

**INNOVATIVE BUSINESS PLAN : PORTUGAL AS THE DESTINATION FOR
THE CHINESE TOURIST**

Jingyan Pan

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Supervisor:

Assistant Prof. Álvaro Augusto da Rosa, ISCTE Business School, Department of
Marketing, Operations & General Management

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Resumo

Portugal já se tornou, em termos de visibilidade e prestígio, um destino de qualidade. Através das interações de comunicação e negócios entre os governos luso-chineses, como destino de turismo para os chineses, Portugal está cada vez mais popular hoje em dia. As tendências de turismo dos chineses estão a mudar rapidamente.

De acordo com a demanda chinesa no turismo em Portugal, com base no comportamento dos clientes chineses, este plano de negócios explora a demanda do turismo, faça as melhorias diferentes para as partes respectivas, inove as rotas do turismo, concentre-se em uma rota de turismo orientada para os clientes chineses. Mais escolha, mais interessante.

Para desenhar um melhor programa de negócios, analisamos o ambiente externo e interno baseado ao comportamento chinês e à literatura de comportamento dos clientes, fornecemos ao cliente um novo conceito de rota turística, promovemos a conscientização do turismo em Portugal e também damos um novo destino de viagem para os clientes do nordeste da China.

Portanto, este plano de negócios tem como objetivo inovar a rota turística pela tendência do turismo, ser reconhecida como a melhor opção turística portuguesa para os chineses. Complete o mercado turístico em Portugal para chinês. Permita que os turistas tenham um reconhecimento da marca e sintam o serviço profissional durante a viagem, promova a qualidade do serviço e aumente o grau de satisfação do cliente.

Palavra-chave: plano de negócios; comportamento dos clientes; as rotas orientadas de turismo; turismo de portugal

Abstract

Portugal has made in terms of visibility and prestige as a quality destination. Through the China and Portugal government's communication and business contacts, Portugal's tourism for Chinese is more popular nowadays. Tourism trends for Chinese are rapidly changing nowadays.

According to Chinese demand in Portugal tourism, based on the Chinese customer behavior, this business plan explores the tourism demand, make improvements for respective parts, innovate the tourism route, focus on an oriented tourism route for Chinese customers. More choice, more interesting.

In order to shape a better business program, we analyze through the external and internal environment with a lot of Chinese behaviour and customer behaviour literature support, to gives customer a new concept of tourism route and promotes the Portugal tourism awareness, and also give Northeast of Chinese a new travel destination.

So, this business plan aims to innovate the tourism route by the trend of tourism, to be recognized as the Portuguese best tourist route choice for Chinese. Let tourists have a brand recognition and professional service during the trip. Promotes the service quality and increase the degree of customer satisfaction.

Keywords: business plan; Chinese customer behavior; oriented tourism route; Portugal tourism

Chart, Table, Graph Index

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Executive Summary

The program consists in creating a type oriented tourism route. The first idea was to explore more tourist destinations in Portugal for Chinese tourists. Portugal tourism are less awareness for Chinese, Chinese tourists has more potential for Portugal's tourism market. To create this business plan also compromise several factors: the demand of the target market (Northeast Chinese market) and global tourism trend, differentiation tourism, less tourist in many Portugal destinations.

Based on the literature review, dialectic understands tourism and the trend of tourism with customer behavior and Chinese customer behavior, the opportunities for the Chinese market in Portugal. The questionnaire gives us a direction of Portugal tourism, it cleared the different types of Chinese favorable destinations in Portugal, which these sources are from Chinese who live in Portugal, and overseas students in Portugal, frequency travelers in Portugal.

Through the questionnaire analyzed, we depth analysis of the destination market from political, economy, society, technology. Also compare with other countries to know our strong and weak points. A qualified SWOT analysis developed challenges, warnings, risks, and constraints, giving the program a more clear direction to make a strategy.

Our strategy focuses on providing a concept-oriented tourism route with high-quality services that satisfied different customer requirements and followed the tourism trends. Our mission is to develop destination awareness, take all the advantages and potential to give a tourist a unique and forgettable experience. The program named "choosii" means more choice, more interesting. We aim to give the tourist a flexible choice and a better experience.

Through the marketing mix, the program provides a very clear oriented route with 9 main different combinations, supports the promotion and gives a better advertising and communication with a variable, flexible price strategy through direct and indirect distribution to the market.

This program aims to make the program easy, sell this tourist route with a satisfied service is our purpose. The financial analysis was made based on the forecast costs which include tourist route costs, labor cost and some extra cost like bills that generated from the tour guide. Regarding profit prediction, it shows us this plan is confidence and possible to start.

1 Introduction

In today's highly competitive marketplace, attaining customer's requirements is essential in the modern high-quality society. Tourism is always the tower above the other industries for incarnate the rich life. But based on China's strict network control and the far distance, most of the Chinese citizens in China do not know Portugal that well. However, Portugal has been regarded as one of the best travel destinations elected by the World Travel Awards. This project aims to explore Portugal's tourism market for the general Chinese people, namely from the Northeast region. The Northeast region of China comprises the provinces of Liaoning, Jilin and Heilongjiang, these provinces are less exposed to far west tourist destinations of Europe like Portugal.

Tourism is not only tourism, for the tourism destination, it could create jobs, bring new business to build the vibrant tourism community. Visitors who attended the conventions, museums and festivals could bring vitality to the destination landscape. Also, it will accelerate to generate millions of Euros in tax revenues. For the tourist, it could explore the new world to the people, let the people add the local's knowledge to the memory, make a colorful and quality life. Local people could enhance their culture industry and be proud of their culture.

Improving the awareness of Portugal destinations by a different type of tourism route could increase the number of visitors, job opportunities, and give more communications for two parts of people.

The program is offered to Northeast China based on Northeast China's economy began to revive after the 1997 Asian Economy Crisis. Now the tourism market starts to searching more destinations to Northeast Chinese tourists.

2 Literature Review

2.1 The definition of Tourism

Although many of us have been "tourists" at some point in our lives, defining what tourism is can be difficult. Tourism is to have an activity from the usual environment to an unusual environment, for leisure or other purposes less than one consecutive year. (tourism satellite account: recommended methodological framework). Tourism is a dynamic and flexible industry that requires the competitive ability to adapt to the customers' flexible needs and desires, especially the customers' satisfaction, the business tourism¹.

Tourism is travel for pleasure or business; also, the theory and practice of touring, the business of attracting, accommodating, and entertaining tourists, and the business of operating tours. Tourism may be international or within the traveler's country (Oxford English Dictionary. 2005). The World Tourism Organization defines tourism more generally, in terms which go "beyond the common perception of tourism as being limited to holiday activity only", as people "traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes"².

Tourism is an economic and social phenomenon, tourism has experienced continued growth and deepening diversification to become one of the fastest-growing economic sectors in the world. Tourism is one of the most exciting and progressive industry. tourism is also a big business and it impacts almost every other industry. Everyone gains from properly managed tourism. Tourism can be especially important in regional areas because it diversifies the area's economic base and expands the employment market. In its broadest sense, the tourism industry is the total of all businesses that directly provide goods or services to facilitate business, pleasure and leisure activities away from the home environment. These dynamics have turned tourism into a key driver for social-economic progress.

2.2 The category of Tourism

¹ The source is from the 2018 website www.go2hr.ca/what-is-tourism

² The source is from the 2018 website [Wikipedia,tourism](https://en.wikipedia.org/wiki/Tourism)

Tourism can be divided into different types according to different factors.

By geographical scope, it can divide into domestic tourism, international tourism, intercontinental tourism, and global tourism; by the travel distance, it can divide into short-distance travel and remote travel; by the purpose reasons, it will be leisure tourism, official tourism, and family tourism; According to the organization form, it can divide into group travel and individual travel; by price method, it will be non-package tour and package tour; by source cost, it can divide into social tour, all-expense tour, junket tour and incentive travel; by the enjoyment of degree, it can divide into luxury tourism, standard tourism, economy tourism; by the way of travel, there will have air, railway, car, cruise, cycling, hiking tourism; by the tourism content, it will divide into sightseeing tourism, vacation tourism, cultural tourism; business tourism; Eco-tourism, shopping tourism and religious tourism.

Based on our business plan, we focus on the tourism content:

Sightseeing tourism refers to the tourist's main purpose of enjoying the tour. By enjoying the natural scenery, cultural relics and folk customs of the other places, it is a form of tourism that enjoys the beauty, enjoys happiness and leisure. Sightseeing tourism is the first choice for human beings to initiate tourism. It is the most intuitive, deepest and most easily accepted by people at all levels. It is also the basis for other tourism projects. This kind of tourism is formed by long-term history and has a bright future. Some people say that sightseeing is a "hidden sun" for human tourism activities.

Cultural tourism is, people which travel to another place to meet other cultures, this form of tourism was acknowledged as a tourism product in the eighth decade of the 20th century and is the most popular form of tourism nowadays. In essence, cultural tourism expresses how a tourist contemplates series of contrasts between the present and the past, between a town and a commune, between one's own country and other countries, between the stereotypes of everyday life and the exotic, fundamental show between work and leisure (Ioan, 2013).

Religious tourism is that type of tourism whose participants are motivated either in part or exclusively for religious reasons. Religious tourism is always connecting with cultural tourism, and also have some political and social aspect as well. Religious tourism destination always has the typical culture and festival (Gisbert, 1992).

Business tourism is concerned with people traveling for purposes that are related to their work. As such it represents one of the oldest forms of tourism, the man having traveled for this purpose of trade since very early times. Business tourism encompasses all aspects of the experience of travelers (John,2001).

Ecotourism is the fastest-growing sector in which growth rate up to 10-15%. It involves both cultural and environmental tourism and benefits to the local population. Ecotourism has the potential to promote the well being of both local peoples and the environment. The community should have high control of ecotourism (Regina,1999).

Shopping tourism has become the main travel factor in Tourism. Previous research has found that shopping tourists stay longer at a destination and spend approximately three to four times more than leisure tourists. Shopping tourism provides a present memory from a destination. Recent studies emphasize that shopping has become a major focus of tour activities. With the recent increasing trend in the number of tourists actively seeking the pleasure of travel by participating in various activities at destinations, shopping is usually a favored activity enjoyed by many (Mi , 2015).

2.3 Constraints of Tourism

Psychological- Attitudinal and behavioral outcomes and also the related psychological factors have been an important subject in Tourism constraints (Evan , 2019).

Intangible- Tourism products cannot be touched, seen and tested. The product cannot be sampled before purchase it. Destination brochures, materials, videos and some products such as the bed, chair, shampoo in the hotel can be more tangible.

Perishability -The tourism product cannot be stored for future use. loss is generated immediately. The losses always suffered during the low season's demand.while at the same time meets the saturation at peak periods (Milena, 2008).

Composite Product -Tourism Product is the sum of the physical and psychological experience of visiting a destination. as a combination of different services, such as transportation, accommodation, entertainment. The tourism product cannot have just one supplier (recreation tourism, 2011).

Unstable Demand -Tourism demand is influenced by the seasonal, economy and political instability, etc. Seasonal changes have a great impact on tourism demand, different seasons have different demand.

2.4 Tourism Trend

When I started this business plan with customer satisfaction, I expected to find a varied and rich literature that could guide me to support my project. And as the main objective of this project is to make a better business plan for China, Portugal as a tourism destination. This literature review will focus on two concepts: one is the reality of tourism, and one is customer satisfaction.

With the era of development, social progress, tourism is developing in some ways that much more obviously. First, Digital development: today is the digital and electronic era. We are all participating in this digital ecosystem, and we cannot separate from them anymore. The network will be the world's social media platform in series. Electronic, media and technology solutions are critical to interacting with every customer on the travel value chain. in mature markets, sales channels have been transferred from the line to the line. In emerging markets, offline and online sales channels at the same time parallel growth. Global online channels have become an important channel for booking, but also provide search and inspiration, feedback sharing, customer interaction, additional sales, and other functions. While the speed of

technology used to show the global guests of the new technology to accept the degree of faster.

Nowadays, it's not some individual technologies advances, but that always has the interconnection and synchronization or another way that make the tourism more digital. Use the near real-time and real-world data for integrating and sharing data, and using complex analytic, modeling, optimization, and visualization to make better operational decisions. It can be described as a multifunctional and a high-level connectivity use in nowadays tourism (Ulrike, 2015).

Second, aging population explosion: nowadays, the health of the aging population is remaining good after the age of 65. The proportion of the world's population over 60 years of age rose from 8% in 1950 to 12% in 2013. It is estimated that this ratio will reach 21% in 2050. The aging population willing to put healthy as their main purpose to travel, and they are willing to have a light adventure and a younger style to travel. The aging people have made their own travel budgets, and they are more active in traveling. The survey shows that 97% of people over the age of 50 are planning to travel at least once in 2015, 45% plan to travel at least once, and 47% plan to travel more than 2014 in 2015³.

Third, the personalisation of tourism: Customer's individualism leads to new needs, products, and services that need to show differentiated lifestyles and entertainment. From the demographic characteristics seem very similar, for example, the British Prince Harry, American singer Lady Gaga and Chinese pianist Lang Lang, are single money born in the 1980s, but the three people on the holiday demand, certainly not same. The growth of personalized, showing the difference between the needs of products and services. The individualism of the guests creates new demands from a personalized fashion, a customized car structure to a personalized hotel service. Only those who really understand the customer can provide real services to meet individual needs. Products and services need to provide a different lifestyle and entertainment options. The tourism personalized will always be grouped into two recommendation systems: the first one is content-based filtering, the customer's opinion and advice offered, matched will be a good option. the second one is collaborative filtering, which based on the feature of a database (Patcharee, 2008).

³ The source from OCED Annual Report, Chinese website <https://www.jiemian.com/article/497758.html>

Fourth, rural tourism: rural tourism has become more popular nowadays. Refers to the agricultural landscape, the agricultural ecological environment and agricultural production activities and the traditional ethnic customs as the resource carrier, to observe and study the tourism activities of learning entertainment shopping and holiday. In order to survive and develop in the fierce market competition, farmers continue to innovate in the content and projects of rural tourism to attract more tourists. In addition to traditional activities such as picking fruit, raising the small animal, fishing competition camping picnics, then have been added new green food exhibitions, rare animal exhibitions, farm museums, country concerts, and more activities. That attracted a steady stream of tourists. As a kind of new tourism products that combines the primary industry and the third industry with rural natural resources and human resources, rural tourism plays a role in promoting the adjustment of agricultural industrial structure and increasing the income of farmers and the rural labor transfer committee.

Fifth, health and sustainable tourism. Health concepts and healthy lifestyles will gradually integrate into the multidimensional tourism industry derivatives. It is an important factor in improving health and will play a very important role in the decision-making process of tourists. The growth in the number of the middle class will change the composition of international travelers. The part of the population of 1.8 billion people rose to 3.2 billion in 2020, then it will be reached 4.9 billion in 2030(OCED Annual Report, 2016). The middle class will pay more attention to the health concept. The integration between health and the tourism sector will open the new possibilities for health tourism. The full range of lifestyle courses includes nutrition, fitness, stress management, goal setting, and refinement. These healthy elements will all put into healthy tourism. The health concept will always promote sustainable tourism. sustainable tourism is defined as "respect for local residents and tourists, cultural relics and the environment" tourism. Sustainable tourism is a social service for local residents and contributes to poverty alleviation. the development of the tourism industry needs to strike a balance between providing adequate visitor experience and services, as well as protecting local ecological and cultural values and ensuring the long-term sustainable development of tourism.

2.5 Portugal's Tourism Connection with China

China and Portugal have a historical relation since Ming Dynasty (1513), then Macao turns into a bridge between China and Portugal, China and Portugal established a diplomatic relation since the year of 1979, until this year, its already established 40 years. With the rapid globalization and economic growth, China and Portugal have increasingly communication these years, whatever is political diplomacy, business cooperation or education forum.

According to Chinese statistics, foreign exchange income from international tourism in 2012 was only US 50.028 billion dollars, USD Mio in 2014 was the US 105.38 billion dollars, almost up 25.2% year on year, of which up to the US 120 billion dollars in 2016.

From China National Bureau of Statistics in 2017, China and Portugal both sides has two-way investment in various fields, such as energy, communications equipment, finance, water, insurance, medical, etc.

Chart 1: Foreign exchange income from International tourism (0.1 billion dollars) 2012-2016

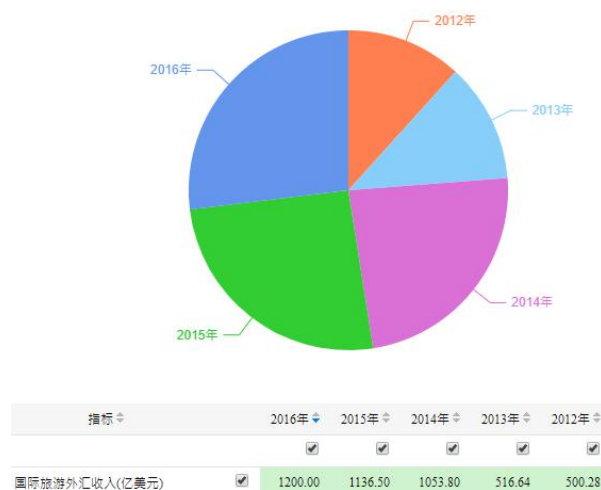
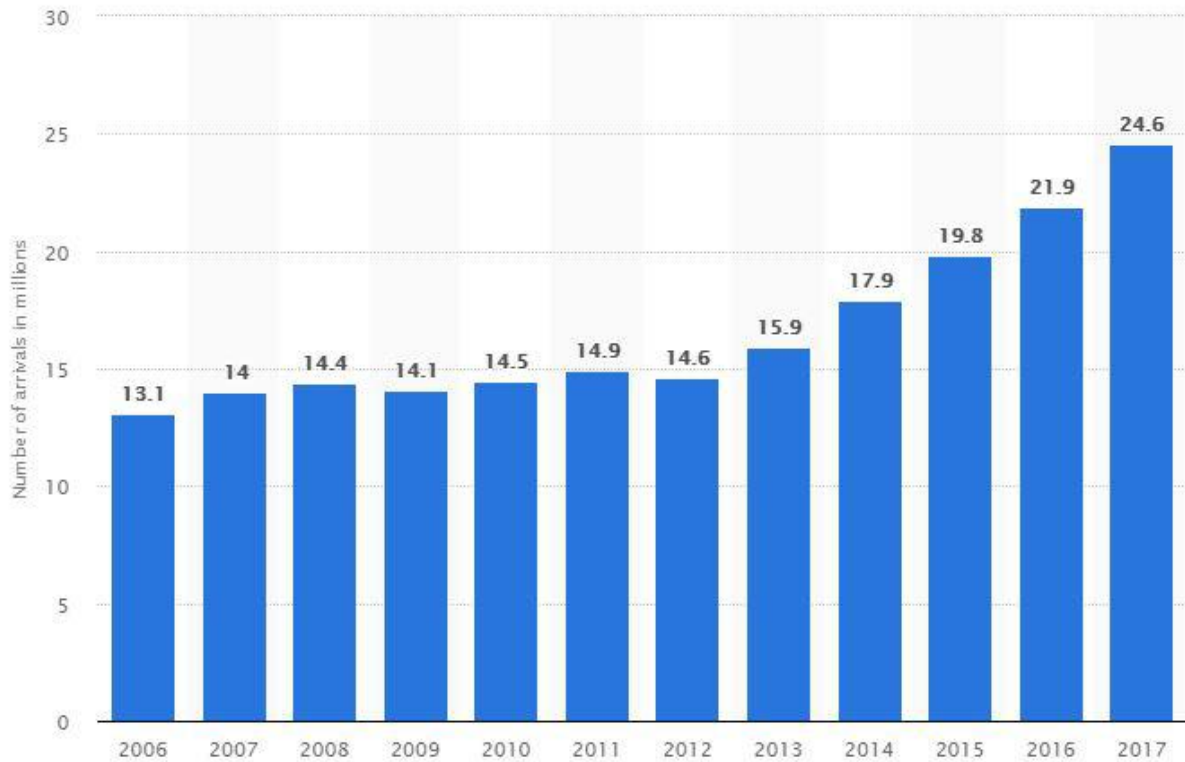


Chart 1: Source from China National Bureau of Statistics , 2017.

<http://data.stats.gov.cn/easyquery.htm?cn=C01> investment migration insider 2017, 10 August.

Chart 2: Number of arrivals in tourist accommodation in Portugal ,2006-2017



Source: Number of arrivals in tourist accommodation in Portugal, 2019. <https://www.statista.com/statistics/413252/number-of-arrivals-spent-in-short-stay-accommodation-in-portugal/>

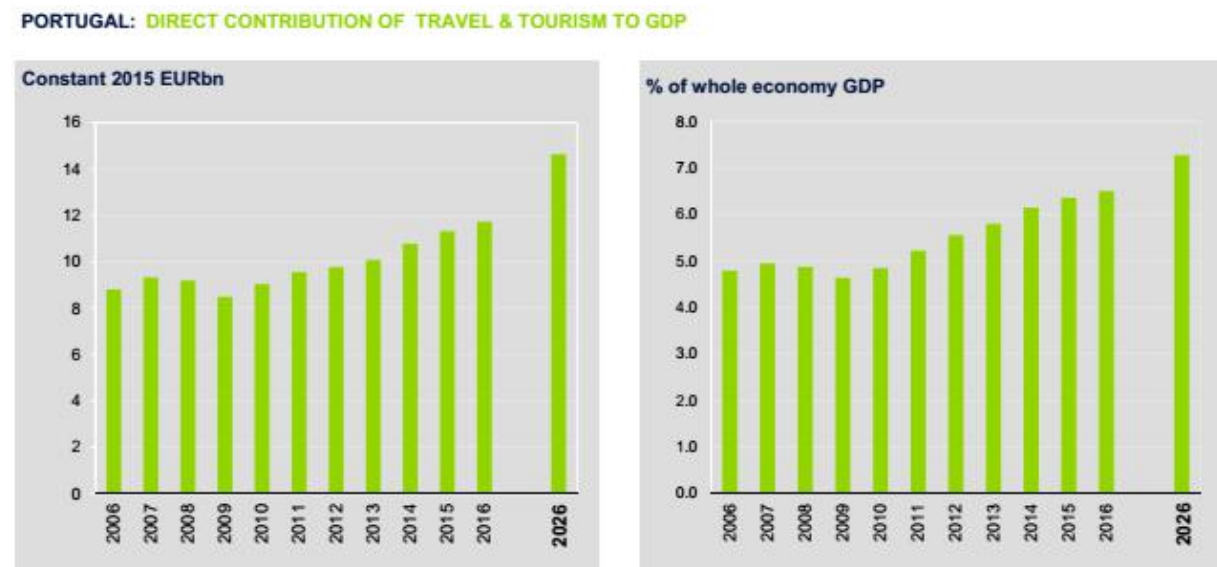
From the investment migration insider 2017 news, since 2012, the Portuguese Government has granted residence permits for foreign investment activities. So far, a total of 5243 "golden visa" have been issued, of which 3472 have been distributed to Chinese citizens, involving about 3.2 billion euros in investment. That means Portugal has a favorable social environment and beautiful natural environment for Chinese.

And in 2016, The State Council of China come up a new idea: "One belt, one road", it will be a new intersection in China and Portugal's economic growth, more and more business will be booming in this land. In the forum, Prime Minister Costa Rica also said that since the establishment of a comprehensive strategic partnership between China and Portugal in 2005, the two countries have continuously strengthened mutually beneficial cooperation. "Today, we believe that China and Portugal can push bilateral relations to a new level, based on our historical relations and positive results of our partnership."

Based on the cooperation above, more and more Chinese have discovered Portugal as a new sparkling travel destination. Meanwhile, Portugal's tourism has rapid growth in recent years. Tourism is a double-side mirror reflect the economic growth and a safe social environment. And tourism also can be emerging the economic, shifting to a heavy road.

There has some data from the World Travel & Tourism Council indicate that Portugal direct contribution of Travel & Tourism to GDP in 2015 was EUR11.3bn (6.4% of GDP). This is forecast to rise by 3.6% to EUR11.7bn in 2016. This primarily reflects the economic activity generated by industries such as hotels, travel agencies, airlines and other passenger transportation services (excluding commuter services). But it also includes, for example, the activities of the restaurant and leisure industries directly supported the direct contribution of Travel & Tourism to GDP is expected to grow by 2.2% to EUR14.6bn (7.3% of GDP) by 2026. Portugal's tourism industry has a pivotal position in the gross domestic product (GDP). Below there have two graphs could more clearly to show us:

Chart 3: from world travel & tourism council: economic impact 2016 Portugal



Source : World travel & tourism council: economic impact 2016 Portugal

2.6 Customer behaviour in tourism

There is a strong need to determine visitor expectation levels prior to the tourism experience, and whether performance lives up to these expectations. This information is important offerings to meet the dynamic needs of targeted segments. Failure to deliver expected quality frequently leads to poor performance in the tourism industry. In contrast, exceptional service quality is a source of differentiation and competitive advantage (Mcquilken, 2000). From the destination operator's perspective, tourism is a response to felt needs and acquired values within temporal, spatial, social and economic parameters. Once needs and/or value has been activated and applied to a leisure scenario, the generated motivation constitutes a major parameter in expectations, in turn, determine performance perceptions of products and services as well as perceptions of experiences. Motivation thus impacts on satisfaction formation (Sukiman,2013).

Customer expectations rapidly changed, powered by new technology and the growing availability of cutting-edge features and services.(Journal of Retailing and Consumer Services,2016) This enabled companies to quickly answer to competitors' innovations, lowering the impact that product differentiation had on markets. Given this, products became considerably homogeneous and competition increased. Only collaborative relationships with customers proved to be a wise way of distinguishing organizations from their competitors, at a superior level: the augmented product level. (Taleghani, 2011). Due to the different customer expectations, which will lead to different customer behavior, day and day, year and year, it rapidly changed.

Tourist motivations are the dominants factor in customer behavior (MacIntosh, 2001) summarize previous work on travel motivations into several categories: physical motivators: physical motivators related to participating in sports, events and some related activities about body exercise. It could accelerate people's passion. Cultural motivators: concerning the desire to gain knowledge about the countries' culture and experience. Interpersonal motivators: a desire to meet new people, relatives or friends. Status and prestige: related to self-esteem and personal development.

Following Cohen, which has developed a different type of dimensions, could influence consumer behavior. (1) the budget, whose interested in an

economic-oriented destination. Less budget, cannot spend more expenditure on travel. (2) adventure, whose has a low desire in relax, wants to have more stimulating in life, to fulfill and colorful their life. (3) homebodies, who enjoy in travel, but not interested in vacation travel, do not seek travel information and without adventure. (4) vacationers, some people have a high intensity to work, love to have a vacation to relax their body and mood (Vesna, 2010). It mentioned in the articles, visitors travel to a particular destination for a different purpose.

Visitors travel to a particular destination also influenced by the length of stay. Someone stays for a long time just to go somewhere vacation more natural, short-term tourism must choose somewhere more strong culture or more adventure. Expenditure also is a very important part to choose a destination.

Travel to destination influenced by the source of information. Some of the visitors will search the information via the internet. customer behavior is important, and they are addressed using different techniques (xuanming, 2007). When a tourist makes a decision, in modern society, most of them are shift to the internet. But there still have some of the visitors get the information from travel agents, social networking, and the other champion. The most powerful effect on the decision making of potential visitors is word of mouth. When people are pleased with their travel experience, they will actively spread word of mouth and convey positive information to others. Compare to the other promotion tool, word of mouth can reduce the budget of advertising and it doesn't incur any cost.

Mode of transportation also will influence consumer behavior in tourism. Most of the people will choose the most convenient way to go travel, a family loves to travel on a car, if the destination's transportation is equipment well, there will have more tourist to the destination. On the other way, a convenient transportation will attract more tourist than the other place.

The Jacqueline M, 2004 mentioned that that destination image plays an important role in destination choice. And the climate has always been the most important part of the destination image. From the extensive review of destination image studies by Gallarza (2002). From their list of 20 attributes, the climate is the seventh most frequently used attribute. differences in the preferences shown by different types of tourists and for tourists from different places. Also, who access the most important part included the certain destination characteristic. tourism consumer behavior

involves environmental preferences and the cognitive image of what they expect from the destination. The weather and the climate prediction in the coming weeks will influence the tourist to make a decision, they will be gathering the climate and the weather information to do the adjustment with their equipment and their clothes, or to decide to change a destination. Until the choice will match their current situation.

The landscape will influence the tourist consumer behavior. Landscape as the most direct way to show the destination's current situation and could as a product or brand to show the tourist and help them to make a decision.

Despite tourism is an economic strength, terrorism and political turmoil present major challenges to the industry. Faced with the unmistakable crisis, the tourism industry reacted with recovery marketing efforts. To encourage travel, airlines began promotional campaigns and generous incentives, such as 2-for-1 ticket offers, free round-trip companion tickets, and free car rentals. The first research conference on tourism security and risks (titled Talk at the Top: International Conference on Tourism Security and Risk) organized by Mid Sweden University, was held in 1995 in Sweden. There indicated the importance of protecting the tourist safety and decrease the risk when a tourist would have an accident or terrorism.

Consumer behavior in tourism will be influenced by several factors, when choosing for a destination to visit, tourists are influenced by a set of social forces; by a five-stage decision process (Eugenio, 2003); by a two-way relationship between image tourists have of the destination and satisfaction (Ibrahim, 2005); by the relationship between image and buying behavior (Lee, 2001); and finally by the pull and push factors that influence people to travel (Jahanvash , 2010).

2.7 Chinese customer behaviour

Different countries have different customer behavior, China as the biggest country in Asia, conduct an important ratio. But in China also have different types of customer behavior, north and west will have different customer behavior. there have some typical types of consumer behavior.

First, The face problem. The root cause of the face problem in Chinese consumer behavior is the high sensitivity inherent in the evaluation of the relevant groups, as well as the consumption process and the relevant social behavior norms. The Chinese

identity management model is a kind of external objective identity management based on the relationship. The focus of the identity management model lies in the external and objective aspects of identity, attaching importance to the positive evaluation of the society and others, and paying attention to the tangible. The item establishes an identity with others and conveys a sense of identity.

This type of identity management model is the main factor that causes face problems in Chinese consumption. Commodity and consumption activities are important tools and methods for Chinese people to carry out relationship-oriented identity management. With the changes of society and the continuous enhancement of Chinese self-consciousness, the characteristics of Chinese identity management are also in the process of constant change, but in Chinese culture, the existence of the relationship-oriented characteristics with society determines that the face problem is still an important factor affecting Chinese consumers' consumption behavior (Haifeng, 2011). In normal life, we can find a lot of things in certain situations and occasions such as Chinese weddings, funerals, and holidays, these activities must be compulsory (for example, a certain grade of alcohol and tobacco at a wedding banquet is a consumer staple) and normative (such as the amount of gift money must corresponds to the different degree of the relationship). In these activities, if one of the host or the client does not act according to the corresponding identity framework (based on the relationship between the two parties, in other words, not giving the opposite party), it is easy to cause obstacles or conflicts in the relationship identification.

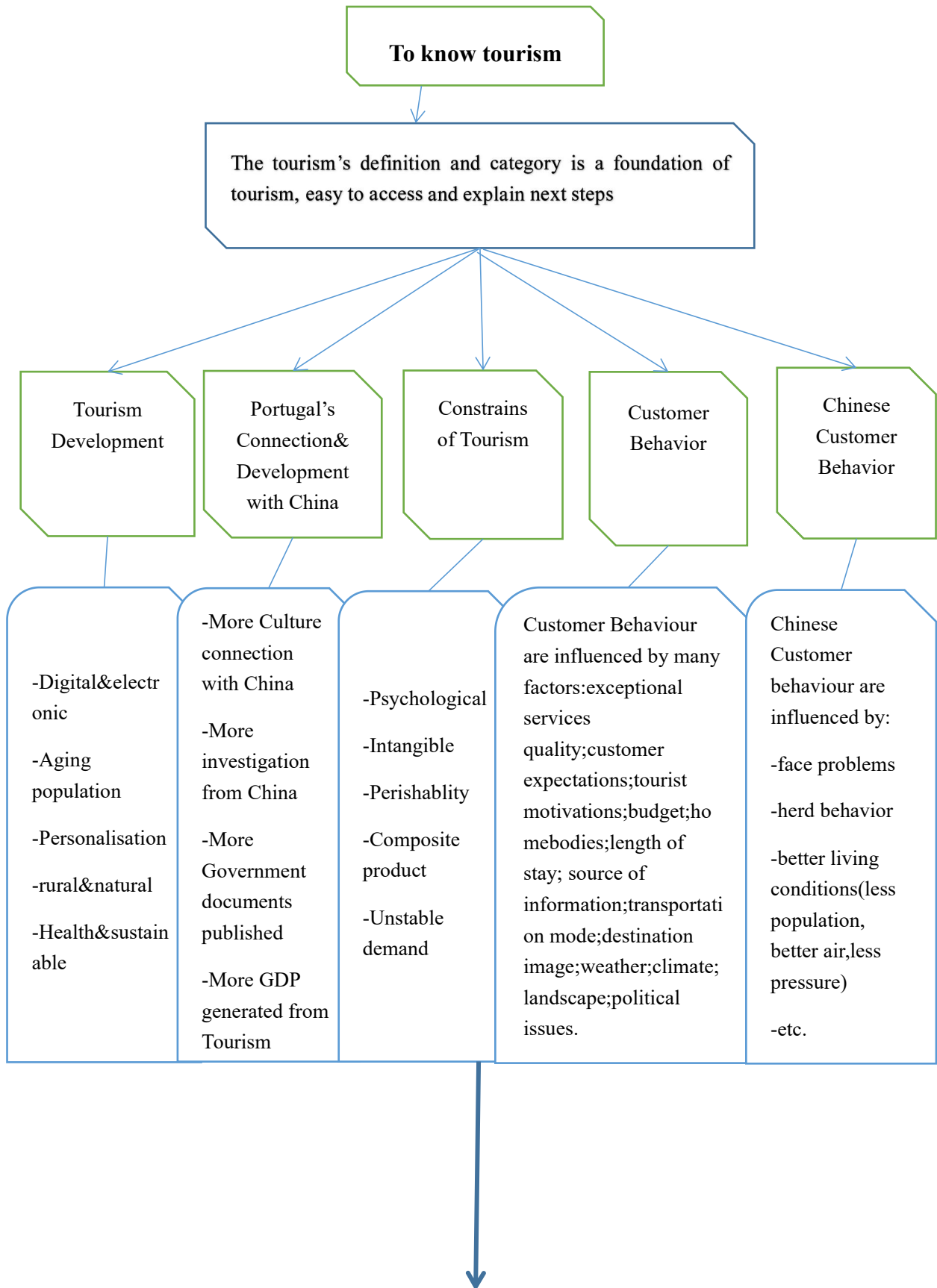
Second, Herd behavior. one of the important reason for the herd problem in Chinese behavior will be influenced by the local social orientation culture. Chinese consumers prefer to use the adaptive focus-selective secondary control strategy to maintain a specific group of others around them. Chinese customer behavior has the characteristics of actively adjusting itself and active adapting (Haifeng, 2011). In the process of individual growth, parents, predecessors, teachers, and peers infuse the individual with affirmation and denial of individual behavior. A certain kind of identity framework that will be in place, especially an amount of well-known people has the same customer behavior, that will lead to the individuals have the same customer behavior. While media and advertising tell customers what kind of products is suitable for, they also promote different types of consumers to customers. Let customer have the identity framework.

Third, seeking a better living environment. It depends on kinds of reasons. The first reason is the house price are growing super high and staying high in the market. Second reason is the air pollution is much stronger these years. The third reason is the family are seeking a good language study environment for their children. Fourth, greater work density and mental pressure. The middle-class people thinks the China's politicians are not stable, and the younger generation is making more competition in the society. The welfare protection system in foreign countries, especially in developed countries, is relatively sound. In developed countries, a typical sign is that the welfare security system is more strengthening.

They have implemented a welfare guarantee system from cradle to grave, at least to make life worry-free. Although China has been engaged in the welfare system for the whole people in recent years, it is still not enough, many families are often retired from a well-off level to a per-liberation because a family member is sick. In particular, although various welfare systems in China are being carried out, they are all in arrears, such as pension insurance, medical insurance, unemployment insurance, Maternity insurance, housing provident fund and other welfare systems, but no welfare can meet the needs of people, rural pension insurance cannot support a person, medical insurance cannot cure a disease, unemployment insurance cannot guarantee the basic needs of the unemployed, housing accumulation fund is difficult to receive, it can't play many roles in buying a house.

3 Reference Framework

By collecting research on scientific articles, books, reports, website information and other resources. To have a better understanding of tourism definitions. Category, to know tourism develop trends and constraints, and customer behaviour, especially Chinese customer behavior. Give a whole consideration and direction which variables will satisfy the remaining work, its important steps for developing the next steps of the business plan. Therefore, it's indispensable to summary some key points to draw a structure for the next parts:



Positive impact for Portugal's destination Tourism and attract Chinese tourists.
Create a sustainable and adaptive portfolio of tourism product and services.
A sustainable growth of Portugal Tourism and promote two countries connection.
Avoid cultural conflict, to be more stabilized and adaptive.

Figure 1: from author, the reference framework regarding literature review

Tourism has many forms and becoming diversification and modernization in recent years. Now the tourists are searching for destinations and new tourist activities. Some of the great and famous destinations exceed tourism capacity. Some of the city the tourist's number are out of control and manage. Especially in China. More and more Chinese are looking forward to going to a new destination which will not have too many people and fewer visitors flow rate. Because China has 9.6 million square meters and 56 ethnics groups. The differentiation of customer behavior is represented in a different part of China. We choose Northeast of China as one of the target tourist resources.

The literature review support and give many key points to the business plan. By lifestyle changed and society growth, there has many categories in front of the tourists. According to customer behavior, which will be the most adaptive tourist product for the tourists, satisfied the customers' needs, giving the best portfolio of products and a series of extra or special services. That product could always be adapted and feel free. How can this tourism product be sustainable and accord with the destination culture and environment? The form of destination tourism needs to do innovation for adaptive and target tourism and also adapt to society. The most crucial part is how to attract tourists and giving them a unique and forgettable experience. How to make a promoting could access this goal.

So after catching all the key points and achieve all the goals. Whatever is tourist, destination society could have a great positive impact.

4 Methodology

This chapter describes the research question, research goals, and research methods

and also including data collection techniques and the reason to choose that range of target people.

4.1 research question and research goals

Research question: What kind of tourist mode and service will be the best choice for Northeast Chinese to adapt and accept in Portugal's tourism?

Research goals: -The biggest group of Northeast Chinese tourist mode.

-Explore the factors that will influence Northeast Chinese tourist interest.

4.2 The reason to choose Northeast Chinese as the target tourists

- Portugal and China have more connections in recent years. government control, education communication, business cooperation are frequently.

- Portugal as a new tourist destination for China has more attraction.

- Northeast China's economy begins to revive, more people start to search for new destinations to travel.

- Different cultures and languages will have a newfangled experience and create more possibilities.

- As an author, Northeast of China is my hometown.

4.3 Exploratory Research

On the base of the research question and the restrict of a target scope. A quantitative methodological approach supports this research, at a specific time quantum.

A questionnaire is a research instrument consisting of a series of questions (or other types of prompts) to gather information from respondents (Gault, 1907). In this research, the questionnaire was considered related to social phenomena, personal expectations, behavior, opinion and some other questions which this business plan needed.

4.4 Processing techniques and data collecting

Data collection relied on the application of questionnaires.

In this questionnaire, the sample of target group people will focus on the Chinese who is living in Portugal, the overseas student from China, and the people which loves travel in this place. The questionnaire will use English as a communication language.

4.5 Questionnaire analysis

The database will be 75 Chinese. There has 38.7% of Chinese live in Portugal for more than 3 years, about 77.4% of Chinese live in Lisbon and Lisbon nearby. 44% of the questionnaire fillers are Master's degrees, about 18% of Chinese education level are less than high school. The questionnaire fillers are going mild about residence stay in Portugal, budget hotel and Airbnb account for 34.7 %, 36% respectively, the budget hostel accounts for 10.7% and luxury hotel accounts for 18.7%.

Eating & Dining(traditional food) Top 5	Bacalhau 60%	Sardinhas Assadas 53.3%	Porco preto 42.7%	Sopa de Pedra 40%	Cozido a Portuguesa 37.3%
Historical place& monuments Top 5	Sintra 77.3%	Porto 70.7%	Belem 70.7%	Óbidos 45.3%	Portugal dos Pequenitos in Coimbra 44%
Sightseeing place Top 5	Cabo de Roca 68%	Serra da estrela 62.7%	Açores 49.3%	Jardim Botânico da Madeira 46.7%	Douro International Nature Park 36%

Leisure place Top 5	Sun, sand,beach 81.3%	Timeout Market 50.7%	LX Market 49.3%	Museu Arte Antiga & Calouste Gulbenkian 42.7%	Lisbon Oceanarium 40%
Shopping place Top 3	Colombo 68%	Avenida de Liberdade 64%	Freeport Outlet 62.7%	El Corte Ingles 61.3% (big % for consider)	
Experiences Top 2	Football watch 54.7%	Boating 38.7%	Carnival 33.3% (big % for consider)		

Table1: From the Author , questionnaire Analysis results

This graph shows the main questionnaire results, give us a more clear idea to find out a better business plan. Give us a better direction to shape our product, to be better satisfied with the Chinese customer needs.

This program to be offered to Chinese tourists from the Northeast area of China. Northeast of Chinese has more potential and capacity to start our business program. Based on the Asian Financial Crisis 1997, the Northeast of China has a silence time that the economy is less vivid. By China's Economy booming now, the market begins to reviving nowadays.

5 Market Analysis

5.1 Tourism in Portugal

In recent, Portugal was considered as the World's Best Destination by the World Travel Awards. More and more travel writers, media, bloggers, travel agencies confirmed that Portugal has more potential.

Lisbon and Porto are two modern architecture and urban art city with a diverse and creative culture. Porto is an ancient city, whose historic center has been classified as World Heritage with the River Douro, on whose valley slopes the famous Port wine is

cultivated. Portugal has more than 850km coastline and more than 300 have the first-rate and earn the accolade of Blue Flag beaches. Sun, sand, and sea are Portugal's most attractive parts. Except this, Portugal also has the Santiago road, Fatima path, and more world heritage.

Revenues:

In Portugal, tourism revenues increased by 8.8% to EUR 1.56 billion in June 2019 from EUR 1.43 billion in the same month of the previous year. In 2018, tourism revenues rose by 9.6% to a new record of EUR 16.6 billion from EUR 15.2 billion in 2017. Tourism Revenues in Portugal averaged 671.84 EUR Million from 1996 until 2019, reaching an all-time high of 2196.02 EUR Million in August of 2018 and a record low of 199.98 EUR Million in February of 1996. (tourism revenues)

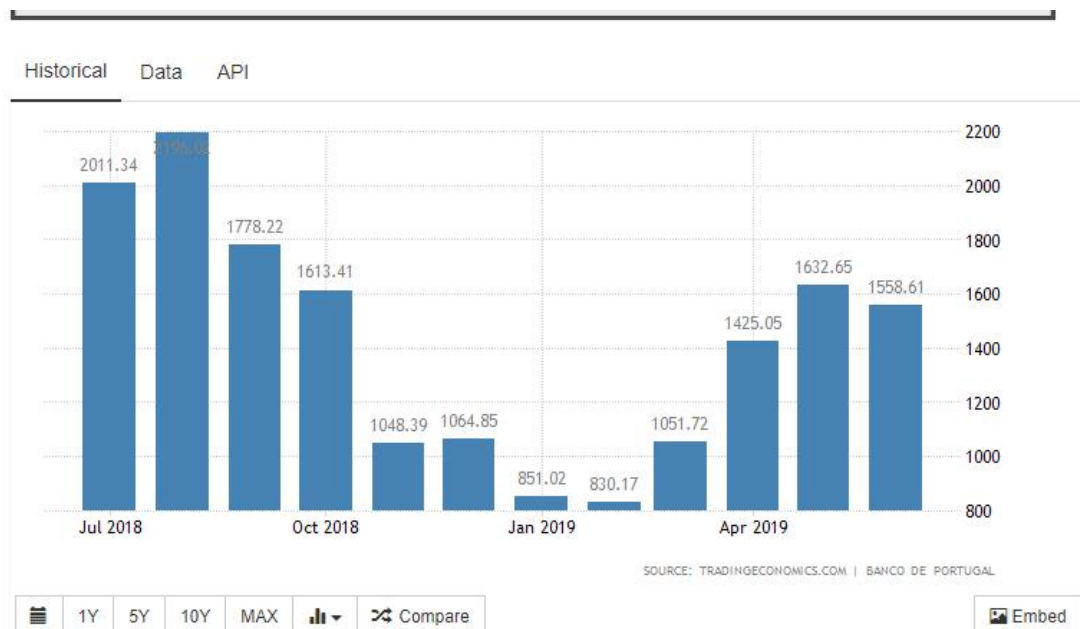


Chart 4: from website trading economics, Portugal Tourism Revenues July 2018-April 2019

Arrivals:

In 2018, the tourist arrivals continued at a slower pace with 5.6% through the world, compared to the previous year has lowered 1.4%. According to the World Tourism Organization data, the international tourist data accounts for 50.9% with a total of 713.4 million, the region of Asia and the Pacific with 24.6% of the arrivals, which the arrival number is 345.1 million. Concerning to 2018, estimations show that the number of non-resident tourists arriving in Portugal reached 22.8 million, corresponding to a growth of 7.5%

Portugal's visitors' arrivals increased year by year, available from Dec 1995 - Dec 2017. The data reached an all-time high of 15,432,000 people in Dec 2017 and a record low of 4,567,000 people in Dec 1996. The World Bank provides annual Tourist Arrivals. (website Portugal arrivals)

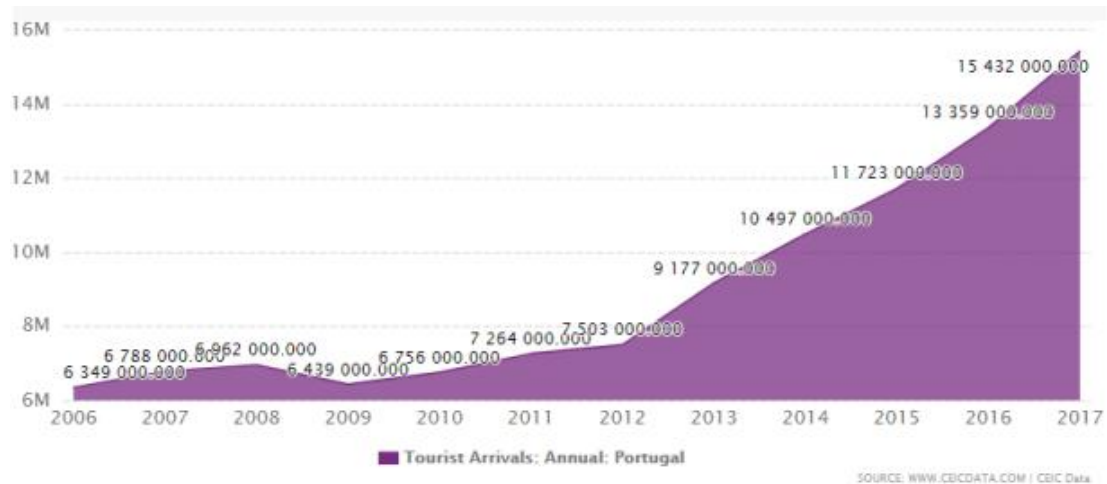


Chart 5: from website Portugal Tourist Arrivals, 2006-2016

Accommodation:

Regarding local accommodation in 2018 July 31, hosted 4.0 million guests (+14.1%, +28.8% in 2017), which spent 9.3 million overnight stays (+13.9%, +26.7% in 2017), included 3,534 establishments and 78.2 thousand available bed places. The hotel activity accounts for 75.9% of the total accommodation with a capacity of 321.0 thousand bed places. The raised by 2.6%, compared to 2017, increased by 3.5%. This sub-sector was comprised of 1,865 establishments (27.2% of the total), more 6.1% than in 2017, a year with a 5.3% growth.

In figure 6, the Chinese tourist sector accounts for a small percentages and has a slow growth with 13.8% compared to 2017.

Table 2 : from Portugal Tourism Statistics 2018.

Figura 2.1.2 - Dormidas no total dos meios de alojamento, segundo o país de residência habitual

Unidade: 10³

País de residência	2017			2018						Tx. Var. (%)
	IPHH	%	%	IPHH	%	%	IPHH (sem AL na RA Açores)	%	%	
TOTAL	65 385,2	100,0%		67 662,1	100,0%		67 411,6	100,0%		3,1
PORTUGAL	18 595,7	28,4%		19 889,7	29,4%		19 797,5	29,4%		6,5
ESTRANGEIRO	46 789,5	71,6%	100,0%	47 772,4	70,6%	100,0%	47 614,1	70,6%	100,0%	1,8
Alemanha	6 452,4		13,8%	6 450,2		13,5%	6 421,7		13,5%	-0,5
Bélgica	1 030,4		2,2%	1 059,1		2,2%	1 053,1		2,2%	2,2
Brasil	2 259,6		4,8%	2 587,0		5,4%	2 585,5		5,4%	14,4
Canadá	743,1		1,6%	905,9		1,9%	898,6		1,9%	20,9
China	455,8		1,0%	518,9		1,1%	518,7		1,1%	13,8
Dinamarca	619,4		1,3%	587,5		1,2%	586,6		1,2%	-5,3
Espanha	4 614,2		9,9%	4 881,7		10,2%	4 861,8		10,2%	5,4
EUA	1 796,9		3,8%	2 244,6		4,7%	2 228,0		4,7%	24,0
França	4 624,8		9,9%	4 701,8		9,8%	4 683,3		9,8%	1,3
Irlanda	1 604,1		3,4%	1 636,7		3,4%	1 635,9		3,4%	2,0
Itália	1 561,8		3,3%	1 601,3		3,4%	1 590,2		3,3%	1,8
Países Baixos	2 713,8		5,8%	2 551,4		5,3%	2 543,6		5,3%	-6,3
Polónia	1 073,6		2,3%	961,0		2,0%	957,7		2,0%	-10,8
Reino Unido	9 846,1		21,0%	9 329,7		19,5%	9 320,6		19,6%	-5,3
Suécia	731,8		1,6%	770,7		1,6%	769,8		1,6%	5,2
Suíça	897,2		1,9%	900,8		1,9%	895,6		1,9%	-0,2
Outros	6 220,4		13,3%	6 084,1		12,7%	6 063,7		12,7%	-2,5

Table 2 : from Portugal Tourism Statistics 2018, 2019. Statistics Portugal.

5.2 Chinese Tourists in Portugal

According to Portugal national statistics, in 2017, Portugal has already received 256.735 thousand Chinese people, the number was 40% higher than the year of 2016. According to Globe Blue statistics, The average purchase of Chinese tourists is 642 euros, which total of 1300 million euros. The overnights number increase to 415,882 thousand, increased 35.6 %, almost 109,240 thousand compared to 2016.

According to the Puhuabao 2019 report, in the overall situation of weak economic recovery in Europe, the Portuguese tourism industry maintained a strong growth trend and became the highlight of the economic growth of the Eurozone. Portuguese Minister of Tourism Ana Mendes Godinho said that “the Chinese tourists who traveled to Portugal in 2017 increased by 40% thanks to the opening of the first direct flight between China and Portugal.” In the year 2018, the number of tourist arrivals, with year-on-year growth of more than 13% compared to the year 2017.

From the Puhuabao news, until April 2019, a total of 112,000 Chinese tourists came to Portugal, an increase of nearly 20,000 compared with the same period of last year.

5.3 PEST Analysis

5.3.1 Political analysis

Since 2011, the tourism organization and governance in Portugal have gradually mature and complete. Turismo de Portugal, I.P. is directly responsible to the Secretary of State for Tourism which is the national level could directly responsible for tourism policy. It aims to develop tourism infrastructure; improve human resources training; improvement and sustainability of tourism activities and its promotion; support the tourism investment; Regulate and inspect gambling activity.

Tourism authority (Turismo de Portugal, I.P.) receiving a budget from gambling taxes, EU structural Funds, and other public funding. In 2013, tourism authorities receiving EUR 243.2 million in total. The EU Structural Funds are allocated to finance innovative projects and SMEs.

The National Strategic Plan for Tourism 2007-15 (PENT) is a government initiative launched in 2006 and published on April 2013. It covered and complete the regulations related to global economic developments and consumer behavior by the trends of tourism.

Figure 2: from Portugal Tourism Trends and Policies 2014

Figure 2. **Portugal: National Strategic Plan for Tourism 2013-15**

Promotion and sales	Content and experiences	Strategic products	Tourism destinations
<p>Portugal as a destination in the travel and tourism market:</p> <ul style="list-style-type: none"> • Communication based on local hospitality. • Align communication strategy with new trends. • New model of intervention in target markets. • Marketing programme for product distribution. • Diversify portfolio of markets. 	<p>Innovate in client interaction with the product:</p> <ul style="list-style-type: none"> • Develop content and strategies of communication (Internet, social media, target portals and destination networks). • Encourage the creation of innovative experiences and entrepreneurship (acceleration of financing ideas and solutions). 	<p>Create and develop products that attract and respond to customer demand:</p> <ul style="list-style-type: none"> • Sun and sea, religious and cultural tourist circuits, city short breaks, MICE tourism, golf, nautical tourism, residential tourism, health tourism, gastronomy and wines. 	<p>Develop accessible and sustainable destinations:</p> <ul style="list-style-type: none"> • Air routes of tourism interest. • Maritime tourism and cruises. • Sports tourism. • Military routes. • Scientific tourism. • Algarve's competitiveness. • Sustainable destinations. • Quality systems. • Portugal – an accessible destination. • Reduction of context costs.
Financial resources and modernisation	Qualifications and employment	Platforms and distribution channels	Market intelligence and incentives for R&D
<p>Empower and modernise companies:</p> <ul style="list-style-type: none"> • Consolidate the financial structure of companies. • Qualify companies through modernisation (energy efficiency, rational management of water, the digital economy and internationalisation). • Enhance the tourism offer. 	<p>Qualify professionals for excellence in service and management:</p> <ul style="list-style-type: none"> • Organise education and training in tourism. • Develop strategic tourism professionals. • Provide a common and transversal training base for tourism professionals. • Promote youth employment. • Disseminate knowledge about trends and innovations. 	<p>New products and ways of communicating with the customer:</p> <ul style="list-style-type: none"> • Create references to companies on the Internet. • Prepare companies for the digital network. 	<p>Find new clients and new partners:</p> <ul style="list-style-type: none"> • Deepen knowledge of the market. • Boost research and development projects that have an impact on tourism.

Source: Turismo de Portugal, I.P. analysis.

Figure 2: from "Portugal" , in OECD Tourism Trends and Policies 2014,OECD Publishing.

Ana Mendes Godinho, Secretary of State for Tourism, explains to "Jornal de Negócios": Portugal began to regulate short-term rental properties from July 1, 2017, all the short rental platforms should register on the national tourism registration system, such as Airbnb, Booking, Homeaway, etc. That means Portugal's accommodation has a safe guarantee and a great standard (Miguel, 2017).

5.3.2 Economy Analysis

According to the Portugal statistics data, in the second quarter of 2019, the unemployment rate decreased to 6.3%,0.5 percentage points (pp) lower than the previous quarter and 0.4 pp lower than the same quarter of the previous year.

The unemployed population, estimated at 328.5 thousand people, decreased by 7.1% (25.1 thousand) from the previous quarter and by 6.6% (23.3 thousand) from the same quarter of 2018. The employed population increased by 36.5 thousand by a quarter with 0.7%.

Before 2015 the minimum monthly wage in Portugal is 505 euros, there was an increase from 505 euros to 530 euros in January 2015. In January 2017, the Portugal government published the minimum monthly wage is 557 euros. The average net wage is 805 euros monthly and the average gross wage is 1080 euros(1378 USD).

"Salário médio no privado perde mais de 40 euros" (in Portuguese). Sol. 16 January 2013. Retrieved 5 February 2014.

From the eco news,2019, the Portuguese economy began to recover in the year of 2014, the GDP growth of 0.4% quarterly and 1.5% yearly registered in the second quarter of 2015. A steady expansion that makes the Bank of Portugal forecast: 2020 – the Portuguese GDP is expected to grow at a pace above its Eurozone counterparts, to which 75% of national exports are destined.

According to the World Travel and Tourism Council, The Portuguese tourism sector is grow 5.3% in 2019, exceeding the double European average, the string tourism growth well push the Portuguese economy, the tourism contributes 20% of the country's GDP, brought in 38.4 billion euros avenue and made up one in five jobs. Due to the the government's Strategy 2027, a ten-year tourism plan stimulate

manufacturing sector and growing domestic demand. Tourism has been become one of the main strong economic after economic crisis in Portugal. In the year of 2018, the tourism having grown 8.1%, the highest tourism growth rate across the European Union, 69% tourists came from abroad. The government also takes measure to reduce seasonality to grow tourism economic and also set standards for escape damage Portugal's nature environment and sustainable water , energy use, which will apply more than 90% of tourism companies (Micheal, 2019). Portuguese Tourism Industry Set to Continue Rapid Growth⁴.

5.3.3 Society Analysis

The tourism growth will renewing and drawing a post-industrial cites. It will transform a positive effect on urban drawing , push to improve public space and public infrastructures. Also would improve their attractiveness in order to obtain a lager number of visitors. Consequently, multiple marketing campaigns would head above water, developed to promote tourist accessory and more local designed products. These products data will lead the market to have a new profit point(Ana,2016).

5.3.4 Technology Analysis

According to the 2017 Annual Report in Aeroportos de Portugal S.A, Portugal Airport started to completion of Digital Contracts project in 2018. Stabilized ANA, S.A. website platform,APP, evolution of the Microsoft Sharepoint platforms and the launch of the Digital Hub project. In Portugal Airport we could find the unmanned interaction process, such as electronic tax refund, self service check-in⁵.

According to the "2017 Passenger IT Trends Survey" released by SITA. The survey covered 7,000 passengers from 17 countries around the world who used self-service support during air travel, especially in checked baggage, baggage claim and passport check. These passengers tend to be more satisfied than those who must

⁴ European Summit.2018. <https://www.statista.com/statistics/885942/european-schengen-visas-issued-in-china/>

⁵ Annual Report.2017. Aeroportos de Portugal S.A.

waiting at the service table. The overall satisfaction of people was between 8.2 and 10, especially in mobile services and biometric technology applications. Passengers who have received biometric technical support have the highest satisfaction, reaching 8.4. Baggage extraction is another important step in improving the passenger experience through technology. Those who received the highest level of satisfaction with their mobile devices receiving real-time baggage information through their mobile devices increased their traffic by at least 10%. According to the survey report, passengers "the demand for new technology applications is very high: 74% of passengers want their mobile devices to receive information on flights and gates; 57% want to use airport navigation; 57% hope to use biometric technology to successfully passed each identification process"(Corinne, 2017).

In Lisbon center, most of the public bus and metro are equipped wifi. You could buy travel ticket through website and self-service machine. Lisbon center and high tourist metro station all equipped self-service information screen for tourist help themselves and provide convenience. In Baixia Chiado shopping center also provide tourist travel journal which is translated by many languages.

The meaning of travel technology is to help travelers cross the language and distance barriers and focus on the travel experience. User behaviors captured through the big data platform, and then artificial intelligence to extract user needs, can provide more accurate customized services for travelers, but also make tourism resources in the market more well-configured. Numerous new technologies not only bring convenience to passengers, but also bring a sense of security and happiness.

6 Competitive Analysis

According to the European Committee statistics: From 2010 to 2017, People's Republic of China issued Schengen area Visas which are legally allowed to travel in the Schengen areas, compromises 26 European nations, increased by around 1,7 million.

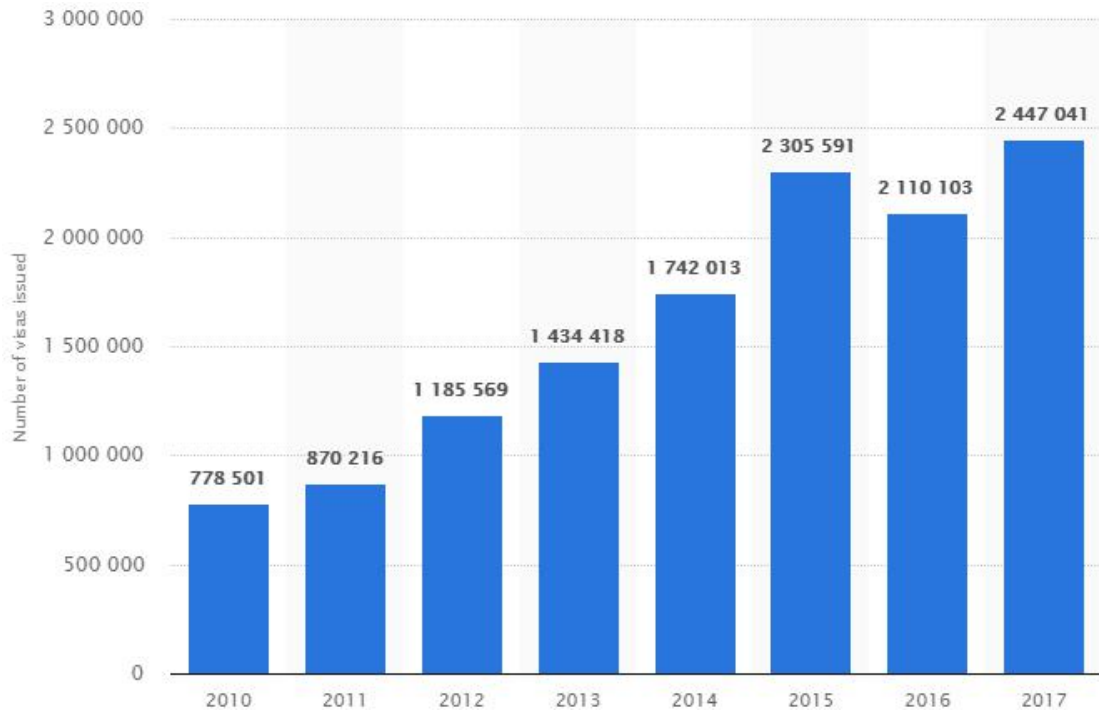


Chart 6: from website EU visa statistic issued 2010-2017
<https://www.statista.com/statistics/885942/european-schengen-visas-issued-in-china/>

According to China's Ministry of Culture and Tourism data and statista website data, the top 10 European destinations for the first half of 2018 were: France, Germany, Italy, Spain, Russia, United Kingdom, Switzerland, Greece, Czech Republic, and Hungary. (trweekly.2019). As the most popular 3 countries in Europe, there gives us a perceptual graph and collected by the author. By society's development, all the countries all have a great amplification in the number of tourists. France increases from 829.18 thousand to 3264.19 thousand in night stays, almost 4 times growth from 2008-2016. Italy's night stay is growth from 716.55 thousand-2678.63 thousand. Germany in the wake of Italy, growth from 942.47 thousand to 2555 thousand in night stay from the year of 2008 to 2016 (Chinese tourists,2018).

	Italy	France	Germany
2008 night stay (thousand)	716.55	829.18	942.47
2016 night stay (thousand)	2678.63	3264.19	2555

Table 3: from Author. Data from statista.com European Country Night Stay Statistics

Compare to these high tourist volume countries in Europe, the project goes to evaluate Portugal strength and weakness as a tourist destination.

7. SWOT Analysis

Strength

Potential of nature tourism: Portugal has more than 850km coastline and many nature Park which has less tourist or less awareness. Some of the famous beaches still lack the equipment to accommodate tourists.

More inclusive culture: Portugal has a great strong national inclusiveness, and more conservative. Most Portuguese could speak English, the young generation began to have Chinese course in school.

More convenient tax-free service: Portugal's airport equipped electronic tax-free services, city center, and outlet also equipped the tax-free office, which greatly shortens the queue time.

Medieval ancient city: Portugal territory was not experienced World War I and World War II. All the city remains the Medieval condition. Such as Porto downtown, Lisbon downtown.

Low visibility: Nowadays the trend of tourists goes to discover and travel in different destinations. Low visibility for Chinese its a new destination and discovery.

A high degree of security: Portugal has no violent marches, no terrorists, no

refugees. Security and Policies are everywhere in the center.

Weakness

Low brand awareness: When tourists consider having a place to travel, they may have some countries' image and thinking in their mind, if the country is famous, that will always increase tourists' desire and willing.

Insufficient advertising: Portugal still has a lot of places that are unknown to the international market.

Slow facility maintenance: For a better transportation system, Arroios metro station was closed to maintain on 19 July 2017, will open at the end of June 2021. That influence tourist transportation, and influence the Airbnb, hotel nearby.

Opportunities	Threats
<ul style="list-style-type: none"> -Economic recovery -Growth of tourism industry, more tourism demand -Good weather conditions and nature resources gives more outdoor activities -Technology innovations for more convenient tourism services -Different concept of tourism comes out 	<ul style="list-style-type: none"> -Lack of customer behaviour predictability -Tight regulations and laws of protect nature areas for tourist access -Shortage of qualified personnel -Less investment for tourism infrastructures for new discovery destinations in Portugal - Strong wind and cold windy weather in winter

Figure 3: by Author, Opportunities and Threats

Quality SWOT Analysis

	Opportunities	Threats
Strength	<ul style="list-style-type: none"> -Invest more city activities and make a long-term sustainable cooperation -Promote more sightseeing destinations and make more advertising -Design in different healthy tourist concept, make different tourist activities 	<ul style="list-style-type: none"> -Take efforts on collecting tourist data, predict the tourism trend and new customer behaviour -Cooperation or invest on technique companies -Cultivate and training more qualified personnel -Different seasons develop different items
Weakness	<ul style="list-style-type: none"> -The brand awareness could not catch the tourism industry growth -Insufficient advertising are not enough match with technology innovations 	<ul style="list-style-type: none"> -Risk of not enough tourist, lack of attraction -Bad customer satisfaction -Unreasonable travel conditions -become unknown

Figure 4: by Author, Quality SWOT

8 Objective of the Plan

The objective of the work is based on the study of customer behavior and analysis of the tourism industry data report, and literature from reports and books. This objective should be achieved by the business model and the structuring and grounding of the thesis work. That program should achieve:

- Set up the different concepts of the tourist route. (Historical oriented; Sightseeing oriented; Leisure oriented)
- Promote brand awareness, increase in advertising exposure
- Promote Chinese customer-oriented services.
- Maintain the customers to ensure repeat bookings and positive referrals.

Innovative business plan: Portugal as the destination for the Chinese tourist

- Create and maintain more partnerships.
- Invest in human resources to have more qualified personnel.
- Collecting tourist data, pay more attention to the tourism industry trends

9 Development Strategy

9.1 Vision, Mission, Values

Vision: To be recognized as the best tourism management team with high-quality services; Being the first choice of Portugal tourism route for Northeast Chinese (Chinese); the great Portuguese route partner for cooperation.

Mission: Explore Portugal's culture and amazing sightseeing destination, share and promote the destination awareness; Giving the Chinese tourist a unique experience with a forgettable and understandable service. Take all the advantages of its full potential.

Values:

-Quality: To provide an exceptional quality of service; Give the customer intensive care.

-Creativity: Create a differentiated program which will include surprise activity and different experience.

-Sustainability: Responsible for the environment, crucial announcements to the tourists and the community.

-Authenticity: Non-false propaganda.

-Hospitality: Be passionate and let the customer feel at home.

-commitment: To be honest with the partnerships and commit to promoting brand awareness and benefits each other.

9.2 Program segmentation

This program would consider the expenses with different destination and different oriented tourist route that gives customer different choices. The transportation, hotel, and eating will differentiate from different prices tour.

	Reasonable cost	Premium cost	Luxury cost
Historical-Oriented	Acted on the premise that not reduce the service quality,satisfied the customer requirements with different reasonable client domain.		
Sightseeing- Oriented			
Leisure-Oriented			

Figure 5: By Author. Product Structure

9.3 Target Market

Target people:

- Culture researcher, culture fans.
- Nature adventure. Different types of nature fans, like immigrant birds and animals.
- Experienced tourists, who come to Portugal many times with good feedback.
- Professional travel stars and photographers.
- Live in the city, reasonable to high-level income.
- Chinese whose residence in foreign countries.

Information capture:

Word of mouth(people around); internet; advertising videos; TV; agency; Professional travel star videos; magazines; website;

Travel desires:

Release pressure; herd behavior; Discover and curiosity new landscape; Expect different and quality travel; Photography; seeking new opportunities; shopping wishes; sun, sand, beach; Culture and sightseeing.

9.4 Positioning

More oriented route choice, more interest.

Differentiation: Set up oriented tourist product, increase customer interest. Promote local activities for tourist participation.

10. Definition of Implementation Policies

10.1 Branding

A brand is a person's gut feeling about a specific product or company. "Broadly, a product is anything that can be offered to a market to satisfy a want or need, including physical goods, services, experiences, events, persons, places, properties, organizations, information, and ideas" (Kotler & Keller, 2015). This program's name will be Choosii. The slogan will be corresponding to the positioning "more choice more interesting".

10.2 Marketing Mix

Product

Depending on Figure 5 (the questionnaire result) and Figure 15 (program segmentation), this program set up 3 main oriented tourism routes: historical oriented; sightseeing oriented; Leisure oriented. Which will be combined with 3 types of customer budget (reasonable cost, premium cost, luxury cost), generate in 9 main combinations. For example, 3 oriented place+ other 2 oriented places with high eating and shopping choices (7 days, the food, hotel and others will flexible by customer budget)

1) Historical oriented route: Sintra+Belem+Castle of Óbidos+Cabo de Roca+Serra da Estrela+Sun, Sand, Beach+Timeout Market+(if the activity it's on time)

2) Sightseeing oriented route: Jardim Botânico da Madeira+Benagil Beach Sea Cave+Zoo Santo Inácio+Évora+St George's Castle & Sé de Lisboa+Sun, Sand, Beach+LX Market+(if the activity it's on time)

3) Leisure oriented route: Aqualand Algarve & Slide e Splash+Sun, Sand, Beach+Lisbon Oceanarium+Benagil Beach Sea Cave+Madeira+Sintra+Belem+(if the activity it's on time)

The program will maintain the service quality and collect, calculate the feedback to be a high-quality standard service. The program will always do the questionnaire with the ready trip customers to satisfied the customer requirements.

The program will guarantee the tourist safety with written engagement.

Price

Depending on the program structure, the price is much more variable, sensitive and flexible when the customer considerate in the purchase decision. This program price strategy will always be influenced by many factors: Market conditions, competition comparison, trade margins, input costs, customer value perception, variable costs, etc.

To determine the price, maximize our profit margins, we cooperate with the Partner in China and put on the internet to attract more local customers and use pricing penetration to attract customers and competitive in the Market to start our program.

We also will have a discount for returned customers as one of our maintain techniques. For direct customers, we would prefer to pay after booking our tourism program. For indirect customers, we would prefer first to pay half price in total, then pay the rest after the customer almost finish the program which these customers already paid in the partner side.

Place

This service program will be composed of different distribution channels: Direct distribution and Indirect distribution. It's not easy to access enough customers at the beginning, we may access the customers through the intermediaries, by agency partners and internet. To be better access to the customer, these two distribution

channels are not enough, we may develop an APP to develop our service program to have better quality and save the personnel cost.

The market will cover the Northeast of China, and create a partnership with local travel agencies, give the local customer a more safe and approvable feel and its a good choice to attract customers, to let the customer know us, trust us.

Promotion

The program's communication objective is to promote destination awareness, discover a new landscape and have a new thinking tourist route. We want to provide this information to the market, to manage demand, and build sales.

The public relations will help this program has more exposure, exhibition videos, experienced people videos will attract more investment and increase the partnership numbers and enhance the partnership time.

Advertising could more close to the final customers, tourism magazine, partner agencies, flyers, blogs, social networking, internet website, travel star videos, and blogs. All could be effective to transfer our awareness and attract customers.

We could also develop the sales promotion to attract more customers, during a date range, we will have a discount for these booking people, or give them some quality goods for travel.

10.3 Organizations

Function	Responsibility
<u>Manager</u>	<ul style="list-style-type: none"> - Make strategic decisions and marketing policies; - Coordination and supervision of program department - Recruitment and selection;
<u>Tourism Data Analysis Specialist</u>	<ul style="list-style-type: none"> -Collecting tourism data and customer satisfaction data -Analysis tourism trend -Provide program route a direction
<u>Target Advertising personnel</u>	<ul style="list-style-type: none"> -Public relation maintain and negotiate -Advertising negotiate -Provide advertising context and direction

<u>Program Operation personnel</u>	-Program operation and adjustment -Communicate with tour guide -Fix the route problem during the travel time -Program route supervisor and support -Coordinate with the restaurant, transportation and others
<u>Quality Tour Guide</u>	-Provide tourist a quality service -Necessary explanation and route guide -Fix the tourist trouble -Get feedback for every program department -Satisfied customer reasonable requirement
<u>Customer Maintenance</u>	-Fix the bad feedback and give a reasonable solution -Maintain the tourists -Give the returned customer a special offers -Collecting data and information for every department

Figure 6: By Author, Organizations and Responsible

11 Implementation Requirements

The purpose of this chapter is to support the program activities, to make sure the program can be successfully processed.

- a. Tourism trend and customer satisfaction data analysis (at least 60 days)
- b. Destination tourism information collecting(30 days)
- c. Investment decision (7 days)
- d. Brand registration (1 day)
- e. Communication and Promotion (50 days)
- f. Enough Partner Cooperation (30 days)
- g. Recruitment (30 days)

12 Financial Evaluations

An important aspect of our marketing plan is achieving a competitive cost structure with an optimum pricing strategy (Lin, 2014). By adhering to predetermined costs, and achieving sales targets, we will be able to maximize our profit.

12.1 Main Assumptions

- High season number of tourists arrivals up to 70% (Spring, Summer, Autumn)
- Low season number of tourists arrivals up to 50% (Winter)
- The hotel, eating, and transportation are not goes to evaluation (assumed to no profit)
- Keep the same service quality in different price budget
- That program may don't need investment

12.2 Revenue and Cost Forecast

Revenue: Based on our estimated number of customers, pricing strategy and operation hours all of which vary by season; we expect our annual revenue to be 997,000€.

Seasons	Month/Days	Est. Operation days	Est. Demand	Route & Service Price	Total
High seasons	June, July, Aug/ 90days Sept, Oct, Apr, May/ 120days	147(210 days*70% valid days)	10 tourists /day average	500€/person	735,000€
Low seasons	Nov, Dec, Jan, Feb, March / 150days	75(150 days *50% valid days)	7 tourists /day average	500€/person	262,000€
EST. TOTAL REVENUE					997,000€

Table 4: Forecast Revenue in Business Plan

Labor cost:

Position	Est. Salary in a Year/€
Manager	26,000(2000€/per month*13)
Data Analysis Specialist	19,500(1500€/per month*13)

Advertising Personnel	19,500(1500€/per month*13)
Program Operation Personnel	41,600(1600€/per month*13)*2 persons
Tour Guide	75,420(high seasons 120*147+low seasons 100*75)*3 persons
Customer Maintenance	19,500(1500€/per month*13)
Part-time & others	10,000
Est. TOTAL COST	211,000€

Table 5: Forecast Labor cost in Business Plan

Marketing Budget:

Advertising helps us to generate awareness, and more importantly, interest in our offerings. We estimated that we will spent 15,000€ per month in communication and advertising .We chose the following advertising methods to reach our target customers:

Type of Promotion		Est. Total Percentage
Direct Advertising	Social Network	15%
	Tourism Website	10%
	Tourism Magazines	15%
	Travel Star videos	15%
Indirect Advertising	Partner Agencies	20%
	Tourism Exhibition	10%
	Public Relations	15%
Est. TOTAL COST		180,000€

Table 6-Forecast Promotion in Business Plan in one year

12.3 Balance Analysis

Items		Amount	
Expenses	Est. Labor	211,000€	441,000€
	Est. Promotion	180,000€	
	Est. Others	50,000€	
Revenue	Per Annual	997,000€	
PROFIT			556,000€

Table7-Forecast Balance in Business Plan in one year

13. Conclusion

After the research of this program, tourism trends change rapidly, the Chinese tourists going to European travel with a high frequency, but only a small percentage Chinese tourists go to Portugal travel, most of them stay in the Lisbon city. Portugal has the potential to explore the new tourism destination for Chinese tourists. It could promote the awareness of the market, increase local job opportunities, also could enhance two countries' communication.

Based on the range of tourism concept and customer behavior, a deep analysis of marketing environment research proves us this business plan has a great environment potential. Now Portugal for China is less awareness than other countries in the EU, also this is an opportunity to develop and explore the awareness. Except to develop the destination's awareness, our mission still wants to provide the customer a new view of Portugal, quality service and a new oriented, concept route.

Besides, there still have more uncertain factors we need control during the route proceed, the program addresses the direction of challenge, risk, warning, and the program may have more space to develop. To manage this program is going by the strategy and it's easier to start this program with profit.

Innovative business plan: Portugal as the destination for the Chinese tourist

This program is a more competitive edge which are based on the customer's new requirements and tourism trend in nowadays society.

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Appendix

Questionnaire

There will have different type of questions, the people will do that questionnaire step by step.

These questions are relevant in the destinations, and it will be response by the Chinese people which live in Portugal. The people age scope will from 18 to 50.

1. How long you live in Portugal?

- 1) less than 3 month
- 2) Less than 1 year
- 3) Less than 3 years
- 4) More than 3 years

2. Where do you live?

- 1) Lisbon downtown
- 2) Lisbon nearby
- 3) Porto
- 4) Another city
- 5) Island

3. Your education level:

- 1) High school
- 2) Bachelor
- 3) Master
- 4) PhD

5) Others

4. If your friends, family, the colleague around you, or your favorite star go to the same place to travel during a period of time. Would you also love to choose here as your travel destination?

- 1) Yes 2) No

5. After you travel to a place, would you like to share your travel experience to your friends, family or your colleague?

- 1) Yes 2) No

6. If a friend of yours come to Portugal, what kind of residence you recommend him/her to stay?

- 1) Luxury hotel
- 2) Budget hotel
- 3) Budget Hostel
- 4) Airbnb

7. If your friend has the chance to travel in Portugal, how long you would like to recommend to stay in Portugal?

- 1) 3 days
- 2) 7 days
- 3) 15 days
- 4) other; please specify _____

7. Which season you think is the best season introduce your friend come to visit?

- 1) Spring
- 2) Summer
- 3) Autumn
- 4) Winter

Eating & Dining

1. If a friend of yours come to Portugal, what kind of drink shop you recommend him/her to visit?

- 1) Chinese tea or milk tea shop
- 2) Portuguese coffee shop
- 3) The drink shop nearby will be fine
- 4) The bar at night

2. On the list of traditional Portuguese food , what's your priority choices (5 items):

- 1) Sardinhas assadas
- 2) Cozido à portuguesa
- 3) Açorda
- 4) Peixinhos da Horta
- 5) Feijoada
- 6) Sopa da pedra
- 7) Alheira de Mirandela
- 8) Arroz de tamboril
- 9) Bacalhau
- 10) Caldeirada de enguias
- 11) Cataplana de marisco
- 12) Francesinha
- 13) porco preto
- 14) Polvo à lagareiro
- 15) Posta mirandesa
- 16) Pastel de nata
- 17) Pressunto

Historical Place and Monuments

On the list of Historical place and monuments, what's your priority choice (5 items):_____

- 1) Belem area: Belem Tower & Jeronimos Monastery and its nearby monuments
- 2) Sintra: Sintra National Palace & Pena Palace and nearby
- 3) Cascais & Estoril
- 4) St George's Castle & Sé de Lisboa with historical downtown
- 5) Temple Diana and Capela dos Ossos ,Cromeleque dos Almendres in Évora
- 6) Fátima
- 7) Castle of Óbidos
- 8) Porto: historical city (Lello bookstore,Paço Episcopal do Porto,etc.)
- 9) Nossa Senhora da Graça Fort
- 10) Portugal dos Pequenitos in Coimbra

Sightseeing

On the list of sightseeing place , what's your priority choice (5 items):_____

- 1) Buçaco
- 2) Peneda-Gerês National Park
- 3) Cabo de Roca
- 4) Serra da Estrela
- 5) Jardim Botânico da Madeira
- 6) Ria Formosa
- 7) Zoo Santo Inácio
- 8) Benagil Beach Sea Cave
- 9) Açores:Centro de Interpretação Ambiental da Caldeira Velha
- 10) Douro International Nature Park
- 11) Badoca Safari Park
- 12) Caminhos de Santiago

Leisure

On the list of leisure place or activity , what's your priority choice (5 items):

- 1) Sun, sand, beach
- 2) Casa da Música in Porto
- 3) Museu Nacional de Arte Antiga & Museu Calouste Gulbenkian
- 4) Lisbon Oceanarium
- 5) Timeout Market in Lisbon
- 6) Feira da Ladra (Flea market)
- 7) Mercado do Bolhão in Porto
- 8) Mercado do Livramento in Setubal
- 9) LX Market
- 10) Agualand Algarve & Slide e Splash
- 11) Serra da Estrela Skiing
- 12) Casino Lisbon & Casino Estoril

Shopping

On the list of shopping destinations , what's your priority choice (3 items):

- 1) Avenida Liberdade
- 2) Colombo
- 3) El Corte Ingles
- 4) Freeport Fashion Outlet & Porto Fashion Outlet
- 5) Vasco de Gama
- 6) Via Catarina Shopping
- 7) Norte Shopping

Experiences

On the list of experiences , what's your priority choice (2 items):

- 1) Boating
- 2) Football watch
- 3) Winery Visit
- 4) Golfing

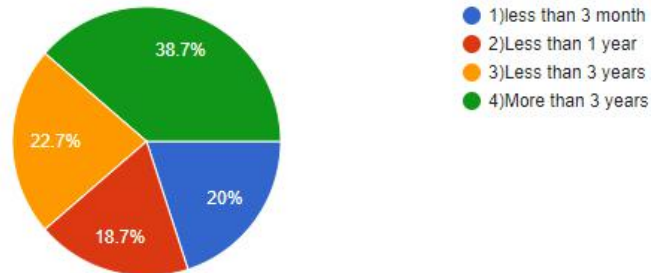
Innovative business plan: Portugal as the destination for the Chinese tourist

- 5) Skiing
- 6) Carnival
- 7) Surfing
- 8) Bullfight

Questionnaire Chart Results

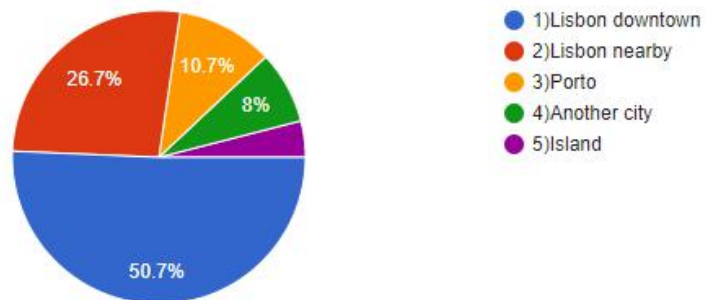
1.How long you live in Portugal?

(75 条回复)



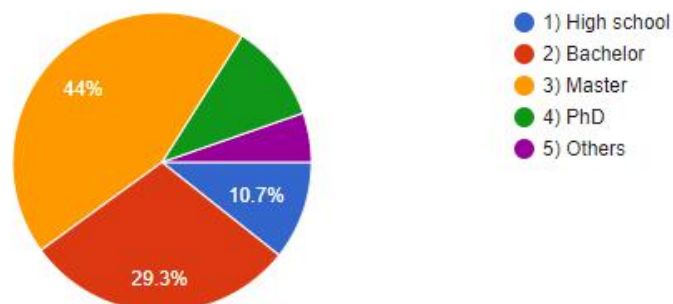
2.Where do you live?

(75 条回复)



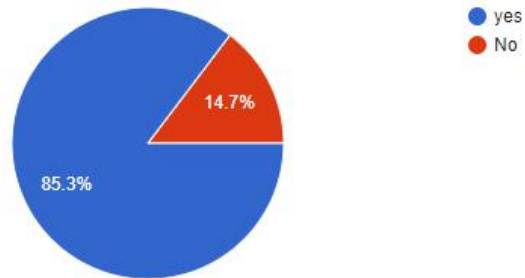
3. Your education level:

(75 条回复)



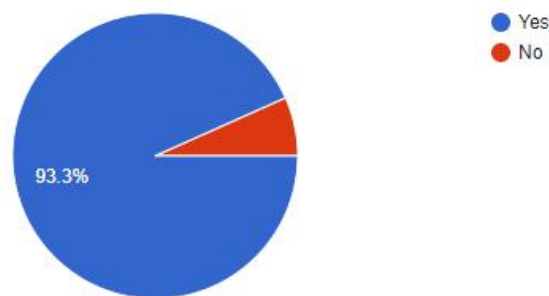
4. If your friends, family, the colleague around you, or your favorite star go to the same place to travel during a period of time. Would you also love to choose here as your travel destination?

(75 条回复)



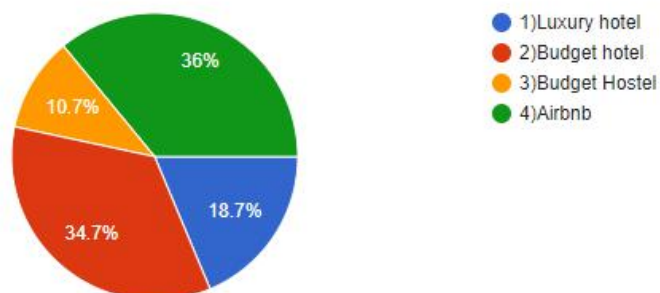
5. After you travel to a place, would you like to share your travel experience to your friends, family or your colleague?

(75 条回复)



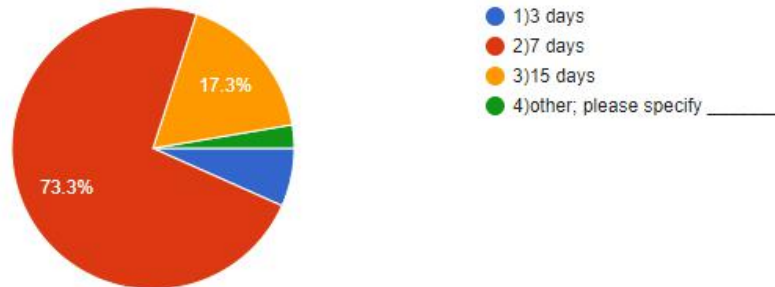
6. If a friend of yours come to Portugal, what kind of residence you recommend him/her to stay?

(75 条回复)



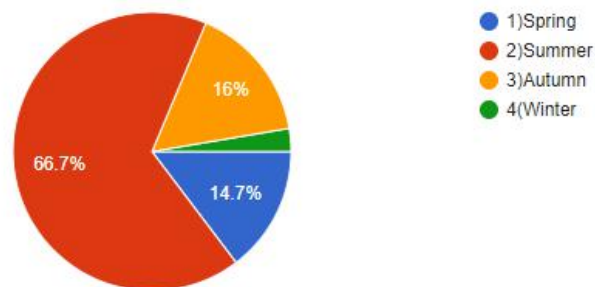
7. If your friend has the chance to travel in Portugal, how long you would like to recommend to stay in Portugal?

(75 条回复)



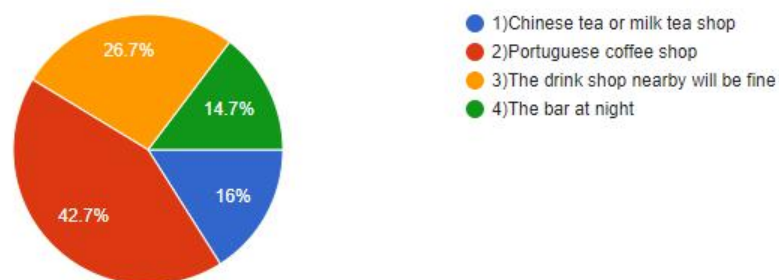
8. Which season you think is the best season introduce your friend come to visit?

(75 条回复)



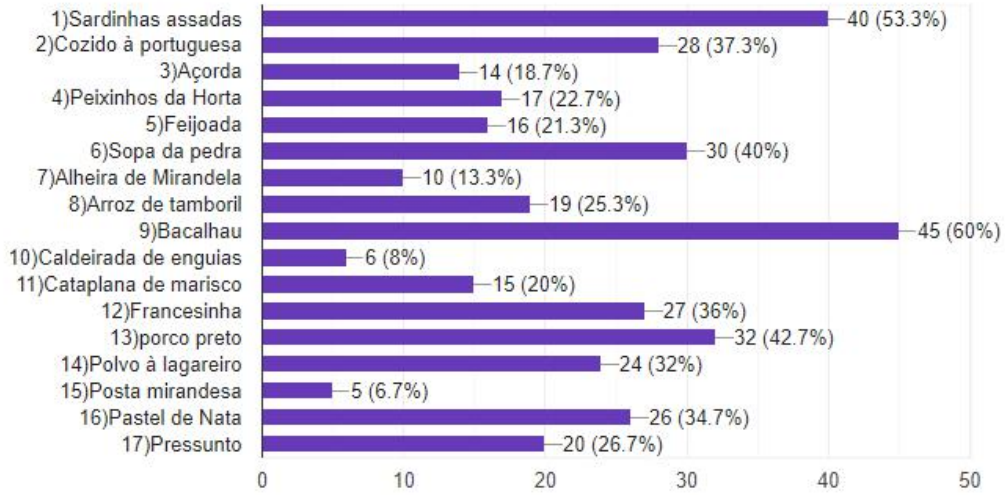
9. If a friend of yours come to Portugal, what kind of drink shop you recommend him/her to visit?

(75 条回复)



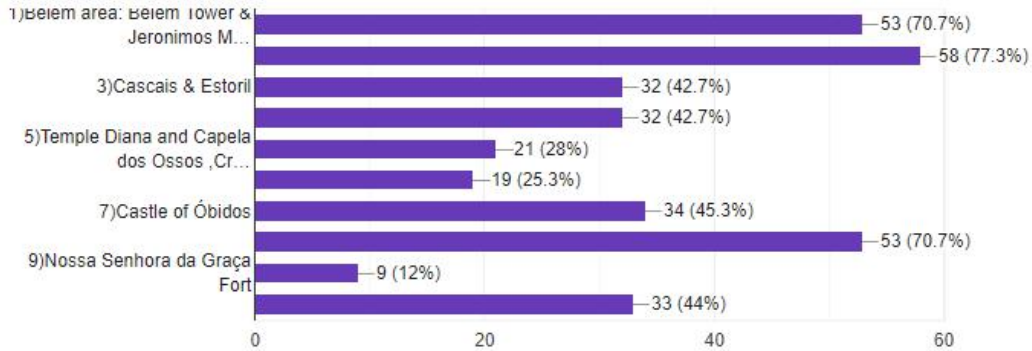
On the list of traditional Portuguese food , what's your priority choices (5 items):

(75 条回复)



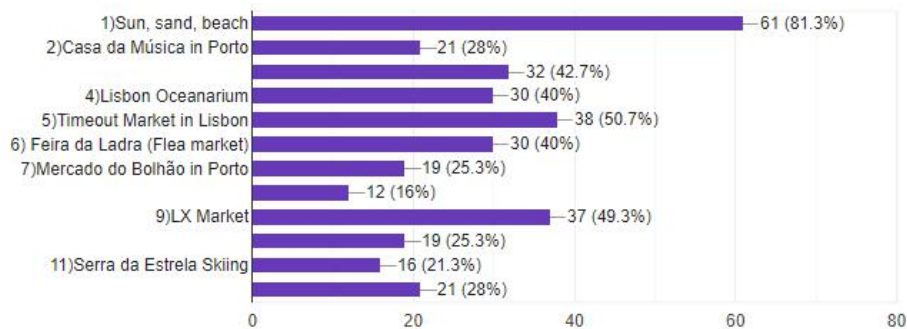
On the list of Historical place and monuments, what's your priority choice (5 items):

(75 条回复)



On the list of leisure place or activity , what's your priority choice (5 items):

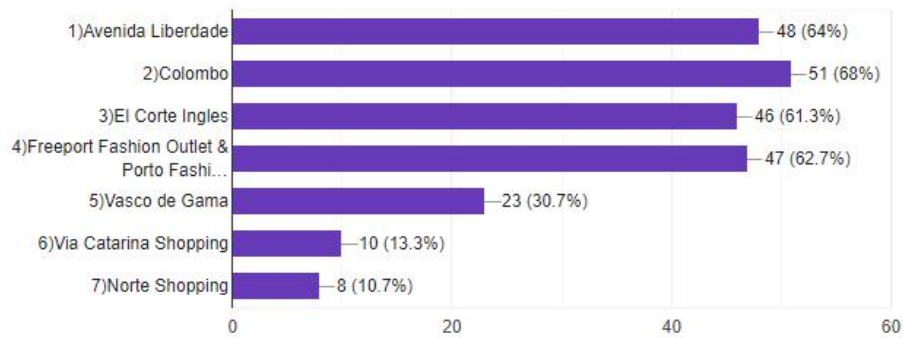
(75 条回复)



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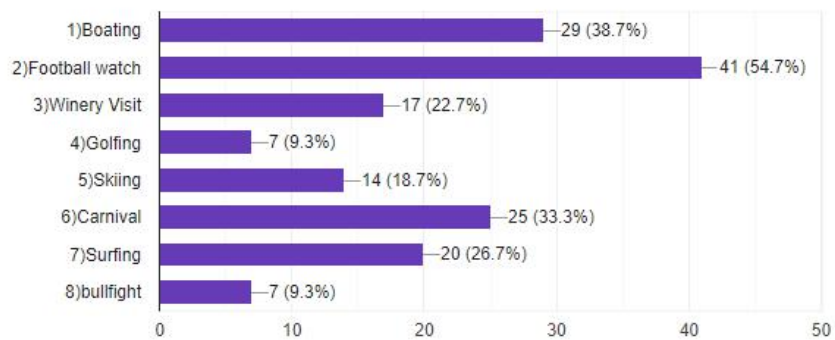
On the list of shopping destinations , what's your priority choice (3 items):

(75 条回复)



On the list of experiences , what's your priority choice (2 items):

(75 条回复)



THE MARKETING OF PORTUGAL AS A TOURIST DESTINATION IN NORTHEAST OF

CHINA

JINGYAN PAN