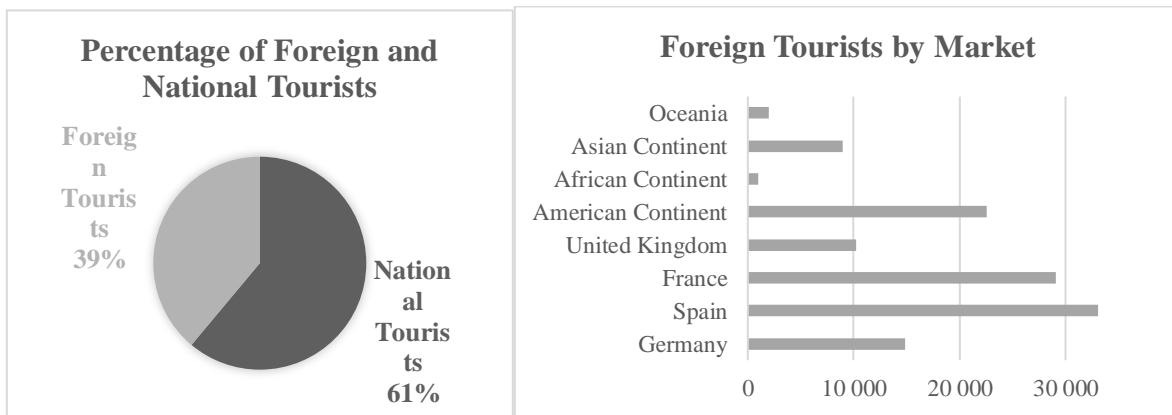


Figure 6 - Percentage of Foreign and National tourists in 2015

Figure 7 - Foreign Tourists by Market in 2015

Source: I.N.E., *Statistical Year Book of Centro Region 2015* (2016)

8.6 Appendix 6 – Synthesis of Measure of implementation 3: Brand "Oeste Portugal"

Measure 3: Brand "Oeste Portugal"

Strategic Objectives

To create a brand's image of the West region which promotes the region and its products and sectors, with the main propose of attract FDI and national investment.

Specific Objectives

- To create a brand image of the West region, which integrally promotes the region and its sectors, in order to attract FDI;
- To capitalize events and products, which are already known outside of Portugal in order to let know what the West has to offer;
- To implement the brand "Oeste Portugal" in the business community of the region;
- Sensitize the community for the importance of promoting the products and traditions of the region.

Plan of Actions

1. Create a group of work exclusively oriented for the marketing and communication of the territory;
2. Create and implement a Regional Marketing Strategy for the brand "Oeste Portugal";
3. Elaborate and implement a strategy of internationalization;
4. Elaborate and implement a communication's dossier;
5. Create an annual event "Oeste Portugal" and use the brand in all the events in the region;
6. Disseminate the brand "Oeste Portugal" through the permanent presence in the specialized media;
7. Guarantee the presence of the region (as brand "Oeste Portugal") in international networks;
8. Promote the existence of target events, as the surf events, to capture new international markets.

Potential Promotor

Oeste CIM

Potential Partners

Public

- Turismo do Centro

Private

- Companies and Business Communities
-

- Producers organizations
 - GAC Oeste
 - Leader Oeste
-

Source: Adapted from Oeste Portugal (2014:121)

8.7 Appendix 7 – Interview Guide (public sector)³

Introdução

1. Na sua opinião, quais são os aspetos mais relevantes e diferenciadores no turismo da região Oeste?

Envolvente Macroestrutural

Fatores Político-Legais (Estabilidade política, política económica, enquadramento legal, legislação laboral, descentralização, regionalização, planeamento estratégico...)

2. Quais os fatores político-legais que na sua opinião têm afetado ou irão afetar num futuro próximo a região Oeste? De que forma esse efeito é sentido?

Fatores Económicos (PIB, taxa de inflação, taxa de desemprego, custos energéticos, fundos comunitários, transferência de verbas para os municípios...)

3. Quais os fatores económicos que na sua opinião têm afetado ou irão afetar num futuro próximo a região Oeste? De que forma esse efeito é sentido?

Fatores Sociodemográficos (estilo de vida, taxa de natalidade, estrutura etária, taxa de analfabetismo, salário mínimo...)

4. Quais os fatores sociodemográficos que na sua opinião têm afetado ou irão afetar num futuro próximo a região Oeste? De que forma esse efeito é sentido?

Fatores Tecnológicos (inovações tecnológicas e nos processos, incentivos do governo para o I&D, proteção propriedade industrial, normas de qualidade...)

5. Quais os fatores tecnológicos que na sua opinião têm afetado ou irão afetar num futuro próximo a região Oeste? De que forma esse efeito é sentido?

³ As all the interviewees selected had Portuguese nationality and Portuguese as mother language, the interview guide was developed and applied in Portuguese to facilitate its understanding and answers. This represents a guide, which conducted the interview, a few additional questions were asked according to the answers of the interviewees.

Fatores de Marketing

Infraestruturas

6. Na sua opinião, quais são as principais infraestruturas de apoio ao setor do turismo na região e como considera que essas infraestruturas podem contribuir para a atração de mercados-alvo no setor do turismo, nomeadamente a atração de investimento direto estrangeiro?
7. Quais as principais infraestruturas para o setor do turismo que estão planeadas para o futuro da região?
8. Como considera que essas infraestruturas podem contribuir positiva ou negativamente para a atração de mercados-alvo no setor do turismo, quer turistas, quer investidores nesta área?

Imagem e Qualidade de Vida

9. Na sua opinião, como é entendida a qualidade de vida na região Oeste?
10. Como descreveria a imagem da região Oeste em termos do setor do turismo?
11. Como é que considera que essa imagem e qualidade de vida podem influenciar positiva ou negativamente a atração de mercados-alvo no setor do turismo?

Atrações (Naturais, Históricas, Culturais, de Investimento)

12. Na sua opinião, quais são as principais atrações em termos turísticos que a região Oeste oferece e como influenciam a atração de mercados-alvo do setor do turismo?

Pessoas

13. Como descreveria a imagem da população da região Oeste e como considera que essa imagem influencia a atração de mercados-alvo para o setor do turismo?

Atores de Marketing (Estado, Câmaras Municipais, CIM Oeste, empresas, Turismo Centro de Portugal, AICEP...)

14. Quais são as entidades (públicas e privadas) que considera serem essenciais no desenvolvimento de uma estratégia de marketing territorial para a região Oeste? Porquê?

15. Quais são as entidades responsáveis pela definição e implementação das estratégias de marketing territorial, como é o exemplo a marca “*Oeste Portugal*”?
16. Quais as entidades que considera que deveriam ter um papel mais ativo no desenvolvimento de estratégias de marketing territorial?

Mercados – Alvo

17. Na sua opinião, quais são, no presente, e serão, no futuro, os principais mercados-alvo da indústria do turismo na região Oeste, quer a nível de turistas, quer a nível de investidores?
18. Como considera ser o perfil do turista que visita a região Oeste?

Auditoria da Região – SWOT

19. Na sua opinião, quais são os *principais pontos fortes* do turismo da região Oeste?
20. Na sua opinião, quais são os *principais pontos fracos* do turismo da região Oeste?
21. Em seu entender, quais são as *principais ameaças* externas que afetam o desenvolvimento do turismo na região Oeste?
22. Na sua opinião, quais são as *principais oportunidades* no contexto externo que afetam o desenvolvimento do turismo na região Oeste?

Visão e Objetivos

23. Qual considera ser a visão definida para a região Oeste relativamente ao setor do turismo?
24. No âmbito da visão que acabou de definir, quais considera serem os principais objetivos estratégicos definidos para a região?

Estratégias e Táticas

Segmentação

25. De que forma segmentaria os potenciais investidores turísticos estrangeiros na região Oeste, tendo em atenção as suas necessidades e preferências?

Targeting

26. De acordo com a segmentação que definiu anteriormente, que segmento ou segmentos de investidores considera serem os alvos principais da região Oeste?

Posicionamento

27. Tendo em conta o segmento-alvo que definiu anteriormente, como considera que a região Oeste se deveria posicionar, em termos de imagem, nas mentes dos potenciais investidores?

Diferenciação

28. Em seu entender, qual é a grande vantagem competitiva da região Oeste no que toca ao investimento turístico, isto é, em que aspetos é que a região realmente se diferencia dos seus concorrentes?

Táticas de Venda

29. Na sua opinião, como descreveria a relação das entidades públicas com os investidores turísticos? Existe um acompanhamento regular e transmissão de informação por parte das entidades locais?

Marketing-Mix

Produto

30. Quais considera serem os produtos turísticos de maior relevância que a região Oeste tem para oferecer?

Preço

31. Como considera os preços dos produtos turísticos na região Oeste quando comparado com outras regiões em Portugal?

32. Na sua opinião, de que forma os preços praticados na região Oeste influenciam a atração de mercados-alvo no setor do turismo?

Promoção

33. Na sua opinião, quais são e como classificaria as ações de promoção da região Oeste junto de investidores turísticos?
34. Como considera que um correto *mix* de ações de comunicação pode influenciar a atração de investidores turísticos?

Place – Distribuição

35. Como classificaria os canais de distribuição e venda (internet, operadores turísticos, agências de promoção, comunidades de decisores e influenciadores) da região Oeste aos investidores turísticos?

Criação de Valor e Plano de Ação

Marca

36. Como considera que a marca “*Oeste Portugal*” é percecionada pelos mercados-alvo do turismo da região, nomeadamente investidores e turistas?

Serviços

37. Como descreveria os serviços de apoio ao turismo oferecidos na região Oeste?
38. Na sua opinião, como classifica os serviços de apoio ao investimento turístico, essencialmente estrangeiro, oferecidos na região Oeste?

Processos

39. Como classifica os processos de investimento turístico na região Oeste?
40. Quais considera serem as principais barreiras no processo de investimento turístico?

Plano de Ação

41. Quais são os planos de ação de marketing que já foram ou estão a ser implementados no sentido de atingir as estratégias definidas para o setor do turismo?
42. Existe algum plano de marketing específico para o setor do investimento turístico?
43. Considera que algum outro plano de ação poderia ser importante para colocar em prática as estratégias definidas no setor do investimento turístico? Se sim, explicita.

8.8 Appendix 8 – Interview Guide (private sector)⁴

Introdução

1. Na sua opinião, quais são os aspetos mais relevantes e diferenciadores no turismo da região Oeste?
2. Enquanto investidor turístico, por que razão decidiu investir na região Oeste?

Envolvente Macroestrutural

Fatores Politico-Legais (Estabilidade política, política económica, enquadramento legal, legislação laboral, descentralização, regionalização, planeamento estratégico...)

3. Quais os fatores político-legais que na sua opinião têm afetado ou irão afetar num futuro próximo a região Oeste? De que forma esse efeito é sentido?

Fatores Económicos (PIB, taxa de inflação, taxa de desemprego, custos energéticos, fundos comunitários, transferência de verbas para os municípios...)

4. Quais os fatores económicos que na sua opinião têm afetado ou irão afetar num futuro próximo a região Oeste? De que forma esse efeito é sentido?

Fatores Sociodemográficos (estilo de vida, taxa de natalidade, estrutura etária, taxa de analfabetismo, salário mínimo...)

5. Quais os fatores sociodemográficos que na sua opinião têm afetado ou irão afetar num futuro próximo a região Oeste? De que forma esse efeito é sentido?

Fatores Tecnológicos (inovações tecnológicas e nos processos, incentivos do governo para o I&D, proteção da propriedade industrial, normas de qualidade...)

6. Quais os fatores tecnológicos que na sua opinião têm afetado ou irão afetar num futuro próximo a região Oeste? De que forma esse efeito é sentido?

⁴ As all the interviewees selected had Portuguese nationality and Portuguese as mother language, the interview guide was developed and applied in Portuguese to facilitate its understanding and answers. This represents a guide, which conducted the interview, a few additional questions were asked according to the answers of the interviewees.

Fatores de Marketing

Infraestruturas

7. Na sua opinião, quais são as principais infraestruturas de apoio ao setor do turismo na região e como considera que essas infraestruturas podem contribuir para a atração de mercados-alvo no setor do turismo, nomeadamente a atração de investimento direto estrangeiro?

Imagem e Qualidade de Vida

8. Na sua opinião, como é entendida a qualidade de vida na região Oeste?
9. Como descreveria a imagem da região Oeste em termos do setor do turismo?
10. Como é que considera que essa imagem e qualidade de vida podem influenciar positiva ou negativamente a atração de mercados-alvo no setor do turismo?

Atrações (Naturais, Históricas, Culturais, de Investimento)

11. Na sua opinião, quais são as principais atrações em termos turísticos que a região Oeste oferece e como influenciam a atração de mercados-alvo do setor do turismo?

Pessoas

12. Como descreveria a imagem da população da região Oeste e como considera que essa imagem influencia a atração de mercados-alvo para o setor do turismo?

Atores de Marketing (Estado, Câmaras Municipais, CIM Oeste, empresas, Turismo Centro de Portugal, AICEP,...)

13. Quais são as entidades (públicas e privadas) que considera serem essenciais no desenvolvimento de uma estratégia de marketing territorial para a região Oeste? Porquê?
14. Quais as entidades que considera que deveriam ter um papel mais ativo no desenvolvimento de estratégias de marketing territorial?

Mercados – Alvo

15. Na sua opinião, quais são, no presente, e serão, num futuro próximo, os principais mercados-alvo da indústria do turismo na região Oeste, quer a nível de turistas quer a nível de investidores?
16. Como considera ser o perfil do turista que visita a região Oeste?

Auditoria da Região – SWOT

17. Em seu entender, quais são os *principais pontos fortes* do turismo da região Oeste?
18. Na sua opinião, quais são os *principais pontos fracos* do turismo da região Oeste?
19. Em seu entender, quais são as *principais ameaças* externas que afetam o desenvolvimento do turismo na região Oeste?
20. Na sua opinião, quais são as *principais oportunidades* no contexto externo que afetam o desenvolvimento do turismo na região Oeste?

Visão e Objetivos

21. Qual considera ser a visão definida para a região Oeste relativamente ao setor do turismo?
22. No âmbito da visão que acabou de definir, quais considera serem os principais objetivos estratégicos definidos para a região?

Estratégias e Táticas

Segmentação

23. De que forma segmentaria os potenciais investidores turísticos estrangeiros na região Oeste, tendo em atenção as suas necessidades e preferências?

Targeting

24. De acordo com a segmentação que definiu anteriormente, que segmento ou segmentos de investidores considera serem os alvos principais da região Oeste?

Posicionamento

25. Tendo em conta o segmento-alvo que definiu anteriormente, como considera que a região Oeste se deveria posicionar, em termos de imagem, nas mentes dos potenciais investidores?

Diferenciação

26. Em seu entender, qual é a grande vantagem competitiva da região Oeste no que toca ao investimento turístico, isto é, em que aspetos é que a região realmente se diferencia dos seus concorrentes?

Táticas de Venda

27. Na sua opinião, como descreveria a sua relação como investidor turístico com as entidades públicas? Existe um acompanhamento regular e transmissão de informação por parte das entidades locais?

Marketing-mix

Produto

28. Quais considera serem os produtos turísticos de maior relevância que a região Oeste tem para oferecer?

Preço

29. Como classifica os preços dos produtos turísticos na região Oeste quando comparado com outras regiões em Portugal?
30. Na sua opinião, de que forma os preços praticados na região Oeste influenciam a atração de mercados-alvo no setor do turismo?

Promoção

31. Na sua opinião, quais são e como descreveria as ações de promoção da região Oeste junto de investidores turísticos?
32. Como considera que um correto *mix* de ações de comunicação pode influenciar a atração de investidores turísticos?

Place – Distribuição

33. Como classificaria os canais de distribuição e venda (internet, operadores turísticos, agências de promoção, comunidades de decisores e influenciadores) da região Oeste aos investidores turísticos?

Criação de Valor e Plano de Ação

Marca

34. Conhece a Marca “*Oeste Portugal*”?
35. Como considera que a marca “*Oeste Portugal*” é percebida pelos mercados-alvo do turismo da região, nomeadamente investidores e turistas?

Serviços

36. Como qualifica os serviços de apoio ao turismo oferecidos na região Oeste?
37. Na sua opinião, como classifica os serviços de apoio ao investimento turístico oferecidos na região Oeste?

Processos

38. Como classifica os processos de investimento turístico na região Oeste?
39. Quais as principais barreiras ao investimento que encontrou no processo?
40. Em que medida considera que as entidades públicas poderiam apoiar mais o processo de investimento na região, tanto nacional como estrangeiro?

Plano de Ação

41. Conhece algum plano de ação que já foi ou que está a ser implementado para atingir as estratégias definidas para o setor do turismo na região? Se sim, Qual?
42. Considera que algum outro plano de ação poderia ser importante para colocar em prática as estratégias definidas? Se sim, explicita.