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A Communication Plan for Landescape: A Portuguese Cultural and Adventure Travel Agency

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Master in Marketing

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**BUSINESS
SCHOOL**

Marketing, Operations and General Management Department

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RESUMO

A Landscape é uma agência nacional de viagens de cultura e aventura fundada em 2016 com o objetivo de proporcionar experiências únicas, responsáveis e locais através de viagens em grupo guiadas por um líder de viagens português.

Este conceito de viagens não é amplamente conhecido e a agência precisa investir mais em marketing para aumentar o seu reconhecimento e intensificar a intenção de compra do público-alvo, bem como criar uma estratégia para abordar segmentos B2B para viagens customizadas.

Portanto, um Plano de Comunicação para 2021 foi criado, com o intuito de apoiar a Landscape a atingir esses objetivos e estudar as características singulares e o comportamento do consumidor associados a este tipo de agências de viagem.

Além disso, com o surgimento da pandemia, a indústria do turismo foi fortemente afetada e, por isso, uma comunicação eficaz tornou-se ainda mais relevante para reconquistar a confiança dos viajantes.

Para atingir estes objetivos, a autora recorreu a uma revisão de literatura, análise externa e análise interna para adquirir os conhecimentos base e orientações necessárias para criar o plano, bem como um questionário online e uma entrevista com a responsável pela comunicação da Landscape, que garantiram uma visão clara do que a marca representa e do *status quo* do mercado-alvo.

Conseqüentemente, o Plano de Comunicação proposto considerou esta pesquisa ao definir a estratégia de marketing, determinar os objetivos e mensagem, e ao criar sugestões para melhorar o *mix* promocional atual e delinear novas campanhas e atividades.

Palavras-chave: Plano de Comunicação, Turismo, Agências de Viagem, Líder de Viagens

JEL: M310 – Marketing; L830 – Turismo

ABSTRACT

Landescape is a national cultural and adventure travel agency founded in 2016 that aims to provide unique, responsible and local experiences through group trips guided by a Portuguese travel leader.

This travel concept is not widely known yet and the agency needs to invest more in marketing to increase awareness and intensify purchase intention from the target audience, as well as to create a strategy to approach B2B segments for customized trips.

Therefore, the author decided to create a Communication Plan for 2021, to help Landescape achieve these goals and study the unique characteristics and consumer behaviour associated with this type of travel agencies.

Moreover, with the emerge of a pandemic the tourism industry was strongly affected and therefore effective communication become even more relevant to regain travellers' trust.

In order to achieve these objectives, the author resorted to a literature review, external analysis and internal analysis to acquire the base knowledge and guidelines necessaire to design the plan, as well as an online questionnaire and an interview with Landescape's Communication Manager, which together ensured the author had a clear view of what the brand represents and the *status quo* of the target market.

Consequently, the Communication plan purposed considered this research while defining the marketing strategy, determining the objectives and message, and creating suggestions to improve the current communication mix and designing new campaigns and activities.

Keywords: Communication Plan, Tourism, Travel Agencies, Travel Leader

JEL: M310 – Marketing; L830 – Tourism

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INTRODUCTION

The tourism industry is one of the most important worldwide and is continually being challenged by new technologies and changes in traveller's expectations and desires, which need to be constantly analysed and tackled. Furthermore, the current pandemic is creating new challenges and having a huge impact not only in the industry and tourist's behaviour but also on the economy of several countries.

This industry refers to a wide-ranging industry that includes several other industries, such as transportation, accommodation, food and beverage and entertainment. The focus for this thesis will be a company that helps to tie it all together and create unique experiences - the Portuguese cultural and adventure travel agency Landscape.

Landscape focus on providing authentic experiences to their travellers while supporting local communities. They mainly offer group trips organized by travel leaders that travel with the group throughout the trip, adding value by tackling all logistics concerns, unifying the group and sharing their knowledge about the destination and its hidden gems. Their main target market is Portugal, although they accept anyone who is able to speak or at least understand Portuguese.

Additionally, they provide a personalized service for those that seek a customized trip for a specific group of people, like families or friends, and desire to attract schools and companies for this service.

Nowadays, besides traditional agencies and tour operators, Landscape faces some competitiveness in the Portuguese market since there are several travel agencies offering similar services, especially for group trips.

It is essential to differentiate from those by creating unique experiences and building relationships that make travellers come back for more and share the brand and travel concept, which is still not widely known, with others. Nonetheless, it is also crucial to reach potential customers and maintain current customers using attractive, relatable and valuable communication through Landscape's channels.

Therefore, the author made a proposal to build a communication plan for the company, not only to suggest improvements to current options used but also to develop new ideas. Consequently, this research will aim to improve brand awareness and recognition as well as consumer engagement, which will eventually lead to an increase in experiences shared (sales).

CHAPTER 1

LITERATURE REVIEW

After understanding the problem context and why Landescape could benefit from a Communication Plan proposal, from now on, the fundamentals to create an effective and appealing Communication Plan will be analysed. For instance, the marketing communication options available.

Additionally, considering the company in analyse belongs to the tourism industry, more precisely to the travel agency sector, several topics will be study in more detailed to tackle behaviours and aspects unique to this context.

1.1. The importance of Communication

In 1992, Webster proposed that marketing should focus on relationships management above transaction management. Therefore, the emphasis should be on people, organizations and social processes instead of products and firms. Consequently, managing relationships with customers and other stakeholders, such as employees, suppliers, channel members, the media, government regulators and the community can be considered the most important business asset of a company.

The value of relationships translates in more cost-effective marketing efforts since acquiring new customers costs six to nine times more than retaining a current one (Peppers & Rogers, 1993). Thus, focusing on ongoing customer relationships is more efficient. Furthermore, the profit per customer increases the longer they are with a company, their loyalty increases the willingness to pay a premium price, make referrals, demand less hand holding, and spend more money (Reichheld, 1994).

The traditional marketing mix – product, promotion, price and place – is a major element to value, however, the 4Ps model equates communication with persuasion which is not accurate (Waterschoot & Bulte, 1992). Persuasion can be manipulative and is primarily one-way communication, whereas communication is a critical dimension in relationship building that involves informing, answering and listening. (Duncan & Moriarty, 1998).

When comparing the traditional communication model (Lasswell, 1948) with the marketing theory, the connections and similarity between the communication process and the marketing process are noticeable (see figure 1.1).

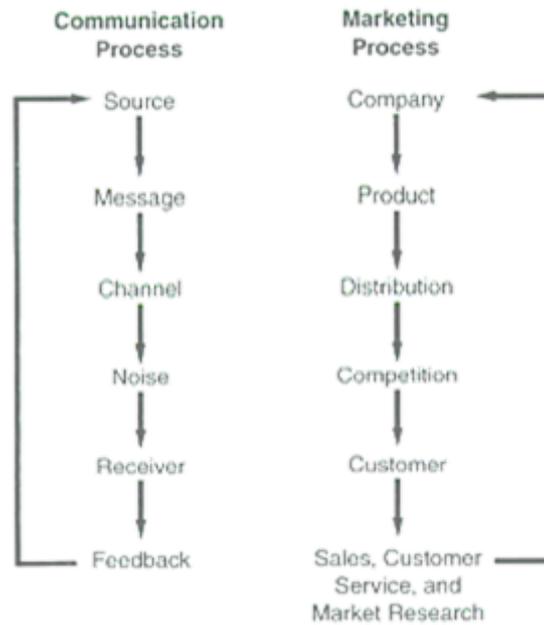


Figure 1.1 – Parallel Communication and Marketing Processes

Source: Duncan and Moriarty, 1998: 3

The source that encodes the message is equivalent to the company that produces its product, the noise that interferes with the process equals to the competitors, the channel is the distribution system, the receiver who decodes the message is the customer, and the feedback which sends the receiver’s response back to the source compares to the information received through sales, customer service, and marketing research.

In addition to the shift to a relationship focus, there are other relevant points of intersection between communication and marketing theory such as exchange and transaction, signals, channels, feedback and information sharing, which support the communication-based model of relationship marketing proposed by Duncan and Moriarty (1998).

The marketing concept of exchange implies a two-way (or transactional) communication opposite to the one-way approach that focus on transactions (sell/buy). This means that responsiveness and shared understanding is as much important as sending brand messages. A dialogue must occur, which implies feedback from customers is essential and should be distributed, interpreted and retained for future use (Penrice, 1995). Moreover, when there is no reaction from customers the company should acknowledge it since it also qualifies as feedback (Windahl & Signitzer, 1992).

Subsequently, information is what ties any relationship, making decision making easier by helping to understand the process of purchase decision and reducing uncertainty. A way to share concise information about products is to use signals, which are “a sign that cues or

influences some action or interpretation by customers, competitors or stakeholders”, such as warranties and branding (Duncan & Moriarty, 1998).

Accordingly, an efficient Communication Plan is essential to reach the customer and built a relationship that creates value to both parties. Therefore, Communication Plans must underline the need for brand messages to be strategically consistent to increase the impact of its message and built trust, ensuring that brand communications are interactive and not just one-way and focusing on stakeholders besides customers creating coherence in their perceptions about the brand (Duncan & Moriarty, 1998).

In order to reach this level, marketers focus on Integrated Marketing Communication (IMC) plans that aim to combine the communication options available in order to optimize their value and increase the outcomes, which will be further explain in the following point.

1.2. Integrated Marketing Communication plan

Marketers view an IMC plan as an essential tool to manage ongoing customer engagement leading them to achieve a positive relationship with a brand. Since it supports marketers coordinating marketing communications to improve engagement and building a clear, consistent and compelling message about a company and its products or services.

Marketing Communications are the means by which firms attempt to inform, persuade, and remind consumers - directly or indirectly - about the products and brands they sell. In a sense, they represent the voice of the company and its brands; they are means by which the firm can establish a dialogue and build relationships with consumers. (...) Consumers can learn who makes the product and what the company and brand stand for, and they can become motivated to try or use it. (Kotler & Keller, 2015, p. 580).

Therefore, an IMC plan provides a consumer-oriented framework for strategic communication processes that enhance organizational performance (Schultz & Schultz, 2003). Nevertheless, digital media has changed the environment and created more opportunities and challenges, influencing four important elements on IMC – consumer insight, data-driven planning, cross-media integration and communications to multiple stakeholders (Mulhern, 2009).

Consumer insights can be considered the foundation of an IMC plan, which clarifies its importance to the process. Accordingly, digital media generates an ongoing flow of information about consumers, full of details that if well interpreted offer informed adjustments to communication measures, increasing their effectiveness.

Moreover, having access to detailed customer databases in real-time has become easier through digital media. Therefore, evidence-based decision making in IMC can reach another level becoming more efficient and accountable. Companies are now able to assess the financial value of customers and create market segments accordingly; use analytic systems that track results and adjust allocations; understand consumers, competitors and marketplace interactions through data mining building informative market intelligence and guide media spending decision more precisely (Mulhern, 2009).

Nonetheless, consumers are exposed to constant noise and various messages in different situations. In order to increase the value of one communication companies should consider prior exposures to another communication in order to connect them across multiple channels and keep consistent (Batra & Keller, 2016). Digital media increased the number of channels available creating a more complex process that requires planners to use algorithms that optimize placements based on search, context or user identity. However, they might not demonstrate communications in an order that makes the message coherent (Mulhern, 2009).

Finally, compared to traditional marketing, IMC is distinct by including in the plan multiple stakeholders, besides consumers. Digital marketing provides several platforms and tools to achieve this purpose allowing companies to provide cross-functional and cross-stakeholder communications giving each one the information and attention needed (Mulhern, 2009).

1.2.1. Steps to develop an effective IMC

Kotler and Armstrong (2017, pp. 432-433) recommended marketers to consider the following steps when aiming to develop an effective IMC plan:

- *Identify the target audience:* having a clear target in mind will help marketers answer other important decisions, such as what will be said, how it will be said, when it will be said, where it will be said and who will say it.
- *Determine the communication objectives:* the audience's current image of the company, its products and competitors should be taken into consideration in this phase. Moreover, one must know in which stage of the buyer-readiness stages – *awareness, liking, preference, conviction, and purchase* – the target audience stands in and to which stage it needs to be moved. After obtaining that knowledge, the marketer can conclude which is the desired response – cognitive, affective or behavioural.
- *Design a message:* the AIDA framework suggests the desirable qualities of a good message, that it should gain *attention*, hold *interest*, arouse *desire*, and elicit

action. The content of the message should include at least one of the three types of appeal: *rational* (claiming the product will produce certain benefits such as value and performance), *emotional* (attempt to stir up negative or positive feelings) and *moral* (directed to the audience's sense of what is right and proper). The structure of the message, for instance, the order in which the arguments are presented and the source, considering for example the level of credibility, need to be evaluate as well.

- *Choose the communication channels and media*: channels can be divided in personal communications, people communicate directly with each other, or nonpersonal where media carries messages without personal contact or feedback. In the first, one can consider channels directly controlled by the company, for instance salespeople, or the ones over which the company does not have control, such as consumer advocates and word-of-mouth influences. The second type includes, for example, printed and displayed media.

- *Select the message source*: the message impact depends on how the target audience perceives the communicator. Hence, marketers tend to use credible or popular sources that are more persuasive, such as professionals from a specific field and celebrities. However, choosing the wrong spokesperson can lead to negative consequences for the brand.

- *Collecting feedback*: knowing if the communication was effective is essential to take better decisions in the future or enhance the product itself. Thus, marketers research whether the target audience remembers the content of the message, their past and present attitudes towards the brand and changes in behaviours regarding purchase, WOM or if they went to the store.

An important factor to have in consideration while defining the IMC is the total communication budget, which can be established based on one of four common approaches. Affordable method (what the manager thinks the firm can afford), percentage of sales method, competitive-parity method (aiming to achieve share-of-voice equivalent to competitors) and objective-task method (based on the objectives and the cost to execute the task needed to accomplished them).

1.2.2. Marketing Communication Mix

To assemble the optimal IMC plan, companies must choose the best set of communication possibilities and strategically manage the relationship between the chosen ones (Batra & Keller,

2016). Moreover, several factors must be considered, such as the type of product market (consumer versus business market), the type of strategy (push versus pull strategy), the product life-cycle stage (introduction, growth, maturity or decline) and the company market rank (Keller, 2016).

Furthermore, by properly mixing and matching communication options, the combined result might be greater than the sum of each element (Naik *et al.*, 2005). Thus, marketers need to consider the effectiveness and efficiency of each element to achieve communication objectives and take into consideration that combined communication options can reinforce or complement the meaning conveyed by each one or enhance their communication effects in various ways (Keller, 2016).

Hence, marketer's communication mix consists of eight major options – advertising, public relations and publicity, sales promotion, personal selling, events and experiences, direct and database marketing, mobile marketing and online and social media marketing (Keller, 2016) - which will be shortly explained, one by one, from now on.

Advertising

Advertising is any paid form of nonpersonal presentation and promotion of ideas, products, or services by a specific entity, via print media (newspapers and magazines), broadcast media (radio and television), network media (telephone, cable, satellite, wireless), electronic media (audio, video, website), and display media (billboards, signs, posters) (Kotler & Keller, 2015, p. 582).

Marketeers choose and plan their advertising according to the advertising objectives they define, which can be based on providing information to the customer (e.g. telling the market about a new product, explaining how a product works, informing the market of a price change...), persuading customers to choose your brand over competitors or changing their behaviour (e.g. building brand preference, creating customer engagement, persuading customers to buy now, encouraging switching to a brand...) and finally, reminding customers their products exist and maintaining customer relationship (e.g. reminding customers where to buy the product, keeping the brand in a customer's mind during off-seasons) (Kotler & Armstrong, 2017, p. 453).

Public Relations and Publicity

Public relations aim is to engage and build positive relationships with any public that has interest or impact on a company's ability to attain its objectives, through news (e.g. media), special events (e.g. news conferences, speeches, brand tours...), written materials (e.g. annual

reports, brochures, articles, newsletters and magazines), videos, corporate identity materials (e.g. logos, stationery, uniforms, business cards, company trucks and cars...), sponsorships, public service activities and the use of storytelling online.

On the other hand, publicity is mainly related to the news part since its purpose is to secure free editorial space in print and broadcast media in order to promote or hype a product, service, place, person, idea or organization. (Kotler & Keller, 2015, p. 629; Kotler & Armstrong, 2017, pp. 470-472).

Sales Promotion

According to Kotler and Keller (2015) Sales promotion are short-term incentives to encourage trial or purchase of a product or service (p. 582). They are implemented to attract new customers and retain current customers, mainly in the short-term, being mostly temporary measures. Their purpose is to provide added value or incentives to stimulate immediate sales, having a direct impact on consumers decisions and influencing their purchase behaviour (Nathwani, 2017; Goyal, 2019).

According to Gupta (1998), sales promotion can have an impact on three major decisions consumers take regarding purchase: what to buy, how much and from which brand. Apart from the immediate increase in sales there are other benefits companies may be aiming for, such as building product awareness, retaining customers, creating interest, providing information, introducing new products, brand switching, stock piling and maintaining sales of seasonal products (Nathwani, 2017; Goyal, 2019). Nevertheless, different types of sales promotions trigger distinct responses (Schneider & Currim, 1991).

There are several communications activities within sales promotions, which can be divided in price promotions – reduce the cost of the product - or non-price promotions – increase the value for the regular purchase price (Lichtenstein *et al.*, 1995). The first consists of price discounts, coupons, rebates, quantity deals and loyalty programs. The latter include samples, free trials, premiums, gifts, contests, sweepstakes and demonstrations (Nathwani, 2017; Goyal, 2019)

Personal Selling

Personal selling is based on face-to-face interaction with one or more potential purchasers, with the purpose of making presentations, answering questions and acquiring sales, being most effective at later stages of the buying process. Furthermore, in personal selling the message can be customized to appeal any individual.

Moreover, it is relationship-oriented, which means the seller might create a friendship with the customer. Finally, it is also response-oriented, allowing the customer to interact and express their thoughts (Kotler & Keller, 2015, pp. 582 & 597).

Salespeople are the ones who not only represent the company to the customers but also represent the customers to the company by performing one or more of the following activities: prospecting, communication, selling, servicing, information gathering, and relationship building (Keller & Armstrong, 2017, p. 481).

Even though it can be considered one of the oldest jobs in the world, sales work is constantly being affected by the evolution of technologies and even though face-to-face interactions are still a major aspect, social selling – engaging with customers, building stronger relationships and increasing sales performance through online, mobile and social media platforms - is becoming more and more common. These methods allow salespeople to engage with customers and gather information in a more productive and effective way (Keller & Armstrong, 2017, p. 490).

Events and Experiences

Events and experiences are company-sponsored activities and programs designed to create daily or special brand-related interactions with consumers. Marketers consider several benefits that lead them to invest in these communication options such as, identifying the brand with a specific target market or lifestyle, increasing salience of the company or product name, creating or strengthening perceptions of crucial brand image associations, enhancing corporate image, creating experiences and evoke feelings, expressing commitment to the community or on social issues, entertaining key clients or rewarding key employees and allowing merchandising or promotional opportunities (Keller & Armstrong, 2017, pp. 481 & 627).

There are specific characteristics related to this communication option, namely, high audience involvement by inserting the brand into consumer's environment making the brand more approachable (Drenger *et al.*, 2008; Tafesse *et al.*, 2014); novelty by creating engagement with specific concepts, ideas and activities (Drenger *et al.* 2008); experiential richness by providing a physical and social space where consumers can interact and explore brands closely (Close *et al.*, 2006; Tafesse *et al.*, 2014); transiency since events only last a certain time and can be reallocated which serves as an incentive to customers go there earlier (Wohlfeil & Whelan, 2006); and coverage through media and customers since events normally receive offline and online word-of-mouth which persist longer after events (Donlan & Crowther, 2014; Tafese *et al.*, 2014).

Additionally, brand experiences can be defined as “subjective, internal consumer responses (sensations, feelings, and cognitions) and behavioural responses evoked by brand-related stimuli that are part of a brand’s design and identity, packaging, communications and environments” (Brakus *et al.*, 2009, p. 53).

According to Tafesse (2016), consumer’s brand experiences differ from person to person since they select, combine and configure the brand cues in a subjective way. Furthermore, in events, the brand experience is affected by the physical and social space in which the product brands are exposed, thus marketers should carefully select them.

Direct and Database Marketing

Direct marketing “is the use of consumer-direct channels to reach and deliver goods and services to customers without using marketing middlemen”. Traditional direct marketing communication options are direct-mail marketing, catalogue marketing, telemarketing, direct-response television marketing and Kiosk marketing (Kotler & Keller, 2015, p. 657).

Marketeers see them as an opportunity to up-sell, cross-sell or strengthen relationships. It allows them to customize and personalize messages (market demassification), reach potential customers when they want, hide the company’s offer from competitors and increase analytics in their campaigns uncovering which ones are more profitable (Kotler & Keller, 2015, p. 658).

Database marketing “is the process of building, maintaining, and using customer databases and other databases (of products, suppliers or resellers) to contact, transact, and build customer relationships” (Kotler & Keller, 2015, p. 662).

A mailing list is not a database as many people think. A database provides a variety of important information about customers such as customer transactions, registration information, telephone queries, cookies and every customer contact. Through data mining, marketer extract useful information about individuals, trends and segments (Kotler & Keller, 2015, p. 663).

Mobile Marketing

Mobile marketing consists of marketing communications placed on consumer’s portable devices, such as smartphones and tablets, allowing companies to deliver content on-the-go such as, product information, price comparisons, advice and reviews from other costumers, and access to immediate deals and digital promotions, through tools like mobile ads, coupons, texts, apps and mobile websites (Kotler & Armstrong, 2017, p. 525).

Mobile channels provide four information-based advantages that improve the level of personalization achievable: consumers location (where), the exact time they are interest in a product (when), the way they search for information and their purchase behaviour (how), and

whether they are with someone else or alone (with whom) (Tong *et al.*, 2019). However, marketers need to be responsible and careful on how they approach this communication tool since consumers don't want to be constantly interrupted by advertising. The message should provide useful information and offers should be desired by consumers improving the chances they will engage (Kotler & Armstrong, 2017, p. 525).

Looking at mobile usage statistics clarifies how important this communication option is nowadays. According to the Global Digital 2019 report (Hootsuite) 5.112 billion people have a smartphone which equals a 67% penetration rate, 2% more than in 2018. Furthermore, 52% of the total population are active mobile internet users, which on average spend 6 hours and 49 minutes online each day on their smartphone.

Online and Social Media marketing

As a result of the technology development, customers nowadays unknowledge the power of information in the purchase decision and demand it. They want to receive personalized messages and still feel they belong to a group, that they have the right to decide to respond to the content individually or share it with people with common interests (Kee & Yadanifard, 2015). They are aware that the power to choose what information they receive, in what format and whether to believe it is on their side (Hipwell & Reeves, 2013).

Websites, search ads, display ads, online video and e-mail are online marketing options whereas online communities and forums, blogs and social networks are included in social media marketing. Moreover, content marketing, e-WOM and influencers are important aspects to consider as well.

Regarding websites there are two types, purely marketing websites with the main purpose of engaging customers and move them closer to a purchase, conversion or others and brand community websites than focus on building relationships and incentive engagement through content besides selling products. (Kotler & Armstrong, 2017, 516).

Consequently, marketers must create tailored contents that are relevant to each customer. Two important factors that allow the content marketing message to go viral, a clear success indicator, is how positive the message is and how much emotion the message provokes (Wylie, 2014, cited in Kee & Yadanifard, 2015). Furthermore, it is important to consider that customers like attractive brands and fresh contents, which implies marketers need to try to diversify it to overcome the issue of content marketing overwhelm (Harad, 2013).

Search ads and display ads are related to Search Engine Marketing (SEM), which places messages on a search engine to encourage click through to a website, either by Search Engine

Optimization (SEO) that aim to achieve the highest position or ranking in the organic listings focusing on the algorithm used by search engines (search ads) or by display advertising, typically on a Pay Per Click (PPC) basis (Chaffey & Smith, 2008, p. 283).

Social media (SM) are attractive and indispensable platforms to persuade and engage with customers, where they seek for people's opinions or recommendations and share their own. In fact, SM became part of the companies' promotional mix, focusing on enhancing brand-related Electronic Word-of-Mouth (eWOM) – “any positive or negative statement made by potential, actual or former customers about a product or company that is made available to a multitude of people and institutions via the Internet” (Thorsten *et al.*, 2004).

Digital influencers are multiplatform high-profile internet micro celebrities who accumulate followers on SM through textual and visual narration of their personal lives and lifestyle and can be part of paid eWOM if they receive a fee to endorse a specific brand (Freberg *et al.*, 2011). Thus, they serve as online opinion leaders that are valuable and believable sources of information for those who follow them, increasing the diffusion and impact of their messages, and consequentially, the brand's image and value (Uzunoglu & Kip, 2014; Casaló *et al.*, 2018).

Influencers can lead followers to search for, purchase and use the recommended brand's product. Nevertheless, it is acknowledged that directly measuring the effectiveness of influencers on brand perception and behavioural changes is difficult (Uzunoglu & Kip, 2014).

To sum up, through Online and Social Media marketing companies carefully aim to engage with customers and directly or indirectly increase awareness, improve brand image, or elicit sales of products and services in the online world (Kotler & Keller, 2015, p. 582).

1.2.3. IMC choice criteria

Marketing activities always suffer of uncertainty regarding how effective and efficient they will be. No one can assure that the communication mix is the perfect one and that it will maximize short-term sales and long-term brand equity. Therefore, Keller (2016) suggested a set of well-grounded, comprehensive criteria by which any proposed IMC can be methodically and thoroughly judged.

- *Coverage*: the percentage of the target audience reached by each communication option, how many times and how much overlap exists between them.
- *Cost*: the financial efficiency of each communication option and the IMC as an all.

- *Contribution*: the capacity to create the desired communication effect and achieve the objectives, independently of prior or subsequent exposure to other communication option for the brand.
- *Communality*: the capacity to create the desired communication effect and achieve the objectives, which are also the focus of other communication options.
- *Complementarity*: extent to which distinct associations and effects are emphasized across communication options, leading to multiple messages and effects.
- *Cross-effects*: communications options design to work together, that are properly coordinated in the right sequence order, create synergies and enhance the results if the target is exposed to both.
- *Conformability*: consumers may not be exposed to all communications options or be exposed to some that were not intend to them, thus is important to ensure robust and effective messages for different targets with different sequences of communication exposure.

These criteria should be considered throughout the development process of the IMC, not only at the end, to help guide the selection, design, and implementation of the distinct communication options involved. Nevertheless, marketers must keep in mind that they will need to choose priorities and trade-offs among the choice criteria (Keller, 2016).

1.3. Marketing in Tourism

As a marketer it is essential to know and search about the environment and market the products or services being promoted are in, besides the unique characteristics of their customers and consumers. Therefore, a research on the characteristics and decision process of tourists as well as other factors related to the travel agency spectrum will be presented from now on. Furthermore, considering Social Media relevance and influence nowadays, the author decided to study the impact in may have in tourists' decisions.

1.3.1. Social Media impact in tourist's decision making

Social media's influential power and complex effect on tourism is particular high being one of the most commonly used information sources (Simms, 2012). Thus, it is essential to comprehend when and how tourists use it at several stages of the travel process (pre-trip, during-trip and post-trip), as well as their decision-making journey.

As a result of the technology development, customers today have access to extra information at any time. They know more about all players in the market and have gain more power, influencing peer customers experiences and leaving companies with less control over the information flow and more touch points to consider in complex customer journeys. Thus, creating strong and lasting customer experiences, which are a multidimensional construct that relate to cognitive, emotional, behavioural, sensorial and social dimensions (Verhoef *et al.*, 2009), became essential and more challenging for companies.

Lemon and Verhoef (2016, p.71) considered the consumer's decision-making journey "as the process the customer goes through, across all stages and touch points, that make up the customer experience." The first stage – prepurchase – encompasses interactions before a purchase transaction, equivalent to behaviours such as need recognition, information search and consideration. According to Court *et al.* (2009) consumers add and subtract brands from a group under consideration during the evaluation stage instead of narrowing down their choices until they decide what to buy. The second stage – purchase – is characterized by actions such as choice, ordering and payment. According to Carey *et al.* (2012) this stage is likely to occur online, considering that the travel sector accounts for nearly a third of global e-commerce. The third stage – post purchase – considers interactions after the actual purchase, including behaviours such as usage and consumption, post purchase engagement and service requests.

Social Media's impact made the evaluate (pre-purchase) and the advocate (post-purchase) increasingly relevant (Curt *et al.*, 2009; Fortis *et al.*, 2011; Hudson & Thal, 2013). However, SM appears to enhance awareness and influence tourist's expectations and attitudes in the long term rather than having an immediate impact (Kane *et al.*, 2012). Furthermore, decisions tourists used to make prior to departure are now made on-site based on the ad hoc availability of information provide by technology (Xiang *et al.*, 2015).

According to Liu *et al.* (2019) research, social media has four roles regarding tourist's decision-making process, which can be categorized as having indirect impact - Need Generator and Supporter - or direct impact - Approver and Guider - on travel choices (see figure 1.2).

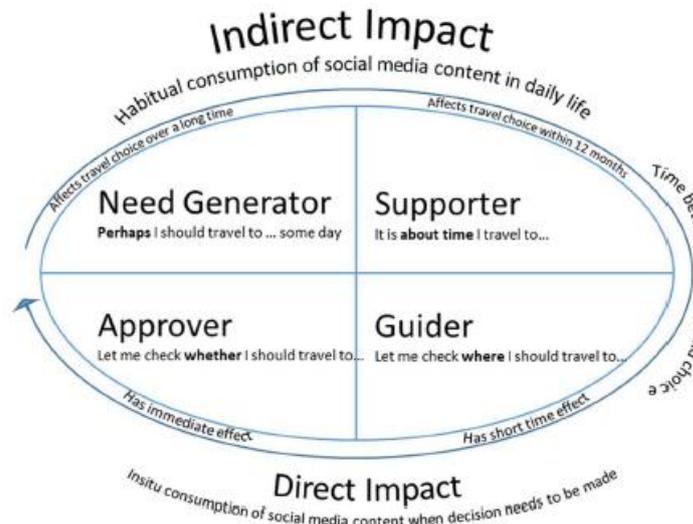


Figure 1.2 – Roles of Social Media in tourist's decision-making process

Source: Liu *et al.*, 2019:14

In their analyse, six travel components were considered, namely destination, transportation to and within the destination, accommodation, attractions, food and dinning as well as shopping and leisure activities (Sun, 1990; Liu *et al.*, 2019).

When users are browsing social media platforms, they see images and posts describing several characteristics of a particular place which might lead them to add those destinations to their 'bucket list'. Moreover, when they are thinking which destination to choose for a trip such content might be remembered and influence their travel choices.

This type of impact was labelled as Need Generator since it can create an initial awareness about the destination as well as instigate travellers to actually go there. Additionally, contents shared can remind the user about a destination and support his/her need or desire to travel there, which was labelled as the Supporter role. Nevertheless, several factors such as money and time may affect their final choices, thus it only has an indirect impact.

During the information search and evaluation stages of tourist's decision making social media can have a direct impact if all other conditions are met, being used as a Guide to find transportation, places to visit and things to do at the destination as well as accommodation, places to dine and shop, which can be enhanced by the filtering feature and GPS functions of such platforms.

Lastly, social media can also play the role of Approver. Regardless of where travellers get ideas about where to go, they tend to double-check them on these platforms to confirm the information, which can either approve the choice or reject it suggesting other options. Usually, this happens during the trip and sometimes right in front of the product or service. The impact in this case is direct and can have immediate effect since they check it right before they make their choice.

1.3.2. Travel Destination Choice Process

Regarding the destination choice process, one of the major decisions a tourist must take, Karl (2016) studied the reason tourists decide to visit a destination depending on factors connected to the tourist and the destination, such as risk and uncertainty.

Risk refers to the probability of certain (negative) events occurring (Weber & Bottom, 1989, cited in Karl, 2016), whereas uncertainty is related to the availability of information in the decision-making process (Crompton, 1992, cited in Karl, 2016). Furthermore, familiarity seeking (Plog 2001), risk-taking propensity and sensation seeking, can also be connected to risk (Pizam *et al.* 2004, Fuchs 2013, cited in Karl, 2016).

Most tourist rather travel to familiar destinations yet dream about visiting destinations with distinct levels of familiarity (Plog, 2001; Karl *et al.*, 2015). Furthermore, travellers cannot predict the situation at a destination before being there. Thus, they rely on information from other sources, such as media, friends and family members, or travel organizations. Moreover, some destinations are excluded during the Destination Choice (DC) process because travellers consider excessive risk perceptions that do not reflect the actual situation (Karl, 2016).

Several factors can alter the initial plans even if the final DC does not change, for instance, they might decide to travel at another period or shift from travelling solo to travelling in groups (Adam, 2015, cited in Karl, 2016).

The results from the study showed that travellers varying attitudes and behaviours toward risk and uncertainty diverged sturdily with their hypothetical DCs and are rather similar when it comes to actual implemented DCs. Hence, Karl (2016) created five types of tourist through a cluster analysis that illustrates different travellers considering risk and uncertainty levels:

- *Risk and uncertainty avoiders*: have a stronger preference for highly developed infrastructures, vacations organized by tour operators, and familiar food obtainable at the destination;

- *Risk avoider*: usually opt for destinations with a high safety level and prefer pre-planned trips. Nevertheless, compared to risk and uncertainty avoiders, risk avoiders are willing to try unfamiliar local food and plan their holidays themselves;
- *Safe novelty seekers*: characterized by a distinct preference for new and unfamiliar destinations, unfamiliar local food, and pre-planned holidays that are often organized by tour operators, which means they are trying to reduce the risk through a well-organized trip by professionals;
- *Adventurous novelty seekers*: they look for unfamiliar destinations, adventurous activities and local food. However, they tend to organize the trip by themselves which can lead to certain risks, like dealing with unexpected situations on-site;
- *Risk taker*: they have the strongest preference for destinations with less developed infrastructures, and/or safety concerns where they carry out individually organized spontaneous trips without fixed routes or timetables.

Considering Landscape's business one could say that based on this classification most of their customers are either risk and uncertainty avoiders, risk avoiders or safe novelty seekers.

1.3.3. Relationship quality in the travel agency sector

Travel agencies provide a service which is intangible and therefore muddles the formation of consumer's expectations. Likewise, consumers focus on past experiences and the explicit and implicit service promises (Zeithaml *et al.*, 1993). For instance, corporate image impacts the prior knowledge about service performance, which can be represented by the impressions, beliefs and feelings that customers have about the company (Barich & Kotler, 1991). Furthermore, interaction with employees and physical installations of the company can contribute to form the corporate image (Grönroos, 1990).

Once the service is used by consumers, they will compare their previous expectations with their experience and analyse the level of satisfaction they achieved. The expectation-satisfaction relationship if consumers perceive a discrepancy can either be a function of consumer expectations – they will adjust their perception to minimize the difference - or a function of disconfirmation of expectations – they will magnify the discrepancy due to the contrast or surprised effect generated (Anderson, 1973, cited in Bosque *et al.*, 2006). Nonetheless, according to Bosque *et al.* (2006) research travel agencies users tend to minimize any difference between the perceived service and the expected service, reinforcing the travel agency choice.

Managing the relationship with consumers is essential to attain loyalty which increases repurchase intentions and the willingness to endorse the service. However, several factors may intervene in this relationship such as personal characteristics - predisposition to variety seeking, age and income – as well as judgements based on weaker relationships for lack of experience or involvement (Homburg & Giering, 2001). The main indicators to measure relationship quality and essential to maintain it in the long-term are satisfaction and trust, both antecedent to commitment (Baker *et al.*, 1999; Garbarino & Johnson, 1999; Smith, 1998; cited in Moliner *et al.*, 2007).

Satisfaction should consider not only the tourist's cognitive nature - equating expectations and performance - but also the affective side, which is associated with the feeling of pleasure (Oliver, 1997; Bigné & Andreu, 2004). Hence, travel agencies should try to maximize the satisfaction of their customers during all encounters besides controlling their promotional mix to reach the desired expectations of their target group (Bosque *et al.*, 2006).

Trust is the necessary basis to assure that the good intentions of the travel agency are not doubted by the tourist, that there's no uncertainty regarding the promises made and that the communication between both parties is honest, open and frequent (Czepiel, 1990). Two dimensions can be considered when it comes to trust, honesty (believe in the capacities and word of the travel agency) and benevolence (believe that the travel agency considers the tourist's wellbeing) (Doney & Cannon, 1997; Morgan & Hunt, 1994; Singh & Sirdeshmukh, 2000; cited in Moliner *et al.*, 2007). Customer trust in a travel agency is a crucial factor in tourist's attachment and service evaluation. In fact, travel agencies must pay special attention to tourist's first impressions since they remain for a long time (Sánchez *et al.*, 2006).

Commitment is based on the believe that the relationship with the other is worth the effort to maintain it indefinitely (Dwyer *et al.*, 1987; Gundlach *et al.*, 1995; Morgan & Hunt, 1994; cited in Moliner *et al.*, 200). It can be divided in two dimensions: affective commitment and cognitive commitment (Geyskens *et al.*, 1996; Wetzels *et al.*, 1998). The first, is based on emotional causes such as feeling of belonging and respect for the other party. The latter, can be negative if the relationship is maintained due to the cost and consequences of abandoning it, until a substitute appears, or positive when remaining in the relationship can bring economic gains or benefits (Geyskens & Steenkamp, 1995; Young & Denize, 1997).

All marketing actives aim to increase the perceived value in order to enhance the relationship with their customers and achieve better results. Sánchez *et al.* (2006) developed the GLOVAL scale to measure the perceived value of a tourism package, including both the

travel agency and the product purchase there. Seven dimensions were acknowledged, namely, the functional value of the travel agency facilities, the personnel, the price, emotional value and social value.

Lastly, Sánchez *et al.* (2006) defend that travel agencies must carefully select, motivate and train their employees aiming to make every contact with the tourist a pleasure experience. Regarding social beliefs although they are harder to manage the travel agency must aim for recognition and acceptance by tourist's social environment, not only by the destinations it offers but also the brand itself.

1.3.4. Tour Leader's impact

As previously mentioned, tour leaders have a crucial role in group package tours since they are the ones that are going to be with the traveller's 24/7 and most of the times are also the ones that design the itinerary, at least in adventure travel agencies. Therefore, in this part their value and impact in their agencies business will be analysed.

According to Bowie and Chang (2005) all the interactions between tourist and the tour leader influence the image of the travel agency, the loyalty of the customers, the generation or word-of-mouth and define the competitiveness of the travel agency. Therefore, successful tour leaders keep travellers happy, create a strong and positive impression of the destination, provide useful services that meet the tourist's expectations and increase their willingness to repurchase (Ap & Wong, 2011).

In order to achieve such results, tour leaders need to adopt diverse roles simultaneously by displaying several styles from the tourists' perspective. The tour leadership style represents the method or mode that a tour leader uses to guide a tour group as well as his or her habits and behaviour (Wong & Lee, 2012). However, Tsaur and Teng (2017) argued that a leadership style is based on a superior-subordinate relationship which does not fully represent leaders interactive, service-oriented relationship with tourists. Consequently, they defined six tour leaders' roles, each one integrating two tour leader guiding styles by developing the TLGS scale based on Wong and Lee (2012) model (see figure 1.3).

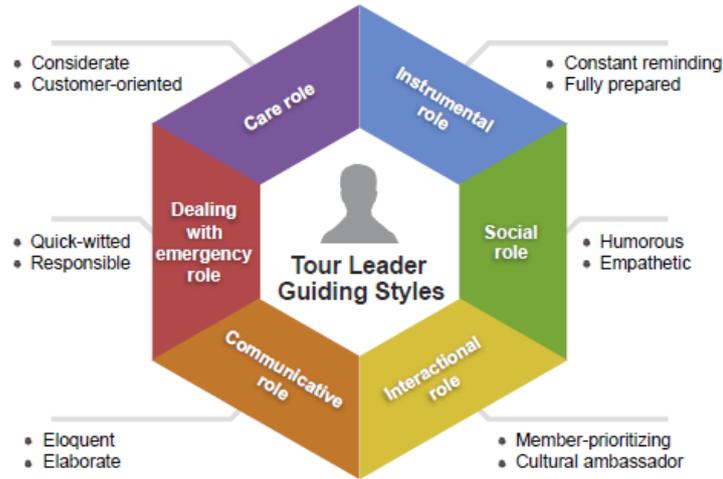


Figure 1.3 – Tour Leader Guiding Styles

Source: Tsaur and Teng, 2017

According to Yen *et al.* (2018) research tour leader’s attachment has a direct positive impact on tourists’ behavioural intentions. Furthermore, influences of brand attachment and tour leader attachment on perceived value are higher the higher the level of consumer’s trust. Therefore, travel managers should enhance this aspect of the service by reinforcing the skills and professionalism of their tour leaders. Moreover, the tour leader can have an endorser role and have a positive effect on advertising (Wang *et al.*, 2002; Lin *et al.*, 2008).

1.3.5. Adventure Travellers

Due to several changes in the tourism market, interest tourism became more relevant in the industry. Hence, offering customized leisure and recreational experiences motivated by specific interest of individuals and groups needs is now carefully considered as a business opportunity (Derrett, 2001).

Sung *et al.* (1997) defined adventure travel as “a trip or travel with the specific purpose of activity participation to explore a new experience, often involving perceived risk or controlled danger associated with personal challenges, in a natural environment or exotic outdoor setting” (p.66).

A similar definition to adventure tourism is provided by the United Nations World Tourism Organization (2019): “a type of tourism which usually takes place in destinations with specific geographic features and landscapes and tend to be associated with a physical activity, cultural exchange, interaction and engagement with nature. This experience may involve some kind of real or perceived risk and may require significant physical and/or mental effort” (p.36).

Therefore, the notion of adventure can be characterized with six components – activity, environment, experience, risk, motivation and performance (Sung *et al.*, 1997).

Sung (2004) classified six types of adventure travellers based on their behaviour towards the six components identified, besides travel demographic characteristics, socioeconomic backgrounds and trip-related factors in decision-making.

- *General enthusiasts*: prefer high or hard experiences in their adventure trips rather than safety and familiarity, that can be partially arranged or fully inclusive through travel agencies or adventure tour operators, since they can afford it. Likely to make at least one adventure trip per year.
- *Budget youngsters*: young travellers with low income that try to organize the trip by themselves, only seeking help through partially inclusive trips to have access to certain professional expertise. They rather travel with friends than alone. Likely to make at least one adventure trip per year.
- *Soft moderates*: mostly middle-aged woman with relatively low income. They prefer soft nature activities, resort to travel agencies or operators to organize the trip and as information sources. They do not take an adventure trip every year.
- *Upper high naturalists*: mostly middle-aged woman with high income who enjoy traveling with family and/or friends. Closely attached to the great outdoors, they seek for novelty and prefer to stay longer and spend more time at the destination. Likely to make at least one adventure trip per year.
- *Family vacationers*: professionals married and with children with an income higher than the average. They are not as excited about adventure trips as other groups and have a family-oriented view looking for familiar destinations. They rather pay for partial or even all-inclusive deals than plan it all by themselves.
- *Active soloists*: prefer to travel alone or as members of organized packages, search for novelty in the destinations, resort to all or partially inclusive arrangements and are willing to spend high values.

Considering Landescape's business one could say that based on this classification most of their customers are either general enthusiasts, upper higher naturalists or active soloists.

CHAPTER 2

EXTERNAL ANALYSIS

In this chapter the author will start by clarifying some concepts related to the tourism industry, as well as studying its structure and distribution channels, besides the current challenges it faces.

Afterwards, the travel agencies' industry environment in Portugal will be examined beginning with a PESTEL Analysis to identify the macro-environmental factors that may have a profound influence on the companies' performance. Furthermore, the Five Forces of Porter will be examined to better understand the level of competitiveness, followed by an overview of the travel agency market structure in Portugal through strategic groups. Moreover, the main direct competitors of Landscape will be studied in order to clarify who they are and their positioning.

Finally, since the main target of these agencies are Portuguese people, their travel behaviour will be investigated.

2.1. Tourism Industry

The tourism industry is one of the most important worldwide, being a significant part of the GDP of some countries, such as Portugal. In 2018, tourism exports accounted for 51.5% of the services exported, which equals 18.4% of global exports, proving that tourism is the largest export sector in the economy. Moreover, Tourism Consumption, which includes the consumption of non-resident visitors, residents and other components, represented 13.7% of the Portuguese GDP in 2017 (TravelBI, 2019).

2.1.1. Definition and forms of Tourism

According to The United Nations (2010) "travel refers to the activity of travellers. A traveller is someone who moves between different geographic locations for any purpose and any duration" whereas, a trip "refers to the travel by a person from the time of departure from his usual residence until he/she returns (...). A trip is made up of visits to different places" (p. 9).

Consequently, Tourism is a subset of travel defined as "a social, cultural and economic phenomenon related to the movement of people to places outside their usual place of residence, pleasure being the usual motivation" (United Nations, 2010, p.9). Moreover, a tourism trip is taken by a visitor, "a traveller taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal

purpose) other than to be employed by a resident entity in the country or place visited” (United Nations, 2010, p.10), which can be classified as a tourist if their trip includes an overnight stay.

Regarding the forms of tourism there are three basic ones that should be consider by each country. Firstly, domestic tourism, which covers the activities of a resident visitor of that country, in their own country. Secondly, inbound tourism, which covers the activities of a non-resident visitor. Lastly, outbound tourism, which covers the activities of a resident visitor outside their country of residence. Furthermore, the combination of these three forms can create three other: internal tourism, which comprises domestic tourism and inbound tourism; national tourism, which comprises domestic tourism and outbound tourism; and international tourism, which comprises inbound and outbound tourism (United Nations, 2010, p.15).

2.1.2. Structure and Distribution Channels

The tourism industry refers to a wide-ranging industry that includes several other industries, such as transportation, accommodation, food and beverage, entertainment and the intermediates that help tie it all together to simplify tourist’s lives. These industries are called tourism industries because their business depends on the flow of tourists since, in the absence of visitors, their production would not be meaningful in terms of quantity (United Nations, 2010).

Distribution channels consist of groups of entities that connect the tourism industries mentioned before and the travellers, acting as an intermediary within the purchasing process (Kracht & Wang, 2010). Some of the most notable are travel agencies, tour operators, Online Travel Agencies (OTAs), and other organizations that exist to act in the tourism industry behalf. Besides complementary ones such as web browsers, Computer Reservation Systems (CRS), Destination Marketing Organizations (DMOs) and Global Distribution Systems (GDSs) that help the previous and consumers by facilitating the distribution of tourism products and services (Fountoulaki *et al.*, 2015).

Travel agencies main purpose is to sell the right to use a specific service provided by tourism industries at a specific moment in time and within certain conditions, while also providing information and other services such as accompanying tours and guiding services (United Nations, 2010).

Hence, their main activities consist of:

- Organization and sale of organized trips and facilitation of connected travel services, when the facilitator receives payments from travellers, regarding the services provided by third parties;

- Representation of other travel and tourism agencies, national or foreign, as well as intermediation in the sale of their respective products;
- Reservation of services in tourist developments and in local accommodation facilities;
- The sale of tickets and reservation of seats in any means of transport;
- Reception, transfer and assistance to tourists.

Furthermore, they have some additional activities they can pursue, for instance, the provision of services related to tourist reception, namely the organization of visits to museums, historical monuments and other places of relevance for tourism; the sale of tourist guides and similar publications; and promoting travel and luggage insurance in conjunction and within the scope of other services provided (Diário da República, Decree-Law N°48/2018, art. 3°).

Tour operators usually operate in their own name and on their own behalf. They acquire and combine two or more services from the tourism industries, often at special prices and a long time ahead, with the aim of selling them as a single offer – a package tour - directly or through travel agencies. Normally, the buyer has no idea how the cost is spread across the different components of the package and has no need to interact directly with the original providers of the service prior to departure (United Nations, 2010).

Additionally, the Internet has led to the emergence of Online Travel Agencies (OTAs), which aim to allow customers to have easy access to travel related information, products and services building their business solely online through websites, apps and social media. Nowadays, most tourist are likely to use them while planning their trips. For instance, they might use Booking to search for accommodation, Skyscanner or Momondo to look for the cheapest fly to get to their destination, Hostels Worldwide to find this specific type of accommodation, TripAdvisor to look for opinions and reviews based on the experiences of fellow travellers, Get Your Guide to ensure they will have the best experiences and Hi, hi Guide to connect and tour the city with locals.

2.1.3. Challenges in Tourism

Travel agencies need to evolve to stay relevant since travellers have access to infinity options when it comes to researching and arranging their trips. Not only the market is getting more competitive, but consumers are also able to plan trips by themselves relying on Google, blogs and OTA's to provide them with the needed information and reservation systems. Furthermore, being able to search and compare different offers and their prices has given more power to

consumers and a reduction on the need to resort to a travel agent solely to get the best price or advice. This also leads to a decreasing in customer loyalty unless the agency provides something original, authentic and worth returning to, travellers will either bet on another agency or plan it all by themselves (Murison, 2015).

Subsequently, travellers look for authentic, unique and local experiences, which travel agencies can leverage from if they provide them since most travellers share their experiences online through social media and can create a social ripple effect, possibility identifying the provider of such experience increasing the brand exposure by positive e-WOM (Deloitte, 2017).

Furthermore, it is crucial to consider investing in metasearch engines, SEO (Search Engine Optimization) and SEM (Search Engine Marketing) in order to reach customers where they spend a significant part of their lives - online (KPMG,2019).

In order to further differentiate themselves, travel agencies must aim to personalise services and products to provide more value and connect with customers in a deeper level (KPMG,2019). However, in the travel industry is more difficult to capture enough behavioural data, which is generally spread along several different websites and travel suppliers, making it difficult to understand the big picture, especially because consumers are different travellers on different trips (Deloitte, 2017).

Another increasing trend that must be consider is solo travelling. According to Klook 2019 global solo travel survey, from the sample of almost 21.000 people, 76% indicated they had either travelled alone already or were considering it. Furthermore, the main reasons were to have more “me-time” for self-care, freedom to take their own decisions increasing flexibility while travelling, to meet other people and to avoid waiting for someone to want to go with them (Klook, 2019).

Additionally, solo travellers typically take longer trips, especially among younger generations, has it is becoming more common to take up to a year to backpack around the world or do a Gap Year, planning their trips up to 6 months in advance. Moreover, the total number of solo bookings on local tours increased by over 85% from 2018 to 2019 globally. However, 50% of respondents indicated that a “fear of loneliness” was holding them back. Nonetheless, there is still an opportunity for travel agencies to be a part of theses travellers’ journey. For instance, the Mintel’s 2018 Solo Traveller Report revealed that 52% of solo travellers were interested in escorted tours (Solo Traveller, 2019).

Furthermore, over tourism and sustainability concerns has been leading tourists to carefully think about their travel decisions. In fact, Booking’s Sustainable Travel Report 2019 found that

55% of the global respondents had become more concerned about their environmental impact while travelling during the previous twelve months (Batchelor, 2019). Travellers will demand more transparency and sustainable alternatives, like Ecotourism, while also trying to change their own behaviours, for instance, regarding plastic consumption and favouring terrestrial transport over aerial when possible.

Moreover, the context of business travel is also changing with the increase of global business practices, flexible work schedules, opportunities for self-employment, digital nomadism and so on. Thus, a typical business trip is no longer a direct trip to and from the headquarters of the company in both countries. The concept of Bleasure – a combination of business and pleasure - has been gaining relevance in today's business world. Thus, besides the main business purpose of the trip, people try to insert some leisure around their obligations. Furthermore, many are increasingly consider travelling as an opportunity to develop their education, work experience and skillsets (Amadeus, 2015).

Finally, one must consider the current situation worldwide, in other words, the pandemic known as COVID-19 that not only has taken millions of lives away but is also affecting several industries leading to a potential global crisis. The tourism industry is one of the most affected since people can no longer behave as freely as before and most borders between countries have been closed or partially open for several months.

In fact, numerous populations were instructed to quarantine for two months or more which froze most of the domestic commerce, increasing financial lost and the level of unemployment. Nevertheless, slowly the situation is improving although concern about second waves remains, consequently governments are putting their hopes in the development of a vaccine.

2.2 Travel Agencies' Industry in Portugal

In 2016 travel agencies and tour operators generated 3.240 million euros to the Portuguese economy, representing 2.1% of the country's GDP (Jornal de Negócios, 2017). Hence, their relevance for the countries' economy. Although this value includes agencies that support and attract tourists to Portugal, the author will mainly focus on the ones that focus on residents' trips, especially abroad, has that is the focus of Landscape.

2.2.1. PESTEL Analysis

This analysis aims to identify the macro-environmental factors that may have a profound influence on the travel agency performance, by looking at Political, Economic, Social, Technological, Environmental and Legal factors (PESTEL).

Political and Legal Factors

As expected for any industry there are some regulations and procedures that travel agencies must comply to in order to create and operate their business in Portugal. These are controlled by *Turismo de Portugal*, the entity responsible for the promotion, valorisation and sustainability of the tourism activity in this country, which is integrated within the Ministry of Economy and Digital Transition.

Subsequently, it is mandatory for travel agencies to register in RNAVT (*Registo dos Agentes de Viagens e Turismo*) by paying a 750€ fee, to subscribe and contribute with 2.500€ for FGVT (*Fundo de Garantia de Viagens e Turismo*) to help cover traveller's credits arising from non-performance of service contracted, as well as to contract a civil liability insurance that covers the risks associated with its activity according to the coverage defined by law, a minimum of 75.000€.

These procedures as well as other concepts, rules and requirements are defined in the Decree-Law nº 48/ 2018 of March 8 and must be obeyed by travel agencies. Besides some definitions and functions that have been mentioned previously in point 2.1.1 of this chapter, it is also relevant to state that according to article 17º travel agents must provide specific information before the traveller is bound by a contract. For instance:

- The main characteristics of the trip, such as the itinerary with respective dates and information about accommodation and meals included.
- Contacts and RNAVT registration number;
- Final price, including all taxes. If some costs cannot be reasonably defined beforehand, an indication of potential additional costs the traveller might have to support must be provided;
- The minimum number of travellers required to proceed with the trip and the deadline for possible termination of the trip if that number is not hit;
- Optional or mandatory subscription information for insurance to cover the cost of terminating the contract by the traveller or the costs of assistance, including repatriation, in case of accident, illness or death.

Additionally, due to the pandemic COVID-19, the government issued the Decree-Law N°17/2020 of April 23 with exceptional and temporary measures relative to tourism, including trips organized by travel agencies. Consequently, according to article 3°, if the date of the trip takes place between March 13 and September 30 of 2020 and therefore is not made or is cancelled due to a fact attributed to the outbreak of COVID-19 disease, travellers have the right to choose to receive a voucher of equal value to the payment made valid until December 31 of 2021 or to reschedule the trip until the same date.

Economic Factors

Subsequent to the global economic crisis of 2008 most economies recovered, for instance, employment worldwide grew by 11% between 2010 and 2018. Moreover, during 2019, the tourism sector represented 30% of the world's exports of services and up to 45% in developing countries (UNWTO, April 2020).

However, 2020 brought an unexpected pandemic that led countries to close borders and governments to declare a state of emergency imposing quarantine to their population, which is leading to serious economic concerns.

As of 18 May 2020, 85% of total destinations (185 countries) had completely or partially closed their borders, 24% had travel restrictions in place for fourteen weeks and 37% for ten weeks (UNWTO, May 2020). Whereas considering the latest report available in the beginning of September, the percentage of countries with complete closed borders decreased to 53% and 40% (87 destinations) eased their restrictions to recover international tourism, 41 of those destinations are located in Europe and 20 are small island developing states (UNWTO, July 2020).

Nonetheless, one idea that is getting stronger is the concept of travel bubbles, which are air safety corridors and even by land, established between countries that believe they have control of the spread of COVID-19 and thus won't request travellers to subject to long quarantine periods upon arrival at the destination or on return to origin. This will incentive international trips and help the aviation industry to recover slowly, even though the level of performance pre-covid is not expected in the coming years. The first bubble emerged in May 15 between Estonia, Latvia and Lithuania, which were among the best in Europe in the fight against COVID-19. (TravelBI, June 2020).

Consequently, the risk of a health crisis - that has not seen a possible second wave yet - transforming into a long-term financial crisis is a reality. In fact, in the beginning of April, Euromonitor International changed its previsions for GDP growth in 2020, stating that it is

expected for the euro zone economy to contract 4.4% this year. Furthermore, they studied three possible scenarios that assume a worst impact than the 2008-2009 crisis (see figure 2.1).

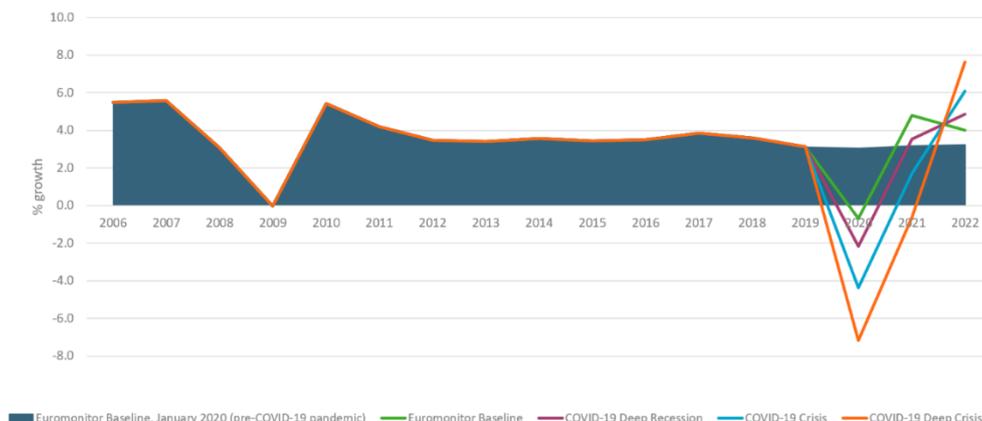


Figure 2.1 – Global Real GDP Growth: 2006-2022

Source: Euromonitor International Macro Model, National Statistics, 6 April 2020

Although the graphic shows a possible recover before 2022 for all scenarios, there is a high level of uncertain regarding the dissemination and mortality rate of COVID-19 and how long social distancing and restriction measures will need to be kept, as well as doubts concerning governments credit capacity and fiscal stimulus measures to combat the negative effects in the economy (Euromonitor International, 2020).

In fact, the impact of the disease in Portugal’s unemployment level become clear in March as 52.999 new people registered in employment centres, representing a rise of 34.1% compared to the same month of 2019. Furthermore, the total sum of registered job applications increased from 544.351 people in March to 546.846 people in July and will likely continued to intensify (IEFP, 2020).

Accordingly, consumer’s behaviour is likely to change not only because some people will be afraid to travel abroad or even in their own country, but also due to financial concerns, putting travelling for leisure in the bottom of priorities for some people in the next months and thus, maintaining pressure in tourism related industries like accommodation, restauration and transportation.

Social Factors

Since 2010, Portugal’s population has been slowing decreasing, for instance, in 2018 the population growth rate was -0.14%. In that year there were 10 276 617 residents in the country, being 47.2 % men and 52.8% women (INE, November 2019).

Furthermore, the population is aging with an increase in the median age of the resident population from 43.1 to 45.2 years, between 2013 and 2018. In fact, during this period the proportion of young people (0 to 14 years old) decreased from 14.6% to 13.7% and the working age population (15 to 64 years old) from 65.6% to 64.5%, whereas the percentage of elderly population (65 or more years old) increased from 19.9% to 21.8%. Moreover, the average life expectancy at birth was 80.8 years in 2018, being 77.78 for men and 83.43 for women (INE, November 2019).

Additionally, according to projections by *Instituto de Estatística de Portugal* it is possible that the aging index, which compares the elderly population with the young population, will double between 2018 and 2080, from 159.4 to 291.0 elderly people for every 100 young people (see figure 2.2).

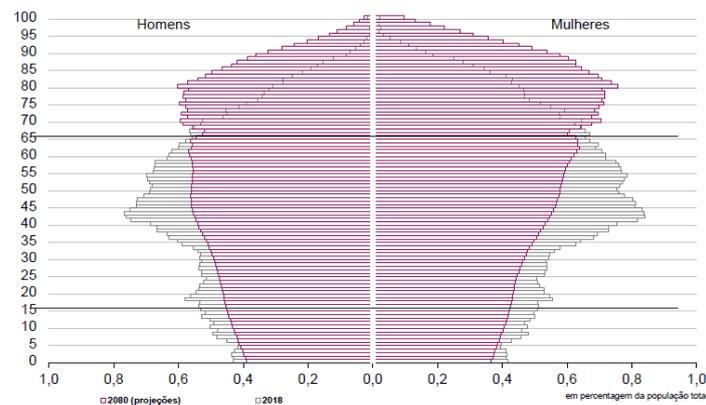


Figure 2.2 – Age pyramids, Portugal, 2018 (estimates) and 2080 (projections)

Source: INE, I.P, Estimativas anuais da população residente e Projeções da população residente, 2019

Concerning the natality, 87 020 live births were registered during 2018, which equals a 1.0% growth compared to last year. Furthermore, 55.9% of births occurred outside marriage, of which 37.2% with parental cohabitation and 18.7% without parental cohabitation. Moreover, the average age of women at the birth of their first child rose from 29.6 to 29.8 years

Regarding the mortality, it increased 3% with a total of 113 051 deaths, being most people aged 75 and over (71%) (INE, November 2019). Nonetheless, considering the current pandemic these numbers are higher in 2020 compared to the previous two years between March and June (see figure 2.1), and potentially in the next months since the situation is not under control at the moment of writing, especially in the Lisbon district (INE, 2020).

Table 2.1 – Accumulated number of deaths in Portugal from March 1 to June 21 (2018-2020)

	Número de óbitos			Número de óbitos por 100 mil habitantes		
	2018	2019	2020	2018	2019	2020
Total	35 020	33 481	36 226	340,3	325,8	351,8
Homens	17 509	16 611	17 952	359,7	342,3	369,4
Mulheres	17 511	16 870	18 274	322,9	311,0	336,2
Até 64 anos	5 050	4 910	4978	62,5	61,1	62,1
65 a 69 anos	2 113	2 140	2169	340,9	346,2	348,2
70 a 74 anos	2 910	2 847	2981	558,0	528,7	542,4
75 a 79 anos	4 062	3 723	4124	955,8	873,6	954,5
80 a 84 anos	6 288	5 805	6273	1 799,9	1 653,0	1 775,8
85+ anos	14 595	14 053	15693	4 905,3	4 529,2	4 864,4
65+ anos	29 968	28 568	31 240	1 354,0	1 273,0	1 369,9
75+ anos	24 945	23 581	26 090	2 327,2	2 168,1	2 354,9

Source: INE, Óbitos; INE, Estimativas anuais da população residente, 2020

As of September 6, the number of confirm cases is 57.943 while 42.793 have recovered and 1.838 passed away. Hence, over 2.092.057 tests were made and 15.312 remain active (DGS, 2020).

Technological Factors

Slowly, metasearch companies and OTAs are merging which will lead to Mega Online Travel Retailers, allowing customers to search, book and pay through the same platform while managing their own ad and referral content. Furthermore, Tour Operators are increasingly becoming more digital, without forgetting human interaction through all the journey, sometimes with the help of technology, like an App, in order to face new challenges and expectations created by customers (Amadeus, 2016).

Accordingly, mobile is the device every customer has and uses daily for a significant number of hours and purposes. Thus, Mobile Travel Retailers are the ones that prioritize mobile-first design, creating apps that lead to an end-to-end service and enabling chatbots, besides the possibilities it opens when considering all the extra features that can complement the experience, such as voice recognition, IoT and virtual reality (Amadeus, 2016).

In fact, the usability of technology in the tourism sector is increasingly being improved to help players battle for the customer not only through personalization by using all the inputs identified in the data analysis but also by creating digital planning experiences that facilitate the life of travellers. Furthermore, the present but specially the future of travel will benefit from the use of possibilities like IoT, voice technology, automation and blockchains. Nonetheless, human connection is still crucial in this industry and should not be overlook (Deloitte, 2018).

Environmental Factors

The tourism industry has huge impact in the environment through its activities. Contributing to global warming and climate change by increase all types of pollution, for instance air pollution by air travel emissions, water pollution by boat travel and activities and soil waste by increasing the solid waste in specific areas.

Furthermore, over tourism leads to depletion of natural resources and puts a strain on locally existing ones, sometimes even leading to land degradation because of extraction in excess of materials needed to build tourism infrastructures, which sometimes endangerers natural ecosystems affecting endangered species.

Nevertheless, tourism can contribute to environmental conservation through financial contributions to help conserve sensitives areas and habitats, by improving environmental management and planning within tourism businesses, by raising environmental awareness through their communication and activities, and by establishing regulatory measures that limit the negative impacts (Sunlu, 2003).

2.2.2. Porter's Five Forces Analysis

Created by Michael Porter this model aims to study the attractiveness of an industry through a critical analysis of five dimensions – threat of new competitors and substitutes, bargaining power of suppliers and buyers, competitive rivalry - helping to understand the potential and value a business can add to the industry considering its current state.

Threat of new competitors

Regarding the entry of new competitors, which is a theatre since they can affect current businesses by introducing new concepts or decreasing their market share and sales, it is important to consider the entrance barriers and how prepared the established players are to deal with new rivals.

The initial investment needed and the associated risk, along with the travel experience required or the cost of hiring travel leaders to complement the business are the biggest obstacles for new businesses.

Furthermore, has a trip implies a significant investment from the customer they tend to prefer established brands with more reputation, which have other travellers' reviews available. Moreover, to tackle this issue it would be crucial to differentiate the brand through a strong competitive advantage.

Additionally, considering the current state of the travel industry due to the pandemic the incentives to invest in this area are lower since demand has decreased, and most people are apprehensive to travel again, even though several desire to do so.

Nevertheless, it is possible to copy competitors offers, but quality must be high to compel customers to give a chance to a new travel agency. Therefore, one can consider that the travel industry is attractive and there are opportunities for those courageous enough to try, although this year or 2021 may not be the best ones to do so.

Threat of substitutes

Another aspect that can be a threat to the players in the industry is the existence or creation of alternative products and services that satisfy the same needs and serve the same customers.

In this case the base need is to organize a trip or facilitate the process, which is what travel agencies aim to do, aside specific concepts that distinguishes them such as the existence of a travel leader in adventure group trips.

Consequently, it is important to consider alternatives like planning the trip by themselves with the help of online travel agencies like Booking, TripAdvisor and Skyscanner, besides traditional travel agencies that help with transportation and accommodation in the destination. Moreover, lately several alternatives to distinct types of travel have appeared with the emerge of platforms like Couchsurfing, Workway, WorldPackers, Aupair, Petsitters and so on.

Thus, the travel agency industry has a high level of substitutes which implies travel agencies must differentiate themselves by adding value to the overall experience.

Bargaining power of suppliers

In this dimension one should consider the capacity of suppliers to influence the terms under which products and services are sold to the industry, which can affect the final price consumers face, the profitability of the travel agency or the possibility of including their product or service in the trip, which depending on the relevance of such can have a significant impact on the travel experience provided.

To operate, this industry relies mainly on suppliers of accommodation and transportation, besides restauration, attractions, and activities that sometimes require hiring local guides. Therefore, travel agencies tend to negotiate with suppliers with more than a year in advance to ensure availability and decrease fluctuations in prices that can be affected by seasonality.

Nonetheless, has travel agencies use third parties offers in their own, there is always a risk for unexpected situation to occur and the agency must adapt and reduce the negative impact it

can cause. Hence, travel agencies should create strong and trustworthy relationship with suppliers to reduce the risk.

Bargaining power of buyers

Concerning customers power to make pressure on travel agencies leading them to provide higher quality products, enhance customer service and/or lower prices, the access to information and the range of choice available does in fact empower them in this industry.

Furthermore, has several agencies offer the same destination, itinerary and experiences provided, the associated cost or trust in the brand can have a huge impact in the decision-making process.

Moreover, has purchasing a trip is usually a significant investment, most travellers look for reviews before taking a final decision. All of this implies travellers are not loyal to a specific agency unless they differentiate their offer with added value and provide high quality customer service.

Competitive rivalry

Finally, the level of competitiveness in this industry can be characterized has high since the number of competitors is significant considering the dimension of the target market, which is mainly Portuguese people. Thus, the consumer has space to choose between agencies while considering a specific destination or not, searching for the best value/price relation. Therefore, diversification, differentiation, innovation, personalization and positive word-of-mouth can be essential to gain consumers trust and lead them to choose their offer over other alternatives.

2.2.3. Travel Agencies' Market Analysis

Nowadays, there are over 2700 Portuguese travel agencies operating in Portugal focusing on different business models and using different strategies. Nevertheless, they can be grouped in strategic groups – a set of companies in a given industry that follow an identical or similar strategy over certain strategic dimensions (Potter, 1980).

Upon researching about the players in the market the author assembled them in strategic groups according to the extent of service diversity – the different types of services offered – and the extend of geographic coverage – considering if their market focus is mainly Portugal, Europe or Global. The size of the circle aims to represent the number of players in each group based on the authors perspective and research (see figure 2.3).

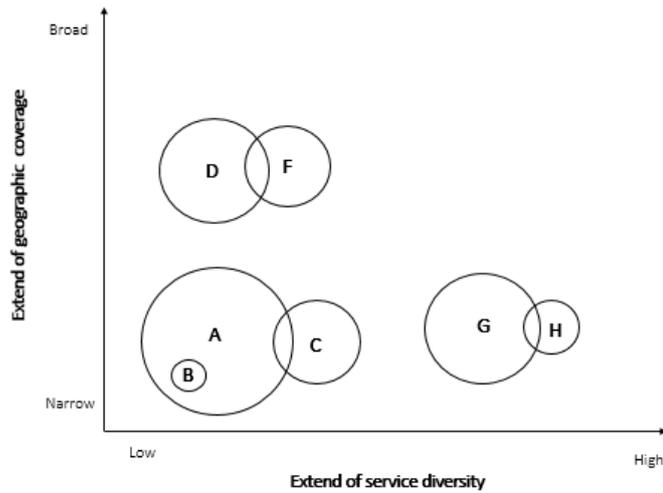


Figure 2.3 – Travel Agencies’ Strategic Group Map

Source: author’s elaboration

Group A consist of travel agencies that offer deals for transportation – flights, transfers, rental cars – and accommodation, either in a pack or separated, some also offer cruises and trips to Disney Land Paris. Travel agencies that belong to this group are Top Atlântico, B the Travel Brand and Bestravel. Group D has the same characteristics as D but focus on other markets beside Portugal, for instance, the travel agency GeoStar.

Groups C and F, besides having the services and geographic scope mentioned for groups A and D, respectively, provide packages for bigger trips with transportation and accommodation including some experiences and tours with local guides. For group C one can consider the travel agency Descobrimentos and Viagens Abreu, whereas for group F the travel agency LogiTravel.

Group B refers to the emergence of surprise packages, this is, short trips packages of 3-5 days, or up to 14 days, that include accommodation and transportation, but keep the destination as a secret until a few days or hours before the departing day, giving a different touch to the purchasing experience and creating expectations regarding the destination. In this group the author considered the Portuguese brand Chocolate Box. Nevertheless, there are two more that could fit this group and operate in the Portuguese market, and others, but are originally Spanish – Flykube and Waynabox.

Groups G and H represent adventure and culture travel agencies that have a similar business model to Landescape, which belongs to group H. Group G includes brands that provide package trips that include elements of accommodation, transportation, local guides and experiences to groups of 4-20 people, which are formed according to who purchases the package and therefore

can be formed by several individuals or groups of individuals that don't know each other previously. Moreover, the group will be accompanied by a travel leader, an experience Portuguese travel, especially in the destination country, that will lead the group through the trip allowing the travellers to fully enjoy their experience without worrying about logistics, relying on the insights and perspective of someone who has been there several times. In order to create a good connection with the group and break language barriers the travel leaders only lead in Portuguese. Thus, the target market is mainly Portugal and any traveller that understands and speaks Portuguese.

Group H provides all the services mentioned for group G. However, they offer another service that the previous ones do not – customized trips. This service aims to reach established groups of people – families, friends, schools, companies - that would like the travel agency to organize a trip according to their specific wishes and restrictions, helping them planning the itinerary, accommodation, transportation, experiences and so on, including a travel leader if required.

Regarding specific agencies, Group G includes Portuguese brands like Papa-Léguas, Nomad, The Wanderlust, Leva-me Tours and Macro Viagens, while group H includes Landscape, Pinto Lopes Viagens, MagellanRoutes and Levar Travel. All of these can be considered Landscape's direct competitors and most will be further analysed in the next point.

Additionally, for benchmarking purposes, international travel agencies like REI Adventures, Austin Adventures, Exodus and Peregrine also have a similar business model and thus might provide useful marketing ideas, although they do not focus on the Portuguese market.

2.2.4. Competition Analysis

Companies selling similar products and services are considered rivals, which can either be direct competitors, if they offer the same products and services for the same target market and customer based, or indirect competitors, which sell different products or services but can satisfy the same consumer need.

In this point the direct competitors of Landscape, previously identified, will be analysed to provide a clearer and more insightful view about them, by analysing aspects such as history, product diversity, price range, communication and positioning.

Pinto Lopes Viagens

Bismarck Pinto Lopes took his friends through trips in Europe for 20 years, between 1974-1994, when he finally decided to create his own travel agency. According to the information on their website, they take around 20.000 people per year to over 600 organized circuits, having over 40 collaborators and two stores, one in Porto and one in Lisbon.

They have around 23 trips with travel leaders, however these trips are normally a group bus tour, that are contract from suppliers in the case of trips out of Europe, which is a completely different style compared to the other agencies in analyse. Therefore, they cannot be considered a huge competitor for the group trips that Landscape aims to provide.

Nonetheless, they also offer tailor-made trips to groups with over ten people which is similar to Landscape customized trips that will be further explained in the next chapter. Furthermore, they have a sub-brand, PVL Schools, that organizes trips for school projects, study visits and finalists' trips.

Papa-Léguas

Papa-Léguas was founded in 1998 by Luísa Tomé and Artur Pegas, a Portuguese couple that wanted to share their passion for travel through their adventure trips. Its mission is to inspire people to travel, explore new places and share with all how wonderful it is to know the Earth.

Throughout the years Papa-Léguas has grown and nowadays works with 17 Portuguese travel leaders with trips to at least 28 countries, including Portugal, excluding the ones with local guides and international groups for more destinations.

An interesting feature in their website is that travellers can create their own wish list for their trips with Papa-Léguas, which can be not only useful for them but also for the agency to get insight information about destination's demand. However, their blog is separate from the main website and it is called Adventure Travel Journal. In fact, their website is a little outdated and can be confusing.

Nomad

Tiago Costa and Pedro Gonçalves founded Nomad, in 2007. Its mission is to provide authentic experiences that reflect local life and culture with the guidance of Portuguese leaders in collaboration with local guides and partners. As of the day of writing, the team consists of 25 leaders that cover over 58 destinations.

In 2018, Nomad created an Adventure Cinema Festival, which had its second edition in 2019. The aim of the festival is to celebrate the power of video to create bridges between cultures, as well as to inspire people to explore and protect our planet. Partnering with

Matosinhos town hall, the event takes place at Matosinhos market for three days, in which every day is dedicated to talks, workshops and social time between travellers and explorers, while during the night more than 20 films are exhibit that inspire and promote adventure.

Nomad has been focusing on Trekking, not only through several of their trips but also by providing tutorials and even a Workshop in Gerês for two days. Furthermore, in the last two years, 2018 and 2019, they encouraged travellers to explore the world by creating an Exploration Endorsement in collaboration with Momondo in a total of 4000 euros.

The Wanderlust

After travelling to over 30 countries Miriam Augusto followed the advice of a friend and created her own travel agency in October 2014, The Wanderlust. As the day of writing, the team consists of 7 leaders and 20 destinations. Its mission is to plan and provide to travellers responsible and sustainable travel experiences guided by experienced travel leaders who know the destination well.

A unique characteristic of this travel agency is their search for local projects and ONGs in the destinations, that they can help and promote through their trips. The project is called Wander for Good, not only 10% of profit from the trip is donated to the organization they support but travellers can also visit it during their trip and are encouraged to contribute.

Another interesting factor to consider is their partnership with Dr. Andreia Castro who gives travel consultations online, providing all the medical advice and prescriptions needed for a specific destination. Nonetheless, vaccinations must be taken in the proper medical facility.

Lastly, Wanderlust was the only agency, within the ones in analyse, the author saw offering discounts in group trips prices.

Leva-me Tours

After 10 years in television and cinema, João Cajuda decided to focus on tourism and became a well-known traveller and videographer that starter it's blog in 2014 and later worked as a tour leader to Marrocos. In 2016 he decided to create its own agency, since people kept asking him to take them to other destinations. Its mission is that when people come back home, they realized nothing changed except from them.

This travel agency leverages from its founder fame, who has 340 thousand followers on Instagram and has been working on his travel blog for years. Furthermore, João Cajuda explores videography and thus creates videos for each trip, which help promote and show what the travellers will experience in the trip. Nonetheless, other agencies, such as Nomad and Wanderlust, are trying to do the same trip by trip.

Additionally, within the travel agencies in analyse, Leva-me Tours is the only one with an English version of the website, since they accept people who don't speak Portuguese but remind that it will be the main language used during the trip although most people understand and speak English if needed.

Macro Viagens

Founded by Diana and Igor in 2017, Macro Viagens organizes group trips offering exclusively vegetarian meals and a strong spiritual component, especially from the Buddhist tradition, to countries like India, Sri Lanka, Nepal and Bhutan. They want their travellers to engage with the local community and focus on contributing to them and the local economy.

This travel agency received a certification by BIOSPHERE for Responsible Tourism by committing to prevent, eliminate and reduce the impact of their activities. In their website they explain their values and what they compromise besides suggesting good habits for travellers.

Furthermore, the author considers that Macro Viagens is the agency providing more clarifications and advice regarding travelling during the pandemic, after restrictions are lifted, having a dedicated page in their website with contingency plans for national and international travel as well as Frequent Ask Questions. Moreover, it presents the "Clean & Safe" stamp granted by Turismo de Portugal and the Safe Travels stamp granted by World Travel & Tourism Council.

After shortly introducing each agency, the author created a summary of the main aspects for each one (see Table 2.2), including Landescape. Namely, the year of foundation, the number of destinations, the number of travel leaders, the average minimum and maximum number of travellers per trip, considering it can vary depending on the destination, the range of duration of trips as well as the price range.

Table 2.2 – Overview of the main Portuguese cultural and adventure travel agencies

Agency							
Founded	1994	1998	2007	2014	2016	2016	2017
Destinations	23*	28*	58	20	25	7	4
Travel leaders	11	17	25	7	17	4	2
Min-Max. travellers for trip	?	4-17	5-12	5-11	4-12	4-20	4-16
Duration of trips	3-17 days	2-28 days	7-20 days	10-21 days	5-21 days	9-14 days	11-15 days
Price Range	435€-5510€**	375€-4100€	720€-2950€	990€-2730€	590€-2205€	910€-2890€	1690€-3390€

* Excluding trips without a leader
 ** Includes flights in international trips

Source: author's elaboration

Regarding the number of destinations Nomad has a clear advantage, having also a higher number of travel leaders. Nonetheless, both Pinto Lopes Viagens and Papa-Léguas provide several other trips that are not guided by a travel leader which is a considerable part of their business and a possible substitute to others offer.

Furthermore, while Landscape, Nomad and Wanderlust focus on smaller groups, Papa-Léguas, Macro Viagens and specially Leva-me Tours allow more travellers per trip. Unfortunately, the author could not find the number of travellers allowed for Pinto Lopes Viagens.

Concerning the duration of trips, Pinto Lopes Viagens and Papa-Léguas are the ones with smaller trips, although the second reaches almost one month has maximum in some. Followed by Landscape, Nomad and Wanderlust with similar durations reaching up to 21 days, and then Leva-me Tours and Macro Viagens that vary from one to two weeks.

Finally, when analysing the price range, one must remember that the ones that have longer trips will probably have higher prices, for instance Papa-Léguas. Moreover, Pinto Lopes Viagens includes flights in their trips which also increases the price.

Nonetheless, there is a clear difference for Leva-me Tours and Macro Viagens, which have trips with a maximum of two weeks but surpass the higher price of Landscape for longer trips. One reason for this is that Leva-me Tours tends to offer better conditions and comfort on their trips with some accommodation in Hotels of 3 to 4 stars and sometimes private transportation. In the case of Macro Viagens, the fact that they only provide vegetarian meals might be one of the reasons.

In order to understand the communication success of these agencies the author decided to do an assessment of their main Social Media platforms (see Table 2.3). Although it is expected that newer ones might have lower numbers, as it is the case of Macro Viagens.

Regarding Instagram, Leva-Me Tours and Nomad have the higher number of followers and engagement rate, the first one having an average of 418 comments and 11 comments per post. Furthermore, Nomad is the one that produced more content with a total of 3340 posts on the platform.

Pinto Lopes Viagens and Papa-Léguas have a higher weight of followers on Facebook which is expected since that was the main social platform in their early years. Furthermore, in this platform, Leva-Me Tours joins the other agencies with lower values, from 16k-21k followers, while the two pioneers are close to Nomad’s 85 thousand followers.

Moreover, Papa-Léguas, Landscape and Wanderlust created a private group for their travellers to allow them to engage with each other and provide more direct content to them.

Table 2.3 – Agency’s Social Media overview

Agency							
Instagram							
Followers	8 k	11,4 k	20,7 k	18,6 k	7,4 k	33,4 k	4,6 k
Media Uploads	-	1251	3340	812	-	45	-
Engagement Rate *	-	0.80%	1.32%	1.27%	-	2.70 %	-
Average Likes *	-	90,20	271,21	243,24	-	418,12	-
Average Comments *	-	1,52	1,20	2,32	-	11,52	-
Facebook							
Followers	76,8 k	79,8 k	84,8 k	20,8 k	19,2 k	16 k	18,8 k
Private Group	-	1,2 k	-	766	855	-	-
Critics	Yes	Yes	No	Yes	Yes	No	Yes
Rate (Nº of critics)	4,8/5 (208)	5/5 (3)	-	4,8/5 (22)	5/5 (8)	-	5/5 (52)
YouTube							
Subscribers	308	0	404	22	12	8,84 k **	28
Nº of videos	83	31	40	4	3	44 **	1

* Based on Social Blade (only available for accounts with over 10k followers)

** Concerning João Cajuda own channel, since he uses it to publish Leva-Me Tours videos.

Source: author's elaboration

Concerning critics, while Nomad and Leva-me Tours don't allow them on Facebook, the other five agencies do. The rate is high for all, but some have an insignificant number of feedbacks from customers. Though Macro Viagens has been in business for only 3 years they are the second one with a higher number of critics, followed by Landescape. However, in both cases, most critics are from one or two years ago. As for Pinto Lopes Viagens, it has 208 critics and a rank of 4.8. However, most of the recent critics are low with clients complaining the agency won't give a full refund from the trips that got cancelled due to the pandemic, which might affect their reputation.

Looking at the video-based platform, YouTube, only Pinto Lopes Viagens, Nomad and Leva-Me Tours have a significant weight of content and followers.

Leva-me Tours account is actually the founder private account and thus has more followers, having only seven videos that are used on the agency website to enhance the trips. Nevertheless, some of those videos have thousands of views, for instance, the video for Thailand has 165k views and the one for Morocco has 51k views. Nomad has several brief videos showing unique landscapes and characteristics of some destinations as well as brief video comments of the leaders about their trips, which were published between June and July 2020. Pinto Lopes Viagens also has several videos promoting their trips.

Finally, based on the previous analysis, the author summarized the main Points of Parity and Points of difference for the travel agencies in order to clarify their positioning in the market (see table 2.4). The ones considered for Landescape are further explained in the Internal Analysis chapter.

Table 2.4 – Agency’s Positioning: Points of Parity and Points of Difference

Agency	Points of Parity (POP)	Points of Difference (POD)
	Mainly an online business Offers Group Trips Travel Leaders with previous experience in the destination Flights are not included * Mainly for Portuguese speakers Strong relationship with Local Partners Main communication platforms (Website, Social Media, Newsletter)	Pioneer in the Portuguese market Most trips are bus tours Tailor-made trips for groups over 10 people PLV Schools
		Diversity of trips and destinations Majority are Adventure Trips Wish list on the website
		Adventure Cinema Festival Exploration endowment Trekking Workshop and Tutorials
		Customized trips Strong relationship with travellers Focus on supporting the local economy Partnership with <i>Maluco Beleza</i>
		Social and Environmental Impact Wonder for Good Project Partnership with Dr. Andreia Castro
		Website in English, besides Portuguese Travel video for each trip Tends to provide more comfort Higher number of people per group
		Exclusive Vegetarian Meals Buddhist Spiritual Component Responsible Tourism

* While the other agencies only provide help with booking flights when requested by the client, Pinto Lopes Viagens includes the flights in their trips and therefore, as previously mentioned, it is reflected in the prices.

Source: author’s elaboration

To conclude, one could say that even though Pinto Lopes Viagens and Papa-Légguas were the pioneers in Portugal for group trips guided by travel leaders they currently focus on a more diverse strategy by offering several trips that don’t have Portuguese leaders. Nonetheless, Papa-Légguas is still closer to Landscape concept than Pinto Lopes Viagens when it comes to the guided group trips, whereas Pinto Lopes Viagens is a stronger competitor for the Customized Trips for schools.

As for Leva-me Tours and Macro Viagens, the author considers that they focus on people who either search for a little more comfort on their adventures or for specific features such as vegetarian meals and a spiritual component, respectively. Both agencies are slowly growing and including new trips increasing their space in the market.

Lastly, Wanderlust and specially Nomad were considered the main competitors of Landscape based on their missions and business models.

2.3. Portuguese's Travel Behaviour

Considering Landscape's target market is mainly Portugal, the behaviour of Portuguese residents when they plan a trip will be analysed, although they do welcome anyone regardless of their nationality or base country, as long as they speak and understand Portuguese.

In 2018, in Portugal, outbound travel represented 11,3% of total travels, which equals 9.1 million trips abroad, reflecting an addition of 13.3% compared to the previous year. The motive to outbound travel was mostly "Leisure, recreation or vacations" (58.5%) (TravelBI, 2018).

Trips abroad registered an average duration of 7,3 nights (7,8 in 2017), which in more detailed means 38% spend 4-7 nights abroad, 33% spend 1-3 nights and 20% spend 8-14 nights. Furthermore, Portuguese residents between 25-44 years old were the ones that travelled more abroad during 2018 (34%), followed by 45-64 with 29%, 65 or more with 13%, both 0-14 and 14-24 represented 12% each (TravelBI, 2019).

Portugal residents organized their trips in national territory mainly without reservation (74,8%), 22.3% plan it themselves and 2.9% resorted to travel agencies. However, when Portuguese residents travelled abroad in 2018 the percentage without any kind of reservation was only 10,2%, increasing the odds of referring to a travel agency (33,1%) even though more than half, 56,7%, planed the trip by themselves (TravelBI, 2019).

According to the results of the Travel Survey for Residents, in 2018, 48.0% of the resident population (around 4.9 million individuals) made at least one tourism trip, more 7.6% compared to 2017. In 2018, the number of tourism trips amounted to 22.1 million, increasing by 4.2%. The number of trips taken within the national territory amounted to 19.6 million (88.7% of the total, 89.6% in 2017), increasing by 3.2% (+4.1% in the previous year). Moreover, trips abroad (11.3% of the total; 10.4% in 2017), the total number reached 2.5 million, with a 13.3% increase (+13.1% in 2017) (INE, 2019).

Regarding destination choice, in 2018, the World Tourism Organization stated that Europe concentrated most international tourist arrivals (50.9%) with a total of 713.4 million, followed by the region of Asia and the Pacific with 24.6% of the arrivals (345.1 million), while America kept ranking third with 15.5% (217.3 million tourists) (INE, 2018). In fact, in the summer of 2019, 92% of the Portuguese who travelled abroad went to European countries, manly Spain, France, Italy, United Kingdom and German, whereas only 8% flided abroad to countries like the EUA, Brazil and South Africa (Turismo de Portugal, 2019).

Additionally, a market study undertaken by ASTA – American Society of Travel Agents, found out that tourists save in average 393 euros for trip and four hours of planning when they

use the services of a travel agency. Furthermore, when looking back to their past travel experiences, 63% of respondents stated that using a travel agency improved their experience in general, 69% stated they save time with planning and reservations and finally, 64% believed that travel agencies are able to find the best offers (APAVT, 2016).

CHAPTER 3

INTERNAL ANALYSIS

As previously mention, the main goal of this thesis is to find opportunities in the communication spectrum that have not yet been explored by the company and improve the ones that are already implemented. Therefore, it is essential to analyse and understand Landescape's history, portfolio, communication mix, as well as to perform a SWOT analysis.

3.1. Company overview

After visiting over 50 countries by bicycle in two long trips, one from Ovar to Istanbul (9 months) and another from Ovar to Macau (18 months), Rafael Polónia stepped away from the theatre area and worked as a travel leader for Papa-Léguas for almost a year.

However, the will to share the places he visited and the experiences he had led him to create his own travel agency, Landescape, founding it in 10 of October 2016 and beginning with the country he fell in love with – Iran. During these 5 years the company has been prospering and at moment of writing has over 25 destinations and 17 travel leaders.

Landescape's core mission is to provide experiences, aiming to create authentic ones that make the travellers feel like they are travelling with friends. In fact, their slogan is "More than the trip, the experience".

Furthermore, the agency has two essential values that reflect their vision. The first is ensuring they have a positive impact in the local communities through their trips making decisions with that principle in mind. The second is to provide a local experience, looking for a more tolerant, conscious and sustainable travel experience.

Consequently, they welcome curious people that desire responsible travel and value building connections with locals. That are willing to respect locals' traditions, learn some words in their language, eat at their typical places, hop on their public transportations, sleep where needed and mostly share meaningful smiles and memories between them and the group. For instance, they welcome the ones that may not feel comfortable by themselves in certain situations or countries but still feel the urge to travel there and the ones that do not have time to plan such journey or the courage to take the first step alone.

3.2. Portfolio Analysis

3.2.1. Group trips

The main product Landscape offers are group tours guided by travel leaders 24/7 that love and know the destination well. Most trips include accommodation, transportations within the country, some meals, entrance tickets to attractions, local guides and the travel leader to tie it all together and add value to the experience. However, it does not include flights (every trip starts at the destination), optional activities, food not specified, insurance, which is mandatory, and others.

Regarding the duration it can go from 5 to 21 days, including optional extensions to the trip, which equals a price range of 590€ to 2205€.

Additionally, the first edition of most trips is considered an Exploration trip since it is the first time the leader takes a group to that destination and therefore those trips have a lower price point than their future editions. Some of the reasons that lead to an Exploration trip are when the leader hasn't travelled to the country in a long time, when there is an exchange in the leader, or when loyal travellers purpose a new destination and are willing to be a part of the exploration.

3.2.2. Customized trips

Landscape offers customized trips according to the preferences of the clients, aiming to offer a personalized experience to a specific group, without limitations regarding the number of people, such as a group of friends, a family, a school and even a company that wants to organize a trip to their employees or team-buildings.

The travel agency offers help with any logistic concern, for instance with the flights, reservations, tours, transfers and so, including the option to be accompanied by a traveller leader. Furthermore, regarding the destination, it can either be one they already offer in the package trips or a different one.

People filling in the inquiry need to clarify the type of travel they are aiming for (Cultural, Adventure or Mountain), the destination, the dates, the number of people travelling and what they need help with.

This service has an associated cost of 20% of the total value estimated to do the itinerary and experiences defined on the budget. Nevertheless, to receive a budget proposal the client must pay a fee of 50€ prior.

3.3. Communication Mix

In order to give a brief overlook over Landescape current communication the author decided to describe some relevant channels and campaigns used in the last year and a half.

3.3.1. Online and Social Media

Website

The core of Landescape's communication is their website, which is divided in eight main pages: Homepage, About, Trips, Customized trips, Documentaries, Team, Media and Blog (see attachment A.1).

In the Homepage, below the banner, it is possible to search for trips based on three categories. The type of trip (Adventure, Photography, Mountain, Cultural, Trekking), destination, and by the month of the year they pretend to travel in. Below the company's slogan, "More than the trip, the experience", stands a brief company introduction by shortly explaining their mission, leaders, and style of travelling (see attachment A.2). Followed by a carousel with the main trips available described by type, level of difficulty, level of comfort, the dates and the duration in days and nights (see attachments A.3). At the bottom is a Google's map with all the destinations Landescape has group trips to at the moment (see attachments A.4).

The Trips and Customized trips section provide all the relevant information regarding their products and services as well as the possibility to book them whereas the Team section presents all the people that work for Landescape with a profile photo, contacts and a brief introduction, along with the trips they lead if they are travel leaders.

The Blog section consist of several articles about various topics related to travelling and other subjects their customers are likely to be interest in. Furthermore, during the pandemic it was also used to promote several small trips organized by some leaders through Portugal, after the restrictions were eased. Both to help them while travelling abroad was prohibited and to explore the potential of leading trips in Portugal, which had been considered in previous years but wasn't implemented because of doubts as how likely Portuguese would like to be guided in their own country.

The Documentaries section is the outcome of a partnership with Rui Unas, a portuguese actor, and Marco Almeida, the cameraman and editor. Together they manage a project called *Maluco Beleza* in YouTube, which has over 445 thousand subscribers. The agreement consists in having both travelling with Landescape and producing a documentary out of their experience,

which are published on *Maluco Beleza* channel and shared on Landscape channels. So far, they have made three trips together, one to India, one to Guatemala and one to Iran, the documentary for the latest is still in production (see Attachment A.5).

The Media section as the name implies links to all the news, interviews and other external content related to the company. Moreover, at the footer of the website is a fill in camp to those that might want to subscribe to Landscape's newsletter along with other information, for instance, FAQ's (Frequent Ask Questions) (see attachment A.6 and A.7).

Finally, during this year they added a pop-up window to incentive the subscription of the Newsletter (see attachment A.8).

SEO

In order to enhance the performance of the website Landscape is slowly improving results with this tool, although there is a lot of opportunities to explore and thus more time could be invested in it, also by improving the content and structure of the website.

Hence, the travel agency appears first when looking for "Landscape" on Google, have several good sitelinks listed below the main domain and have their business claimed on Google, which has good reviews associated (see attachment B.1). However, when searching for possible terms travellers use where looking for this type of service, such as "group trips", "group trips with leaders", "adventure trips" and "cultural trips", Landscape position was not as good (see attachment B.2).

Social Media

Landscape is present both in Facebook and Instagram, which are used often. However, although they have accounts in Twitter and YouTube as well, they are neither used regularly or have a significant number of followers and therefore will not be further explored.

Their Facebook account is open to critics which are mostly positive having a rank of 4.8/5, although is based on the opinion of only 24 people. They post content about their trips and create events to each trip as well, besides special ones. The photo albums are organized by trip to help give a visual impact to each experience. Moreover, they have a Store section with every destination along with a description of the highlights and its price, linking each to the respective page on the site.

Additionally, they have a group called "Landscape Travellers" with a community of over 700 people where they share content and engage with their travellers.

During the quarantine period they organized live conversations between travel leaders from different agencies on their Facebook, calling it “The World in one country”, which lasted three weeks between April and May, with a total of 30 speakers (see attachment C.1).

Regarding Instagram, they use the feed mostly to promote their trips through appealing photos and interesting descriptions, encouraging travellers to use the hashtag #belandscape and identify them on their own social media. This year they added a linktr.ee to their account description linking to several relevant links and started to organize the feed by trip and latter with testimonials to encourage people to travel again soon.

Moreover, they started focusing more on the stories highlights, using them to introduce their travel leaders, link to the trips dividing them by continents, to show some video messages by local partners during the pandemic and to promote the blog posts. (see attachment C.2). Furthermore, between March and April their travel leaders participated in several lives with fellow travellers to talk about travelling while the quarantine was mandatory.

Additionally, during the month of July the agency posted around 20 testimonials in their feed promising in the description that soon their travellers would be happy travelling together with them again, motivating them to book a trip in 2021 through Landescape/s website.

Concerning online campaigns, in their 2019’s anniversary they offered a discount of 10% in the purchase of a trip, and an additional 15% in the second purchase for 24 hours. Furthermore, Landescape’s ended 2019 with around 10.000 followers on their Instagram, which grew to over 22.000 due to a Giveaway promoted during January, which offered their trip to Island to one person. The giveaway was organized by one of their leaders, that had around 35.000 followers at the time on his personal account, in a partnership with IATI, an insurance company. One of the requirements to win was to follow the three accounts associated with the Giveaway. Nevertheless, since then Landescape has lost followers, that might only had followed to win the contest, and as of September 6 has around 18.600 followers.

During the same month a new partnership began with Mariana Cabral, also known as “Bumba na Fofinha”, a Portuguese influencer with over 390 thousand subscribers on Instagram, that took a trip to India with Landescape and shared her experience in her account and through her podcast Fuso.

Lastly, in July Landescape announced on its social media that all the travellers that got their trip cancelled due to the pandemic received a voucher with an added 5% above the value paid previously to retain their trust. Subsequently, on that date they were challenging their travellers to donate that value or part of it to support a cause of their choose.

3.3.2. Events and Experiences

Landescape values and invests in building strong relationships with their travellers. Events are a great option to nurture the ones already created and even to allow people who haven't travelled with the company to connect with them in person. During the last few years, Landescape has organized weekend meetings with the members of the company, other with their travellers too. They have created thematic dinners to explore delicacies from their destinations, at least two were organized, and prepared events to debut the second documentary they produced with *Maluco Beleza*, in Porto and Lisbon.

3.3.3. Direct Marketing

Personalization and direct contact with their customers are key factors in their business. Consequently, they create WhatsApp groups for each trip in order to get to know their travellers previously and clear all doubts before the trip starts. Moreover, at the end of the trip the leader will send a personalized postcard from the destination to each traveller.

3.4. SWOT Analysis

This analysis aims to combine positive and negative factors with internal and external environments of the company to determine its Strengths (S), Weaknesses (W), Opportunities (O) and Threats (T), which will lead to a clear view of Landescape’s key characteristics and external opportunities and risk (see figure 3.1).

S	<ul style="list-style-type: none"> • Close relationship between travellers and travel leaders • Leaders’ knowledge about the destination • Relationships with local partners • Flexibility during the trip • Accessibility to all members of Landescape, including the CEO • Extremely positive reviews from some travellers
W	<ul style="list-style-type: none"> • Low feedback from customers in Social Media • Low engagement from customers in Social Media • Lacking investment in Facebook Ads • Leaders getting sick pre/during trip
O	<ul style="list-style-type: none"> • Portugal as a destination • Market for customized trips, both B2C and B2B • Potential market in other Portuguese Speaking countries • Increase knowledge about culture and adventure agencies concept
T	<ul style="list-style-type: none"> • Pandemics or other factors that prohibit or frighten people from travelling between countries • Politic instability on destinations • Natural disasters on destinations • Demand seasonality • Conflicts between members of the group or with leaders

Figure 3.1 – SWOT Analysis

Source: Author’s elaboration

CHAPTER 4

METHODOLOGY

Formerly, an External analysis has been conducted to better understand the industry and market in which Landescape's operates, including an examination of their competitors. Along with an Internal analysis to study the company - its mission, values, business model and current marketing strategy.

However, in order to create an efficient Communication Plan for Landescape and achieve the best results possible, it is crucial to collect and analyse more data to sustain and support the decisions and strategies chosen. Therefore, the main objectives of this research will be to obtain information and insights about Landescape and its market, competitors, consumer behaviour and their relation and knowledge about the company.

Consequently, this chapter will describe the techniques used to collect the data mentioned above, resorting to quantitative – which can be quantified beforehand - and qualitative methods.

4.1. Data Collection

Data collection can be primary and secondary. Primary data is collected by the researcher, in this case the author of this thesis, with a specific purpose, whereas secondary data is collected by different researchers or sources with other purposes (Sarstedt & Mooi, 2014).

4.1.1. Secondary Data

The secondary data has been collected through books, scientific journals, interviews with travel leaders of Landescape available online from several sources, market reports, news articles and previous research about topics like communication plan, travel agencies, Portuguese tourism market and others.

Additionally, the strategy and communication plans of companies with similar business models to Landescape have been studied to attain benchmark ideas, not only of competitors in the Portuguese market but also international agencies like Austin Adventures.

4.1.2 Primary Data

4.1.2.1 Interview

Concerning qualitative methods, a casual interview with Landescape's Communication Manager, Carina Silva, who is also a travel leader, was conducted on June 22, to clarify some

doubts about the company in order to better understand their business, target market and current communication strategy.

The interview was done through WhatsApp since that way was more efficient to both parties. A list of questions previously prepared were sent and answered by voice messages, which helped to ensure information was not lost. Furthermore, the interview was conducted in Portuguese and later translated into English (see Appendix D).

4.1.2.2. Questionnaire

Regarding quantitative methods, an online questionnaire was conducted, which was available online from June 18 to August 7 of 2020. The main purpose was to collect data from the core target group, Portuguese people, and understand their preferences and behaviour as travellers, as well as their knowledge regarding cultural and adventure travel agencies. Moreover, a specific section is dedicated to Landescape to study respondent's awareness and familiarity with the brand, besides their personal experience with the agency for those who have travelled with them in the past.

Accordingly, the questionnaire (see Appendix E) was structured into 6 different main sections:

- Personal Information
- The traveller
- Pandemic impact
- Cultural and Adventure Travel Agencies
- Landescape
- Personal experience with Landescape

Universe

The population in study was composed solely by people who can understand Portuguese, although there was a focus on Portuguese citizens, since a premise of the agency is that the trip is led in Portuguese by the travel leader and Portugal is their main target market. Consequently, the questionnaire was written and shared online in Portuguese and later translated to English for analysis. Nonetheless, as the author is not capable of examining the whole universe a sample dimension was created and studied.

Sample Dimension

The technique used to create the sample dimension was “self-selection sampling”, within the non-probability sampling technique. This method occurs when the researcher allows each

respondent to take part in the research through an invitation made by the researcher (Saunders *et al.*, 2009).

Thus, messages with a hyperlink to access the questionnaire were sent through Messenger and WhatsApp, posted on Facebook and LinkedIn, and shared through stories in Instagram, inviting colleagues, friends and relatives to participate in the study and share it with their acquaintances. Furthermore, the questionnaire was shared on a Facebook group called *Viajantes Anónimos* (Anonymous Travellers), which has over 18.3 thousand members, and resulted in over 45 answers.

Additionally, to obtain responses from people who had already travelled with Landescape, the author asked the collaboration of the agency, which shared the questionnaire in there Facebook Group – Landescape Travellers. However, as the number of responses obtain by this post was low, the author sent over 50 private messages to some members of the group to reach a better sample of people who had travelled with the agency.

Finally, there was a total of 223 responses, of which 208 intend to travel in the next two years, 71 knew Landescape and 24 had travelled with the agency.

CHAPTER 5

DATA ANALYSIS AND CONCLUSIONS

In this chapter the primary data collected will be analysed in order to highlight the insights and information gain through it. Thus, a summary of the interview and a detailed descriptive analysis of the questionnaire will be presented.

5.1. Interview

The main purpose of this interview was to clarify some doubts and acquire missing information regarding Landescape, since some aspects were elucidated through their website and interviews available online with the CEO and several other travel leaders. The analysis of this qualitative data will be made in summary by rephrasing the interview into the main ideas learned. Nevertheless, the complete interview is available in the appendices (see Appendix D).

Considering the information already acquired through other sources the first question referred to Landescape's values, in order to better understand their vision and purpose. On a first instance, they try to ensure their trips have a positive impact in the local communities by resourcing to local options for transportation, accommodation, restaurants and guides. Somehow related to the first one, they also aim to provide a local experience, since Landescape believes that it is crucial to promote a more tolerant, conscious and sustainable tourism that really immerses travellers in the local community and culture.

In the second question, regarding their competitive advantage, Carina stated that their effort to create a bond and proximity with their travellers is what distinguishes them from competitors. Consequently, they make sure to know who their travellers are, keep them connected with the rest of the group, the leader and all members of the agency - including the CEO - and organize dinners and meetings. All of this contributes to create a feeling of security and trust that increases the probability of a repurchase and the origin of a loyal traveller for the future.

The next question begins to focus more on the business itself, by clarifying the seasonality associated with the periods of vacations, such as Carnival, Easter, Summer, Christmas and New Year. In fact, during these phases the number of travellers is higher, being the second semester of the year the one with more demand.

However, the first trimester - between middle of January and March – is the hardest, since in these months only independent workers or the ones that have accumulated hours are able to arrange enough days to embark on a trip with the agency. Additionally, they also must take in

consideration that these months are sometimes the ones with better weather in most of their destinations, since summer in Asia, South America and Africa is often the opposite to Portugal.

Concerning the travel leaders, who are the core of the business, Carina stated that they consider two brands in the business, Landescape as an institution and their travel leaders. They look for experience travellers who have done at least one long trip and therefore are used to deal with unexpected situations. Furthermore, they search for people with the same principles as them, that aim to have a positive impact while travelling. Nonetheless, people management is also crucial to keep the group cohesive and ensure each traveller is enjoying the trip, being empathy essential to understand how they are feeling throughout the journey to adapt accordingly.

Moreover, about 70% of the role of the leader is done prior to the first day in the destination, since they are the ones that plan and organize the trip, during the trip is mainly managing all logistics and the group and post trip is when a retrospective should be made to understand if there is anything that can be improved. Additionally, Carina confirmed that some travellers do chose their trips based on the leader and not on the destination because of the relationship build in a previous trip or even outside the agency environment.

Another concept that needed to be enlightened was Exploration trips, which can have a lower cost than the following editions of the trip. According to Carina, these trips occur when the itinerary is not fixed and might be different in the following editions. Thus, the group can give their input and be a part of the process. For instance, it can happen on the first edition, when the travel leader hasn't been personally to the country in a long time or when loyal travellers ask Landescape to explore a new destination with them.

The sixth question focused on Customized trips, which have been available for more than a year. However, they are dealing with fiscal concerns since invoices are hard to get in most of their destinations. Nonetheless, they believe this service can have a significant impact in the company in the future and want to increase communication around it, focusing on attracting schools, companies, groups of friends, families and even independent travellers.

Regarding group trips, most of the travellers are between 45 to 70 years old, with a higher percentage of woman along with a significant part of independent workers that don't have time to organize the trip but have a high buying power. Nonetheless, it does depend on the destination, for instance in smaller trips within Europe they usually have couples, older people and families besides travellers that want to test the concept of the agency before deciding on a longer trip. Furthermore, the existence of a leader that has privileged knowledge in the

destination adds value to the experience. Moreover, although the target market is mainly Portugal, they do accept other nationalities if the traveller is able to understand Portuguese since it's a premise that the trip is led in Portuguese.

Communication wise Landescape connects with potential travellers through their website, social media (Facebook and Instagram), e-mail, Newsletter, calls, WhatsApp groups for each trip, events (documentaries, dinners, meetings), partnerships (*Maluco Beleza* and *Bumba na Fofinha*) and press accessory.

Additionally, they provide a Traveller guide and a Pocket guide to their travellers with additional information and tips. The agency also sends personalized postcards from the destination for each traveller after the trip ended as well as a feedback survey to analyse the satisfaction of travellers and leader's performance.

Concerning SEO and SEM, they have invested on it but not as much as they would like to. Word-of-mouth and the visibility of their leaders are also important means to promote the agency.

Finally, the author inquired what were the major concerns for the future, considering the impact of the pandemic in their business and the world. On a first instance, they wonder how long is going to take for people to regain confidence to travel again as well as how media is going to cover the evolution of the situation, besides the development of a vaccine to keep the virus under controlled. Nevertheless, they believe the future of tourism goes along with the concept of responsible and sustainable travel they promote and are prepared to launch more destinations along with their new travel leaders in the near future.

5.2. Questionnaire

The quantitative data collected through the questionnaire was analysed with the statistical program SPSS 25 (Statistical Package for Social Science, version 25). According to quantitative analysis techniques, descriptive analysis and graphics will be used to illustrate and complement the analysis of the data.

In this chapter the conclusions taking throughout the analysis of the data will be presented. Furthermore, the analysis will be divided according to the 6 main areas of research:

- Sample Characterization
- The Traveller
- Pandemic impact in next international trip
- Cultural and Adventure Travel Agencies

- Landscape
- Personal experience with Landscape

Lastly, all the charts used in point 5.2 of this chapter were made by the author of this thesis resorting to SPSS tools.

5.2.1. Sample Characterization

Firstly, in order to understand who answered the questionnaire an analysis of respondents' main demographic characteristics will be made. Namely, regarding their gender, age, educational background, occupation, monthly income, geographic location, civil status and presence of children in their lives.

Regarding gender, from the sample of 223 respondents, 72.65% are female and the remaining 27.35% male (see chart 5.1). Furthermore, after recoding the variable Age into groups it is possible to see that 33.63% are between 21-25 years old, which is expected since the author shared it with her friends that are around her age. Nevertheless, 21.52% are between 26-35 years old, 16.14% have 36-45 years old and 13.45% are between 46-55 years old (see chart 5.2).

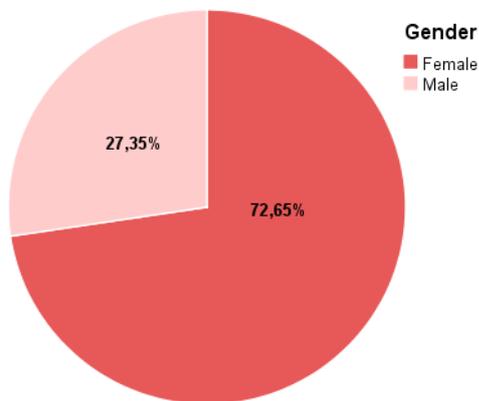


Chart 5.1 – Gender (Q1.1)

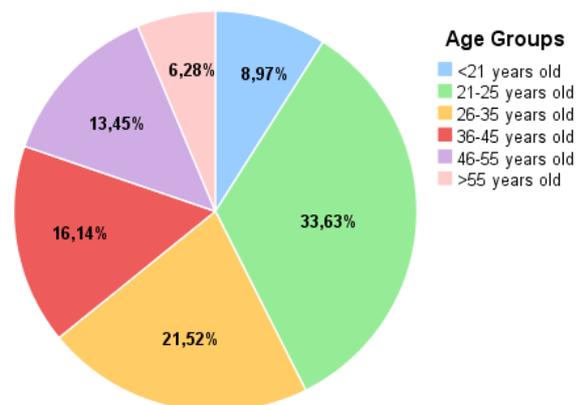


Chart 5.2 – Age groups (Q1.2)

Concerning the education level, 39% have a bachelor's degree, 27.35% have a master's degree, 12.11% have a postgraduation and the remaining 21.54% have lower levels (see chart 5.3). Occupation wise, more than half (60.09%) are employed, 20.18% are students and 13.45% are studying and working at the same time, whereas the remaining are either unemployed or retired (see chart 5.4).

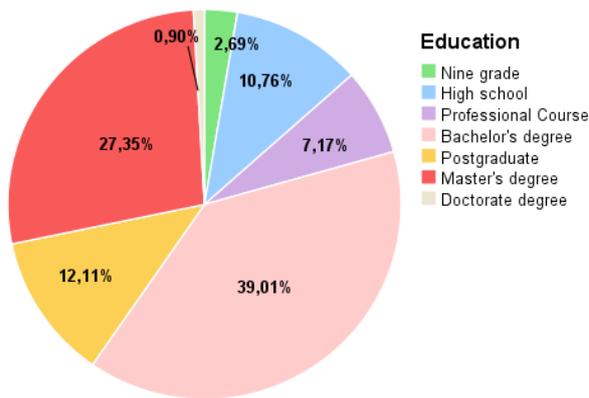


Chart 5.3 – Education Level (Q1.3)

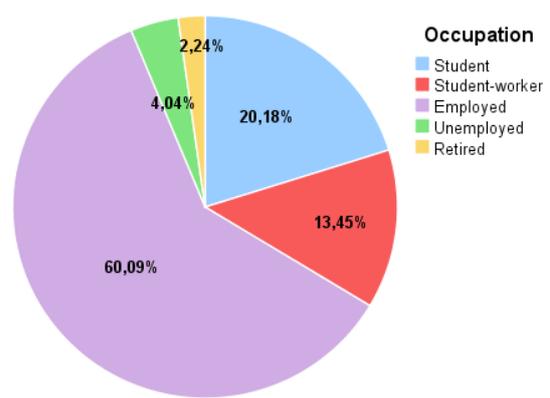


Chart 5.4 – Occupation (Q1.4)

Both of these variables are reflected in the monthly income as only 29.6% receive between zero and the minimum salary, since majority of the sample is working and has a high level of education. Therefore, 35.43% receive between 651-1200€, 23.77% between 1201-2000€ which can be considered a medium level of income and around 11% gain more than 2000€ which is going towards a high-level salary considering the average wage in Portugal is around 970€ (see chart 5.5) (INE, 2018).

Concerning the area of residence in Portugal the author decided to include only the Top 10 districts in the pie chart analysis to avoid confusion. Thus, 14 respondents are not being considered in the analysis which represent the other districts, except for Bragança and Guarda that had no responses. Of the remaining 209 respondents, 44.23% are from Lisbon, 12.98% from Porto, 9.13% from Santarém or Setúbal and 7.69% from Leiria (see chart 5.6).

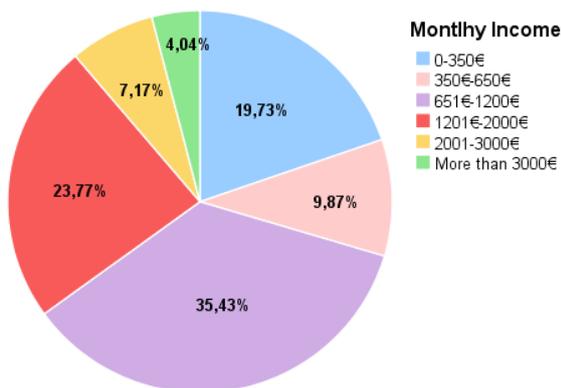


Chart 5.5 – Monthly Income (Q1.5)

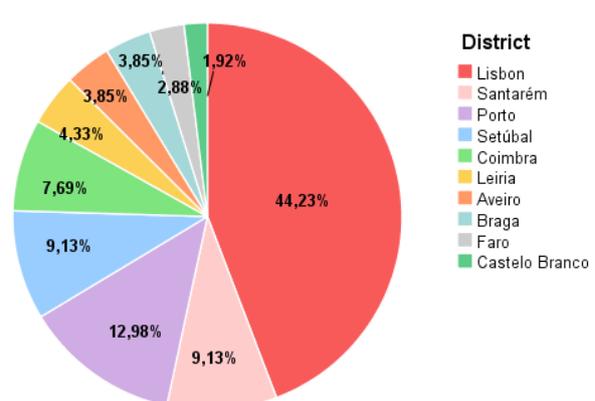


Chart 5.6 – District (Q1.6)

Finally, regarding the civil status of the respondents, 40.54% are single, 33.33% are in a relation and 20.72% are married, whereas 3.60% are divorced and 1.80% (see chart 5.7). Moreover, out of the 223 respondents, 74.77% have no children while 25.23% have at least one

child, of which 16.67% are financial independent and 8.56% are financial dependent (see chart 5.8).

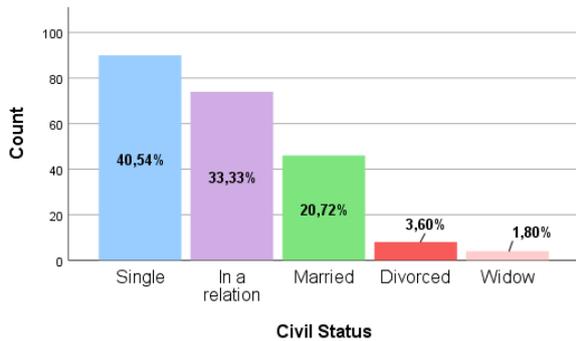


Chart 5.7 – Civil Status (Q1.7)

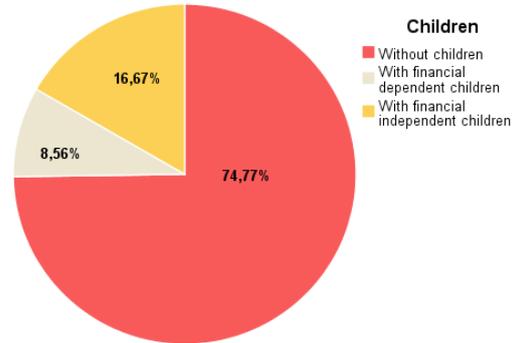


Chart 5.8 – Children (Q1.7)

5.2.2. The Traveller

This section of the questionnaire aims to clarify respondents’ travel habits, preferences and knowledge about national travel agencies as well as the Travel Leader profession. From now on, each question is going to be described and analysed, with the support of the correspondent chart.

Q2.1: Rate the frequency each of the options below occur, in relation to who you usually travel with.

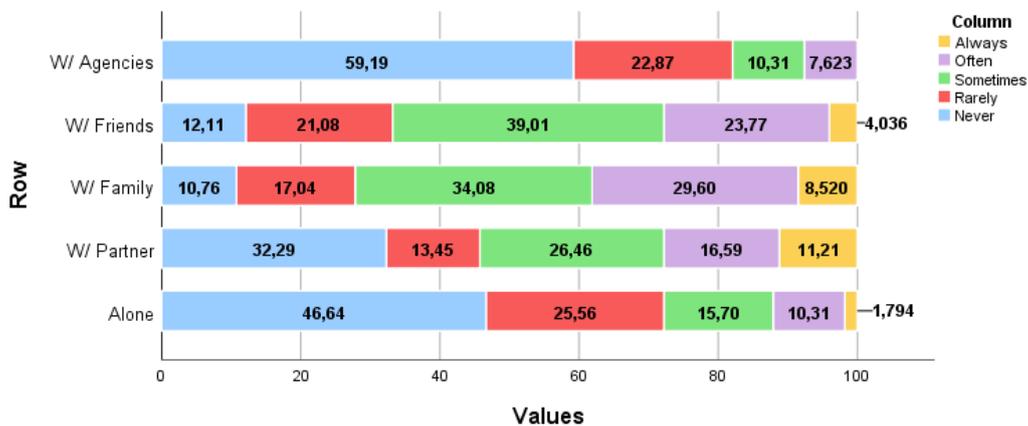


Chart 5.9 – Frequency of each possible travel companion in % (Q2.1)

Looking at Q2.1 responses it is possible to comprehend that not only more than half of the sample has never travelled within groups gathered by travel agencies (59.19%), but also that a significant percentage does not like to travel alone, or at least does not do it (46.64%). On the other side, the preferable companions while travelling are Family (8.5% travel with them always, 29.6% often, and 34.08% sometimes), Friends (4% travel with them always, 23.77%

often and 39% sometimes) and for those in a relation, with a Partner (11.21% travel with them always, 16.59% often, and 26.46% sometimes) (see chart 5.9).

Q2.2: Rate the frequency each of the options below occur, in relation to who organizes and deals with logistics concerns for the trip.

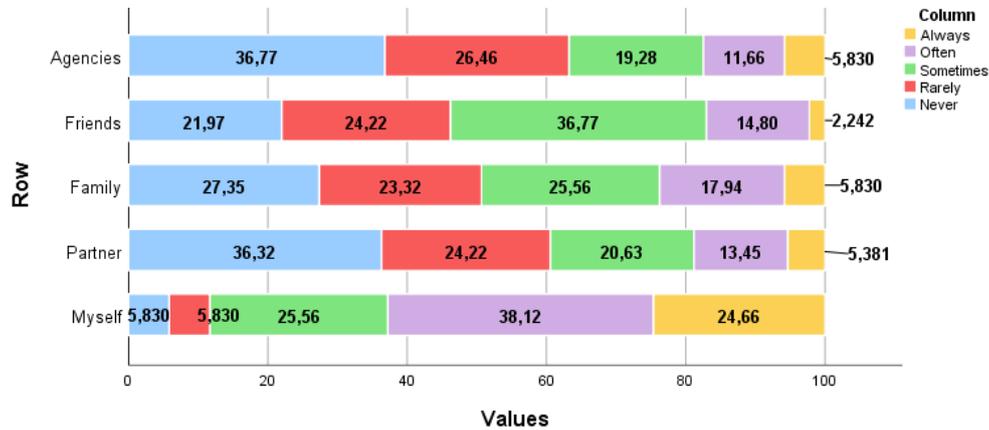


Chart 5.10 – Frequency of who organizes the trip in % (Q2.2)

Regarding Q2.2, one can conclude that most respondents usually organize their trips by themselves, since only around 12% have either never or rarely done it and more than half have done it either often (38.12%) or always (24.66%). Nevertheless, there are still some that resort to the help of travel agencies (19.28% sometimes, 11.66% often and approximately 6% always).

As for the remaining three options, in a descendent order, the more common are Friends (36.7% sometimes, 14.8% often and 2.2% always), Family (25.56% sometimes, 17.94% often and 5.8% always) and a Partner (20.63% sometimes, 13.45% often and 5.4% always) (see chart 5.10).

Q2.3: How far in advance do you plan most of your international trips?

Q2.3.1: What if the trip is in Portugal?



Chart 5.11 – Time needed to plan an international trip (Q2.3)

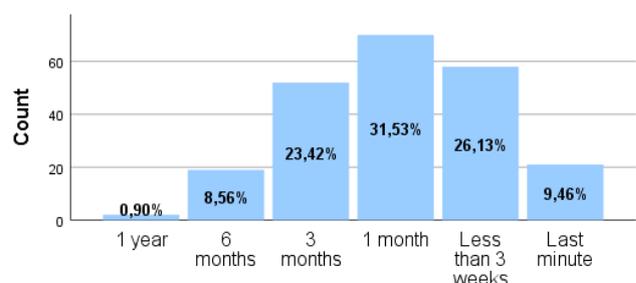


Chart 5.12 – Time needed to plan a national trip (Q2.3.1)

Concerning how far in advance respondents plan their trips, as expected, when it comes to trips abroad, they decide with a higher margin of time than for national trips. Thus, for international destinations, 13.45% planed one year in advance, 39.91% 6 months and 26% 1 month. Furthermore, approximately 9% stated that they usually don't travel abroad (see Chart 5.11). On the other hand, for trips in Portugal a significant part planned their trips either with 1 month (31.53%), less than 3 weeks (26.13%) and 3 months (23.42%). Moreover, almost 10% confirmed they end up planning it last minute (see chart 5.12).

Q2.3: In a good year, how often do you travel abroad for leisure?

Q2.3.1: What if the trip is in Portugal?

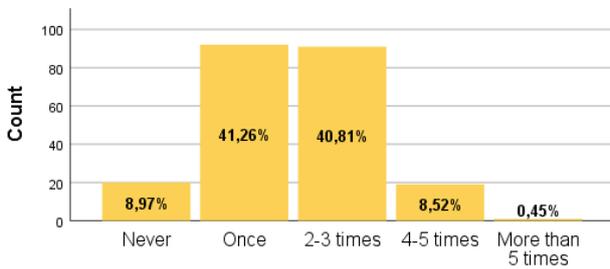


Chart 5.13 – Frequency of international trips per year (Q2.3)

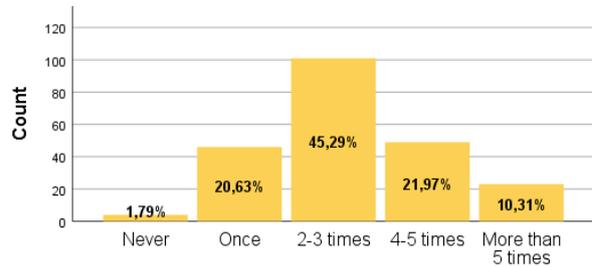


Chart 5.14 – Frequency of national trips per year (Q2.3.1)

When it comes to how often the respondents travel, the frequency is higher for national trips than international, which is expected since the cost are generally higher for the latter. Consequently, for trips abroad, around 41% travel once or 2-3 times for leisure, with only 8.52% travelling 4-5 times (see chart 5.13). Whereas when considering Portugal as the destination, 10.31% travel more than 5 times for leisure, 22% travel 4-5 times and 45.29% travel 2-3 times. Nevertheless, 20.63% only travel once but that can also be associated with the alternative, which is to travel abroad (see chart 5.14).

Q2.4: What is the most common average number of nights per international trip?

Q2.4.1: What if the trip is in Portugal?

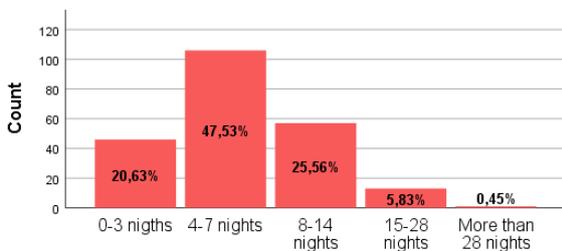


Chart 5.15 – Average number of nights for international trips (Q2.4)

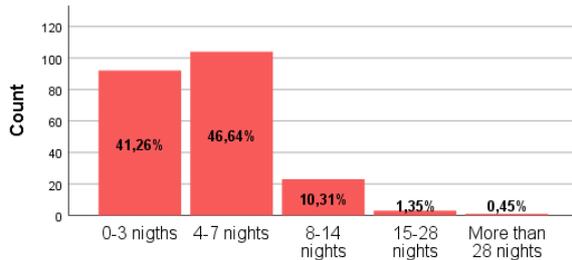


Chart 5.16 - Average number of nights for national trips (Q2.4.1)

Regarding the average number of nights per trip it is possible to conclude that the more common is 4-7 nights, both for international and national trips. Nonetheless, the second most common for trips abroad is 8-14 nights (25.56%) while for trips in Portugal is 0-3 nights (41.26%) (see charts 5.15 and 5.16).

Q2.6: Please select the type (s) of trips that attract you the most.

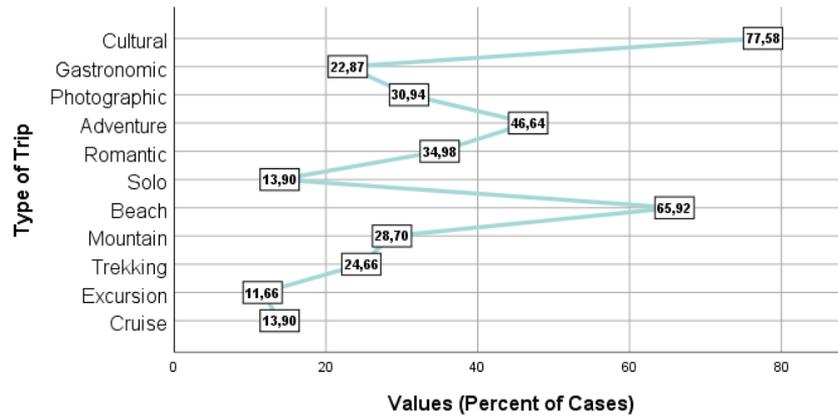


Chart 5.17 – Preferable types of trips (Q2.6)

Considering a descendent order, the preferable types of trips are Cultural (77.58% of total sample choose it), Beach (65.92%), Adventure (46.64%), Romantic (34.98%), Photographic (30.94%), Mountain (28.70%), Trekking (24.66%), Gastronomic (22.87%), Solo and Cruise (13.90) and lastly, Excursion (11.66%), which even though it is normally a group trip corresponds to a different concept than the one provided by cultural and adventure travel agencies (see chart 5.17).

Q 2.7 Rate how frequently you use each of the options below when looking for travel information.

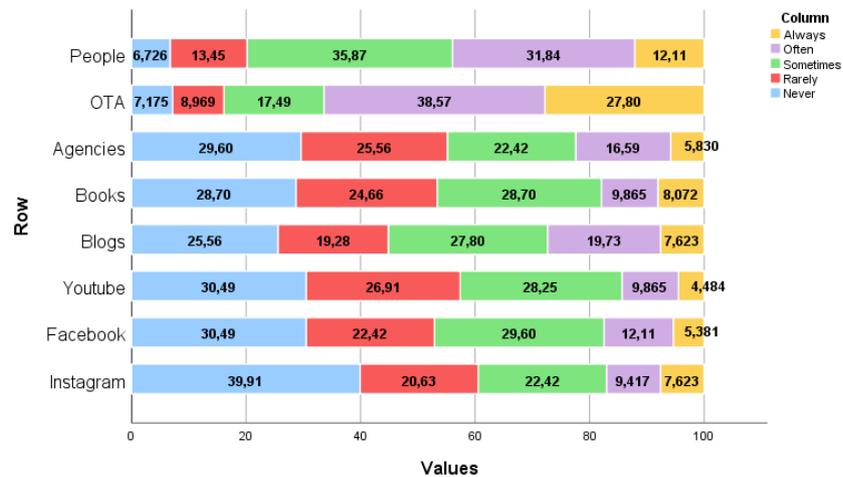


Chart 5.18 – Frequency of use of platforms to get travel information (Q2.7)

This question aims to understand where respondents usually look for travel information and based on the answers, there are two sources that distinguish themselves from the others: resorting to Online Travel Agencies (OTAs), such as Booking, Skyscanner, Tripadvisor, etc., and seeking advice from people that have already been on the destination or done what they want to do. For the first, 27.80% stated they always do it, 38.57% often and 17.49% sometimes, whereas for the latter, 12.11% said they always do it, 31.84% often and 35.87% sometimes.

As for the remaining options, Blogs (19.73% use it often) and Travel Agencies (16.59% use it often) also have a significant higher frequency than the other sources. Followed by Facebook, Books (guides, traveller's histories..), Youtube and lastly Instagram (see chart 5.18).

Q2.8: On social media, when it comes to travel, what kind of content do you value most?

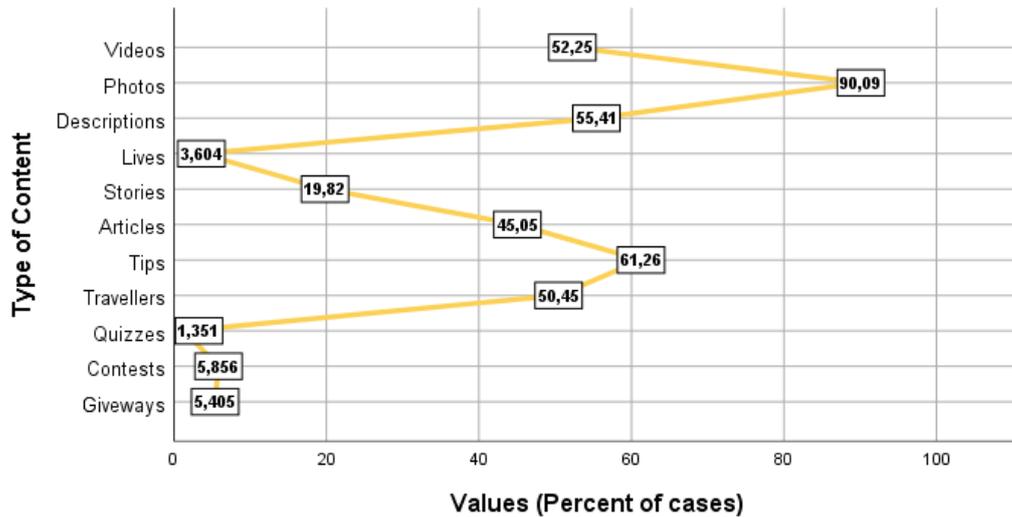


Chart 5.19 – Type of traveled related content valued on Social Media (Q2.8)

Additionally, inside Social Media sources, such as Facebook, Instagram and Youtube, the author tried to clarify which were the types of content more valued by respondents when the theme is travelling. The results show that 90% of the sample values Photos, 61.26% looks for travel Tips, 55.41% enjoy reading insightful descriptions, 52.25% likes to watch travel related videos and 50.45% usually appreciates listening or reading about a good travel histories experienced by fellow travellers. However, only 19.82% choose Stories besides Contests, Giveaways, Lives and Quizzes that had trivial percentages (see chart 5.19).

Q2.9: Rate how frequently you share your travel experiences on social media?

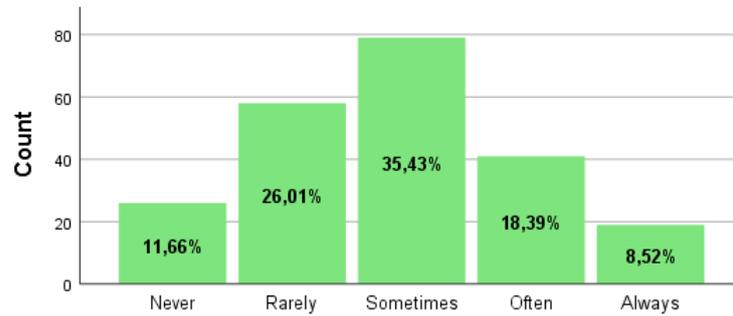


Chart 5.20 – Frequency of sharing personal travel experiences on Social Media (Q2.9)

Subsequently, to understand the power of WOM in the travel community, the frequency respondents shared their adventures online was inquired. In fact, a significant percentage does not share (11.66%) or at least does it rarely (26%). Nevertheless, 35.43% share their experience through Social media sometimes, 19.39% does it often and 8.52% always (see chart 5.20).

Q2.10 Do you follow Portuguese travellers on social media?

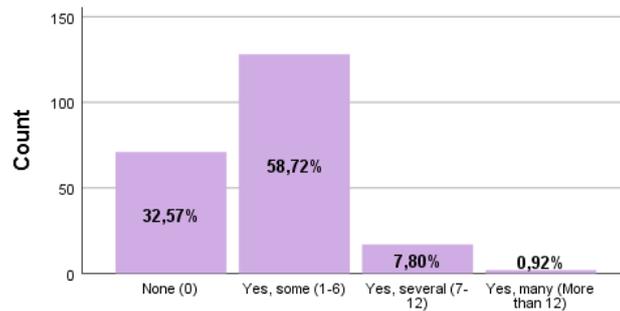


Chart 5.21 - How many Portuguese travellers follows on Social Media (Q2.10)

Furthermore, the number of Portuguese travellers followed on Social media was inquired to comprehend how integrated in the Portuguese travel community the respondents were. Though 32.57% do not follow any, 58.72% choose between one to six and 7.8% up to 12 travellers (see Chart 5.21).

Q2.11: Please indicate some of the Portuguese travel agencies you know.

The top of mind agencies that were mentioned more times are Agência Abreu, Geostar and Top Atlântico, followed by Bestravel, El Corte Inglês Viagens and Pinto Lopes Viagens. Furthermore, Nortravel, Halcon and Sol Trópico appeared several times too, besides the Cutural and Adventure travel agencies in analysis like Landescape, Nomad, Papa-Léguas, Wanderlust and Leva-me Tours, although these were mostly mentioned by respondents that had travelled with Landescape in the past.

Additionally, several other agencies were cited once or twice, such as Fotoadrenalina, Rotas do Vento, Onda Azul, Bonsai, Douro Azul and Atlas Viagens. Moreover, some of them were not Portuguese, like Logitravel, TUI, eDreams, Soltour and Booking.

Q2.12: Do you know the Travel Leader profession?

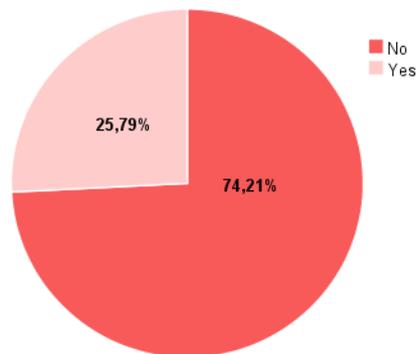


Chart 5.22 – Travel Leader Profession (Q2.12)

Finally, before entering the Cultural and Adventure Travel Agency section, for those that don't intend to travel in the following two year and thus will skip the Pandemic Section, the author decided to test how many people knew what a Travel Leader is.

Only 25.79% did, and it is important to remember that at least 24 of those respondents are probably Landscape 's travellers that were directly contacted by the author or by the agency. Thus, one can conclude that the concept behind Cultural and Adventure Travel Agencies can still grow in the Portuguese market (see chart 5.22).

5.2.3. Pandemic Impact in next international trip

This section was included in the questionnaire aiming to understand the pandemic impact in respondents' willingness and plans to travel again abroad. Therefore, it only made sense to inquiry people that plan to travel abroad at least in 2021 or 2022. Thus, question 3.1 was used to reduce the sample to the respondents that had such intentions, which correspondents to 208 people – 94,17% of total sample (see chart 5.23).

Q3.1: Do you usually travel abroad or intend to do so in the next two years?

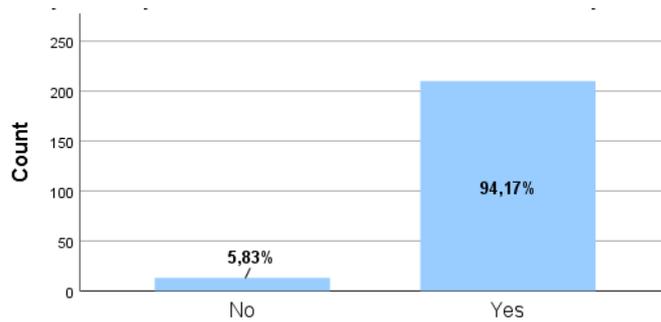


Chart 5.23 – Intention to travel abroad in the next 2 years (Q3.1)

Q3.2: When do you plan to travel abroad again?

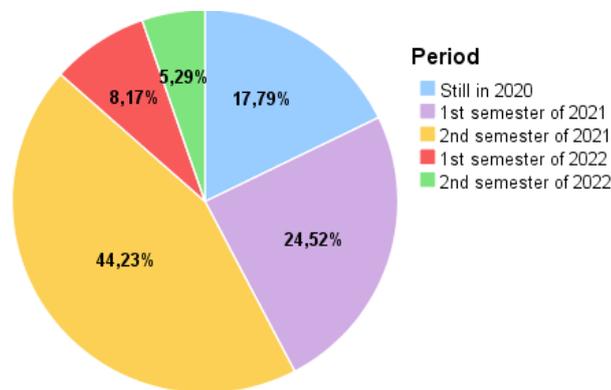


Chart 5.24 – Intended period to travel again post COVID-19 (Q3.2)

Regarding the period respondents plan to travel in again, 17.79% stated they still want to travel before 2020 ends, 24.52% are aiming for the first semester of 2021 and 44.23% in the second semester of the same year. Furthermore, 8.17% pointed to the first semester of 2022 and 5.29% for the second semester. Thus, one can conclude that even though the pandemic had some impact if conditions allow it most are eager to travel again soon (see chart 5.24).

Q3.3: What will be the main reasons for your first international trip?

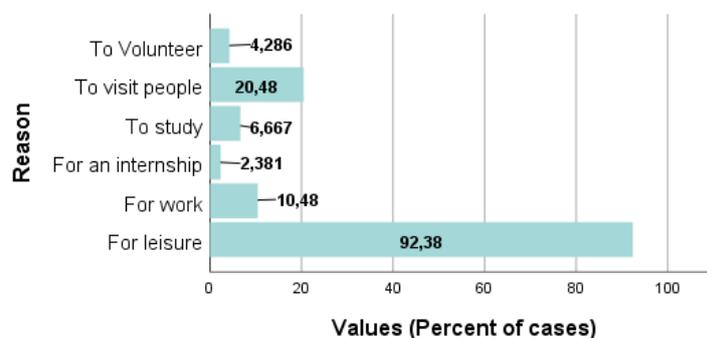


Chart 5.25 – Reasons for first trip abroad post COVID-19 (Q3.3)

Nevertheless, even though 92.38% of the 208 respondents' main reason to travel again is leisure, 20.48% also plan to visit people, 10.48% will do it for work, 6.67% to study abroad, 4.2% to volunteer and 2.4% to become an international intern (see chart 5.25).

Q3.4 Which continent are you most likely to travel to first?

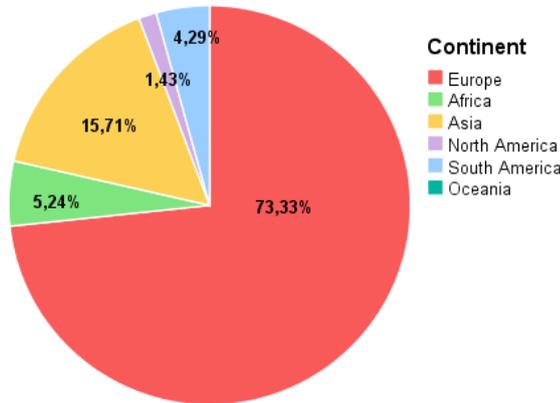


Chart 5.26 – Expected first destination post COVID-19 (Q3.4)

Concerning the destination, the majority will travel to Europe (73.33%), followed by Asia (15.71%), Africa (5.24%), South America (4.29%) and North America (1.43%). However, no one chose Oceania as a destination (see chart 5.26).

Q3.5: When traveling, do you feel it will be safer to use travel agencies' services to organize your trip?

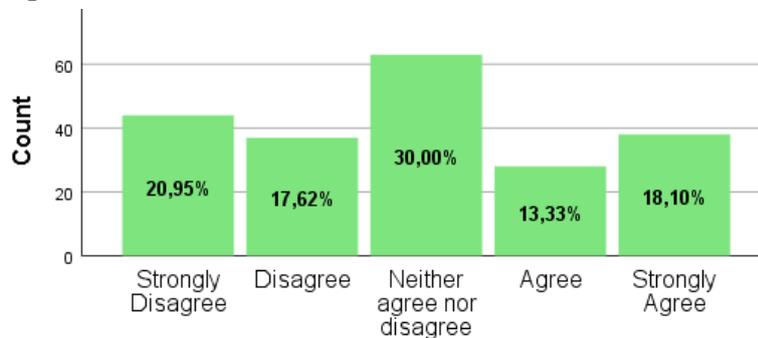


Chart 5.27 – Safety post COVID-19 (Q3.6)

Additionally, to understand if people would feel more secure to travel again if they did it with the help of an agency, question 3.5 was included in this section. According to the results, 30% were indifferent and did neither agreed nor disagreed, while 20.95% strongly disagreed and 17.62% disagreed. On the other side, 13.33% agreed and 18.10% strongly agreed. Thus, one could say that the help of an agency is not a crucial factor for those that want to travel post COVID-19, this is, during the periods travelling abroad is not restricted (see chart 5.27).

Q3.6: If the agency offers group travel packages, with people who may not know each other before, would you feel safe purchasing one?

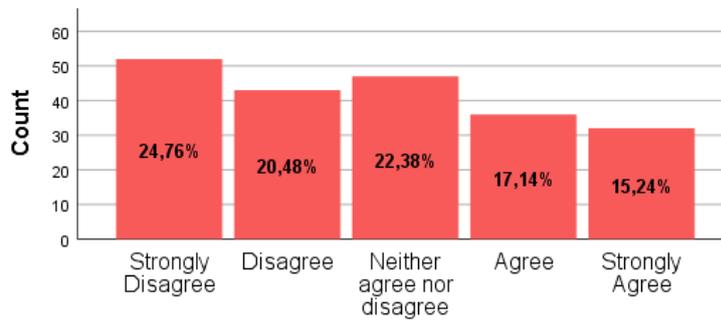


Chart 5.28 – Group travel post COVID-19 (Q3.6)

Finally, when specifying travel agencies offering group trips packages the answers slightly changed. For a start, the percentage that neither agreed nor disagreed decreased to 22.38%, mostly moving to the strongly disagree (24.76%) or disagree (20.48%) side. Nevertheless, 13.33% agreed and 18.10% strongly agreed that they would feel safe in a group scenario (see chart 5.28).

5.2.4. Cultural and Adventure Travel Agencies

From this section on, the focus is on Culture and Adventure Travel Agencies. That is, agencies that organize trips in groups of 4 to 20 people, depending on the agency, which is the case of Landescape. Generally, trips are led by a Travel Leader - a Portuguese with experience traveling in the destination, who not only organizes it based on his knowledge of the country but also accompanies the group throughout the adventure. The focus of the trip is often to step off the comfort zone, discover the country's culture and interact with locals.

Q4.1: Which of the following travel agencies do you know?

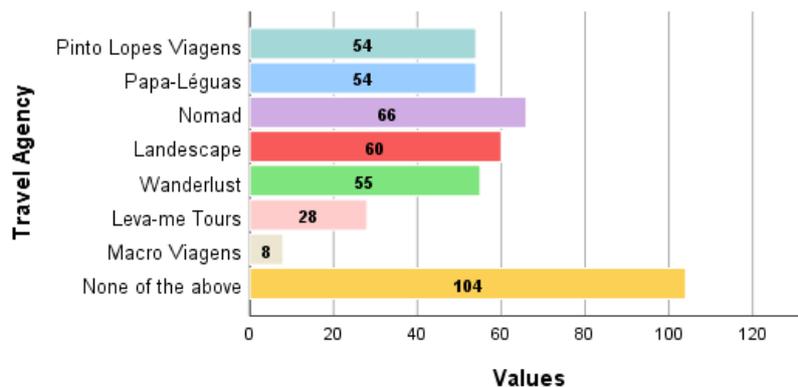


Chart 5.29 – Culture and Adventure Travel Agencies known (Q4.1)

According to the competition analysis previously made, the author inquired who knew Landscape and its main competitors prior to the questionnaire. A significant part of the respondents, 104 or half of total sample, could not identify any of the travel agencies mentioned.

Nonetheless, 54 people knew Pinto Lopes Viagens and Papa-Léguas, 66 knew Nomad which is the one more recognized, 60 people knew Landscape which includes 23 the author of the thesis contacted directly through Landscape Travellers group on Facebook. Furthermore, 55 of the respondents recognized Wanderlust, 28 Leva-me Tours and 8 Macro Viagens (see chart 5.29).

Q4.2: Select the agency (s) you have travelled with in the past.

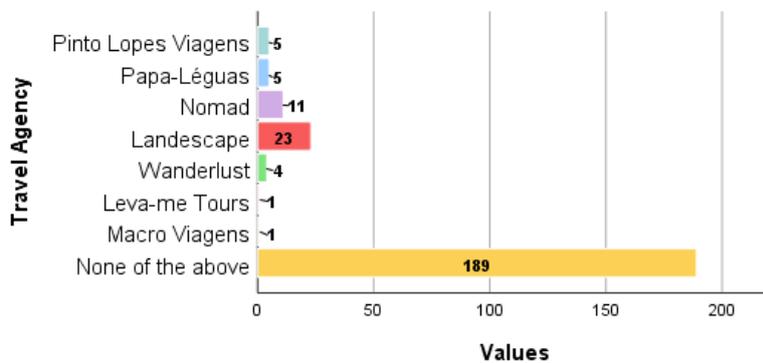


Chart 5.30 - Culture and Adventure Travel Agencies used (Q4.2)

Concerning who had already travelled with one or more of the agencies the number of those that choose “None of the above” increased to 189, which equals 85% of the total sample. As previously mentioned, 23 people had travelled with Landscape. Moreover, 11 respondents have also travelled with Nomad whereas Pinto Lopes Viagens and Papa-Léguas had 5 people choosing them. Likewise, only 1 person has travel experience with Leva-me Tours or Macro Viagens (see chart 5.30).

Question 4.3 aims to clarify what the main reasons people decide to embark on a journey with a Cultural and Adventure Travel Agency are (see chart 5.31). Several options based on author’s knowledge acquire throughout the research were given to classify in a scale from Strongly disagree to Strongly agree.

The reason with more emphasis was when travellers consider that based on the destination it is advisable to get professional help (23.77% Strongly agreed and 48.43% Agreed). Accordingly, the fact that traveling with a leader who already knows the country enriches the trip, also carried more weight in travellers’ decision (17.04% Strongly agreed and 43.50% agreed). Moreover, the presence of other travellers during the trip is also seen as an added value to the experience (10.76% Strongly agreed and 29.15% agreed).

Q4.3: How do you evaluate the reasons that could lead you to purchase a trip with this type of agency?

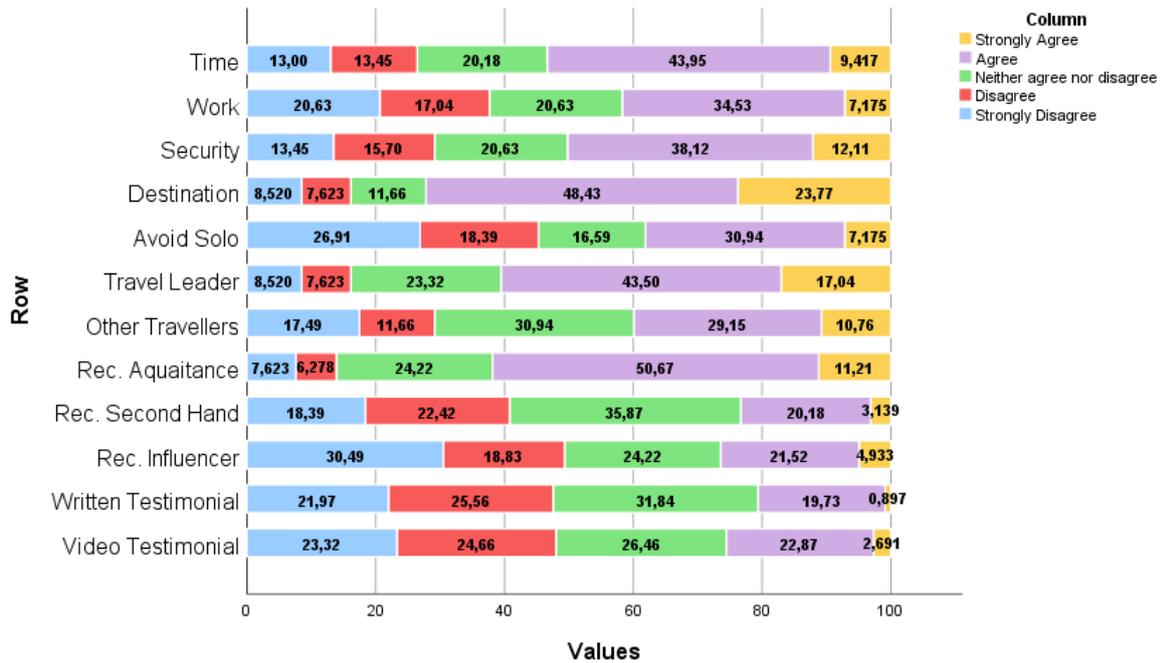


Chart 5.31 – Reasons to resort to Culture and Adventure Travel Agencies (Q4.3)

Furthermore, having an acquaintance recommending the travel agency based on their own experience was also a positive reason (11.21% Strongly agreed and 50.67% agreed), whereas for options like recommendations in second hand (based on a third party and not on the person mentioning it), by an influencer who travelled with the agency, and written or video testimonials, the impact in the decision decreased.

When it comes to personal reasons, the one with more weight was the lack of time to organize the trip by themselves (7.4% Strongly agreed and 43.95% agreed). Followed by security (12.11% Strongly agreed and 38.12% agreed), the amount of work necessary to do it without the help of an agency (7.17% Strongly agreed and 34.53% agreed) and avoiding solo travelling (7.17% Strongly agreed and 30.94% agreed).

On the other side, it is important to point out that recommendations by influencers and avoiding travelling solo were the ones with more people strongly disagreeing, respectively 30.49% and 26.91% of the sample in analysis (see chart 5.31).

Q4.4: Does the associated cost weight heavily on your decision to use one of these travel agencies or not?

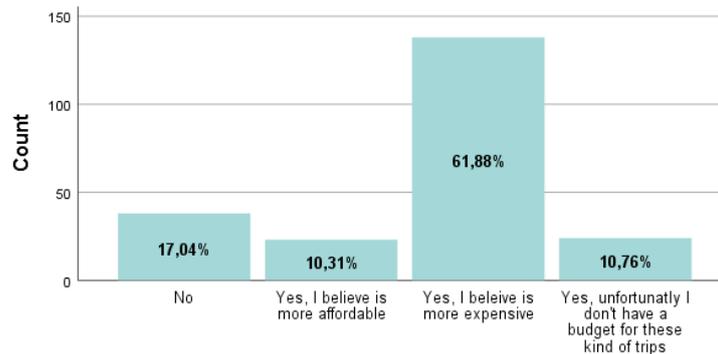


Chart 5.32 – Weight of cost when deciding (Q4.4)

Regarding the cost associated with purchasing a group trip from one Culture and Adventure Travel Agency, most respondents (61.88%) considered it impacted their decision since it costs more than doing the trip by themselves or at least than an alternative vacation. Even so, 10.31% defended they considered it more affordable, which can be associated with the added value included, or the possible discounts travel agencies can reach with suppliers. Furthermore, 10.76% stated they would like to embark in one of these experiences but do not have the budget to do so and 17.04% believe the price has no impact in their decision (see chart 5.32).

Q4.5: If the agency provides a service that helps you plan a customized trip for a group you define and based on your own requirements, would you be interested in using it?

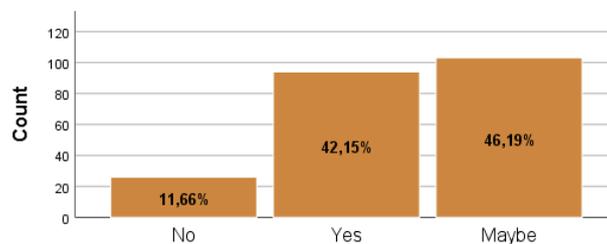


Chart 5.33 – Interest in acquiring Customized Trips (Q4.5)

Finally, looking into demand for customized trips one can conclude it is high, since only 11.66% said they were not interested. In fact, 42.15% confirmed they would be interested and 46.19% would consider using such service (see chart 5.33).

5.2.5. Landescape

From now on the questionnaire begins to focus on Landescape to determine what kind of relationship and knowledge respondents have about the travel agency.

Q5.1: Considering your knowledge prior to this survey, please indicate which option is most suitable for your relationship with the travel agency Landescape?

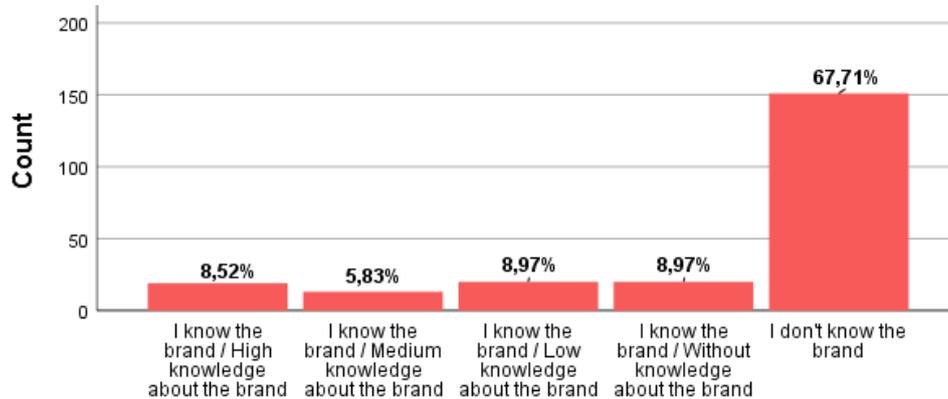


Chart 5.34 - Personal knowledge about Landescape (Q5.1)

Regarding their level of knowledge about the agency, 67.71% stated they do not know the brand, which is expected considering the results of Q4.1, in which solely 60 people were aware Landescape exists. Furthermore, 8.97% stated they know the brand but have no knowledge about it, which can happen when someone told them the brand exists, but no additional research was made (see chart 5.34).

On the other side, 8.97% know the brand and consider having low knowledge about the brand, 5.83% believe they have medium knowledge and 8.52%, equivalent to 19 people, stated they have high knowledge regarding Landescape.

This question was used to separate those that knew Landescape from the ones that did not, and therefore the remaining questions of this section have a total sample of 71 respondents, which includes 11 people that probably choose to say they didn't know Landescape in Q4.1 because their level of knowledge about the brand was really low or were distracted.

Q5.2: How did you found Landescape?

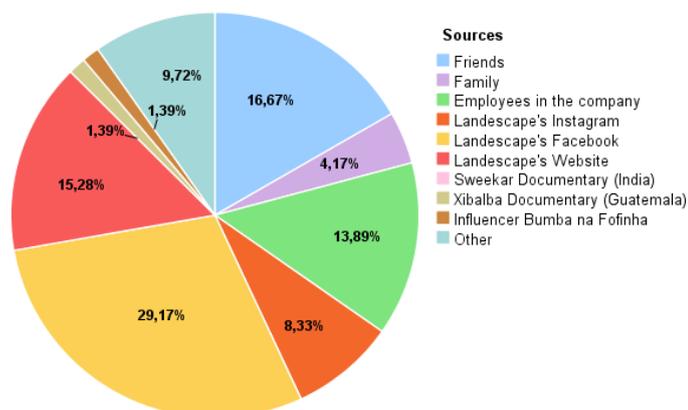


Chart 5.35 – Ways to acquire knowledge about Landescape (Q5.2)

Looking into how respondents found Landescape, one can conclude that both Word-of-Mouth (WOM) and digital platforms are essential to reach people. In fact, Landescape’s facebook is the main source with 29.17%, followed by their website with 15.28% and their Instagram with a slightly lower percentage of 8.33%. Regarding WOM, 16.67% of the 71 respondents discovered the travel agency through friends and 4.17% through family (see chart 5.35).

Furthermore, employees of the company can help promoting the brand too, special travel leaders through their own social platforms and contacts, corresponding to 13.89% in this case.

When it comes to partnerships like Maluco Beleza (documentaries) and Bumba na Fofinha, the percentage was almost insignificant. Nonetheless, the small sample might be a cause to such low values. Regarding the option “Others”, some respondents referred to searching about a destination in Google, travel groups in Facebook and an article about these kind of agencies .

Q5.3: Do you know Landescape's "Customized Trips" service?

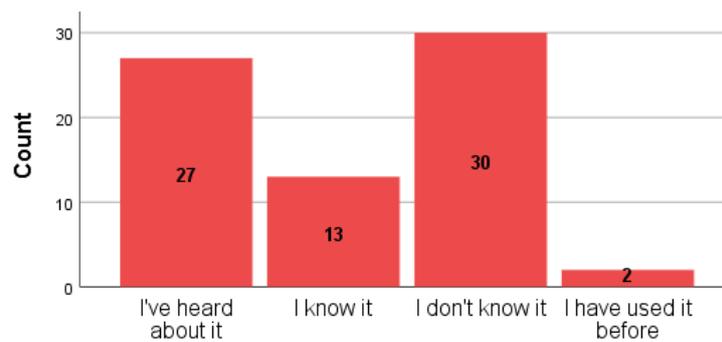


Chart 5.36 – Landescape’s Customized Trips Awareness (Q5.3)

Afterwards, the author inquired who knew Landescape’s Customized Trips service, resulting in 30 people that did not know about it, 13 that knew, 27 that consider they had heard about it and two people that had already use it in the past (see chart 5.36).

Q5.4: Have you ever travelled with Landescape?

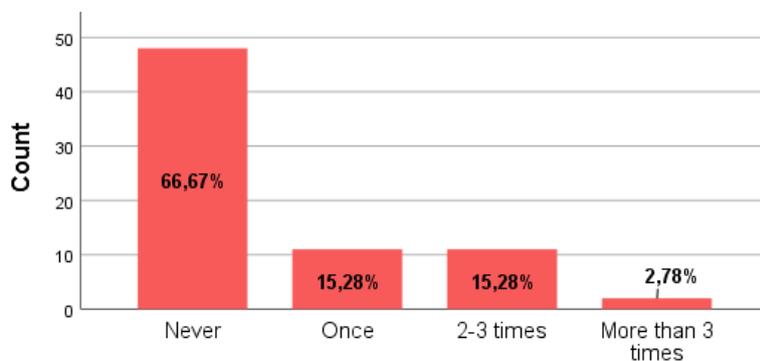


Chart 5.37 – Previous travel experience with Landescape (Q5.4)

Finally, Q5.4 was used to determine who could give personal feedback about Landescape in the last section of the survey if they had travel with the agency before. The outcome was 24 people, of which 15.28% travelled once with Landescape, 15.28% two to three times and 2.78% more than three times. However, 66.67% of the sample, around 47 respondents, that recognize Landescape’s brand have never travelled with them (see chart 5.37).

5.2.6. Personal Experience with Landescape

The last section, as previously mentioned, is dedicated to those who have travelled with Landescape in the past and thus can give feedback regarding their experience. Hence, the sample consider is smaller, equalling 24 respondents.

Q6.1: What led you to choose Landescape over other agencies?

The author decided to ask travellers what were the reasons that led them choose Landescape over other agencies thorough an open question, either being direct or indirect competitors. The motive mentioned more times was the offer and associated price, considering specific destinations and the itinerary, as well as the fact that it is not a typical trip, with small groups and privilege contact with the local culture besides the added value of a travel leader.

Moreover, the sense of security and trust built from the first contact with the agency was also a point in favour along with positive feedback from friends or personal relations with some of the travel leaders.

Q6.2: How do you rate the quality of your experience with Landescape?

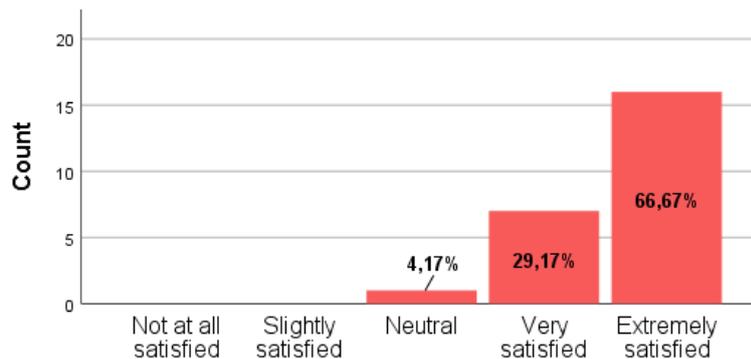


Chart 5.38 – Landescape’s experience quality (Q6.2)

Firstly, regarding the quality of the experience, which includes pre, during and post trip interactions, 66.67% stated they were extremely satisfied, 29.17% chose very satisfied and only 4.17% were neutral (see chart 5.38).

Q6.3: Would you recommend Landescape to others?

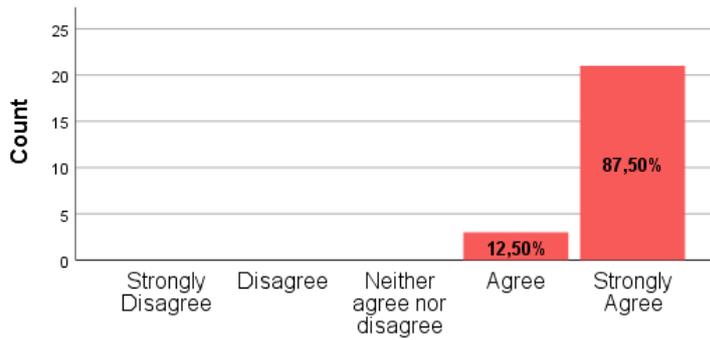


Chart 5.39 – Willingness to recommend Landescape (Q6.3)

Concerning their willingness to recommend Landescape to others, 87.50% chose strongly agreed and 12.50% agreed, which represents the quality of the experience and connection built with the agency (see chart 5.39).

Q6.4: Do you consider that Landescape has a close relationship with their travellers?

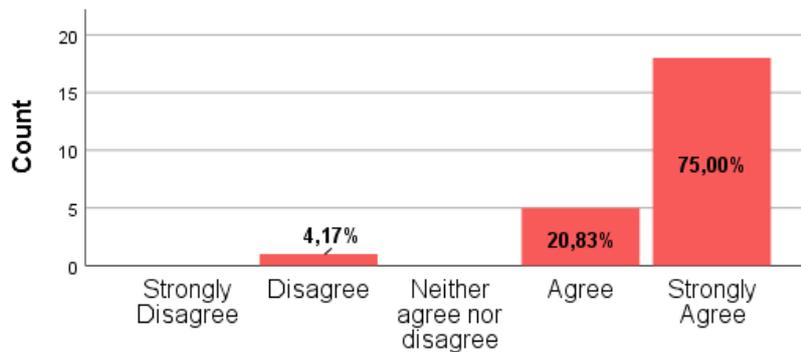


Chart 5.40 – Level of relationship with travellers (Q6.4)

Furthermore, when inquiry if Landescape keeps a close relationship with their travellers, 75% strongly agreed that happens and 20.86% agreed, although 4.17% disagreed, which corresponds to one traveller (see chart 5.40).

Q6.5: How would you describe Landescape in a word or phrase?

Regarding words and phrases that travellers used to describe the agency and provide a clear view of their perception and feelings through it, the author confirmed that all were positive. Namely: “Trustable”; “Adventure”; “Different”; “Incredible”; “Authentic experiences”; “Accessible”; “Available”; “Excellent”; “Trips”, “Experiences and friends that stay forever”; “Pleasant and welcoming”; “Great”; “Safe”; “Super”; “Travelling with a friend that knows the country”; “Family”; “Love it”; “Proximity with travellers”; “Professionalism along with friendship”.

Q6.6: How do you evaluate the quality and usability of Landescape's website?

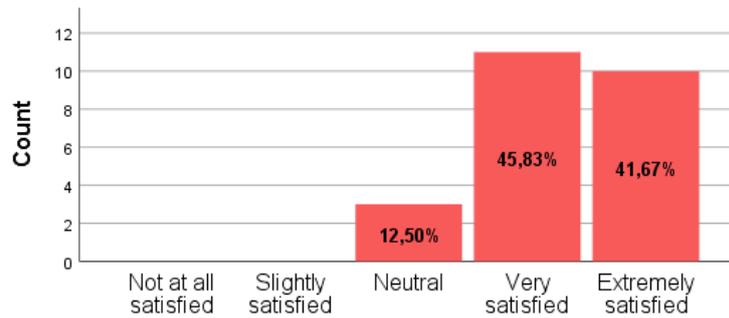


Chart 5.41 – Landescape’s Website Feedback (Q6.6)

Concerning Landescape’s main communication platform, their website, 41.67% of travellers were extremely satisfied, 45.83% were satisfied and 12.50% were neutral (see chart 5.41).

Q6.7: How do you evaluate Landescape's communication through social media?

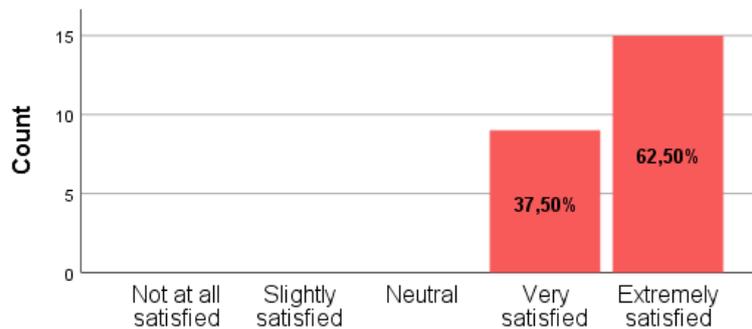


Chart 5.42 - Landescape’s Social Media Feedback (Q6.7)

Furthermore, looking into communication done through Social Media platforms, 62.50% were extremely satisfied and the remaining 37.50% were very satisfied (see chart 5.42).

Q6.8: Based on your experience, do you have any suggestions to improve Landescape's service and / or communication?

Finally, a few travellers gave some suggestions for improvement, explicitly having clearer and accessible information regarding single supplements and about the small trips through Portugal organized during the pandemic. Furthermore, one said that social media was getting better since its more updated lately.

5.2.7. Cross Tabulation Analysis

In order to understand if any of the variables studied has any relation with another the author conducted Crosstabs analysis, to analyse more than one variable, and created charts according to the data in the tables obtained.

Regarding the comparison between question 4.4 (*Does the associated cost weight heavily on your decision to use one of these travel agencies or not?*) and question 1.5 (*Which of the following options describes your monthly income?*), it is possible to see that respondents from all ranges of income believed resorting to a travel agency is both more expensive or more affordable, although the first had a significant higher percentage.

Furthermore, only respondents with an income lower than 1201€ chose the option that indicated their budget did not allow margin for these kinds of trips. For those that chose that they were not affected by the cost of the trip, it can either be because they have no interest on it or have financial capability to purchase it (see chart 5.43).

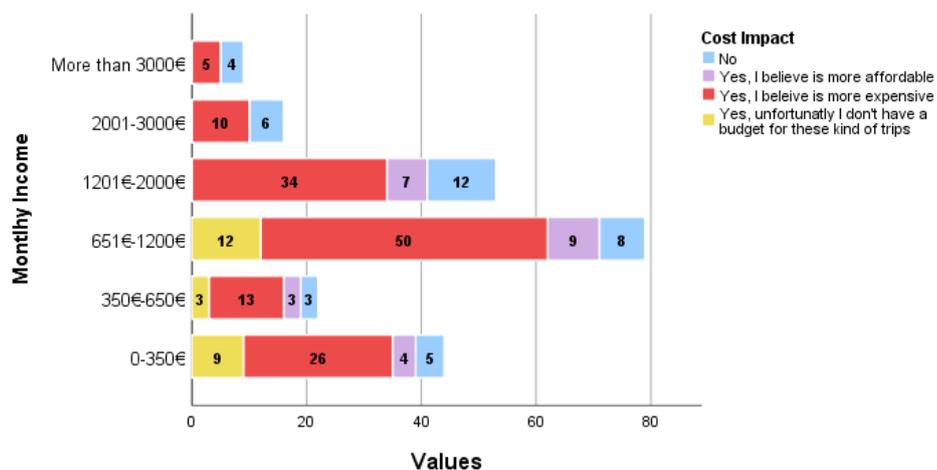


Chart 5.43 – Crosstabs: Impact of Cost in the decision x Monthly Income

Looking at question 1.2 (*Age*), transformed into Age Groups, and question 5.2 (*Considering your knowledge prior to this survey, please indicate which option is most suitable for your relationship with the travel agency Landescape?*) one can state that those that know Landescape well are mostly above 26 years old. Nevertheless, there are some respondents between 21-25 years old and with less than 21 years old that know the brand but have low or zero knowledge about it (see chart 5.44)

A COMMUNICATION PLAN FOR LANDESCAPE

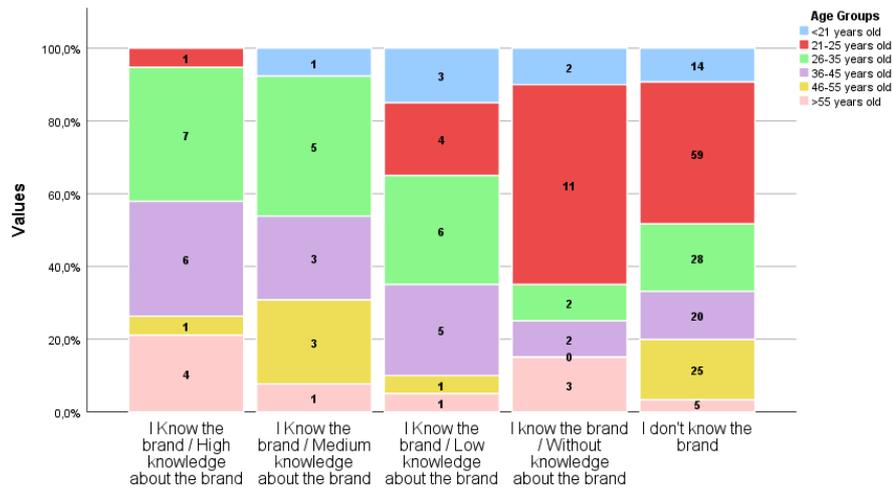


Chart 5.44 – Crosstabs: Age Groups x Landscape Relationship

Concerning question 5.1 (*Considering your knowledge prior to this survey, please indicate which option is most suitable for your relationship with the travel agency Landescape?*) with question 4.3 (*How do you evaluate the reasons that could lead you to purchase a trip with this type of agency?*), specifically the reason “Travelling with a leader who already knows the country enriches the trip”, one can observe that 71 respondents that don’t know the brand agreed with the statement, besides 15 that strongly agreed, which shows the hidden potential of this concept.

Regarding those that know Landescape, with high and medium knowledge, are mostly on the strongly agree and agree options, as well has several with low or no knowledge. Nevertheless, some of them are also on the other three options which shows not all of them think the travel leader is a good reason to invest in a trip organized by a travel agency (see chart 5.45).

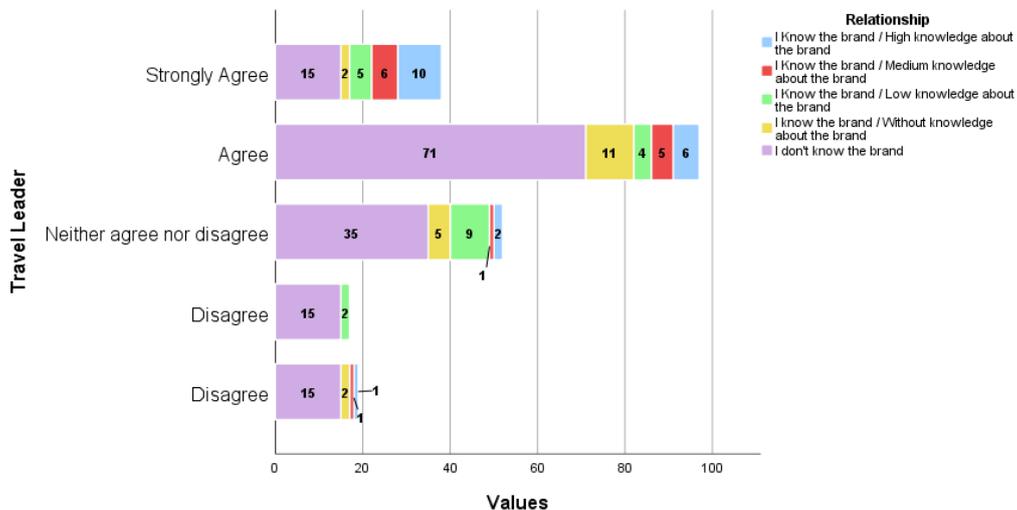


Chart 5.45 – Crosstabs: Landscape Relationship x Reason Travel Leader

On the other side, looking at the same questions but considering another reason implicit in the travel concept Landscape offers since its group trips, “Travelling with other travellers, even without knowing them in advance, enriches the trip”, one can conclude that it is consider less important that a travel leader since the quantity of respondents that did not agreed increased. Nonetheless, once again, those that know the brand well had mostly a positive view about this reason, some who already travel with the agency as the author confirmed trough the data (see chart 5.46).

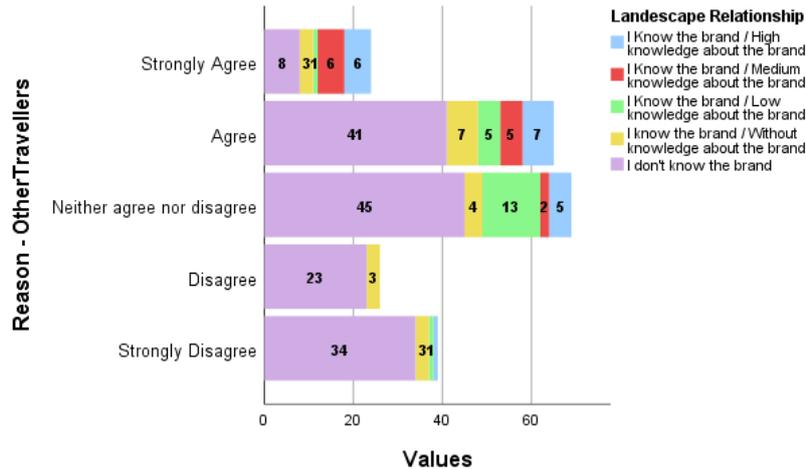


Chart 5.46 – Crosstabs: Landscape Relationship x Reason – Other travellers

The relation between question 5.2 (*How did you found Landscape?*) and question 5.1 (*Considering your knowledge prior to this survey, please indicate which option is most suitable for your relationship with the travel agency Landscape?*), shows that those that found Landscape through collaborators of the company have either high or medium knowledge about the travel agency.

Furthermore, Landscape’s Facebook seems to be a good source as well, along with Landscape’s website. Word-of-mouth through friends can also play a part although less significant, while their Instagram was the first touchpoint for only 6 people. Nevertheless, it is important to consider that this sample is small as it only represents 71 people and that the brand has a longer present in Facebook than in Instagram (see chart 5.47).

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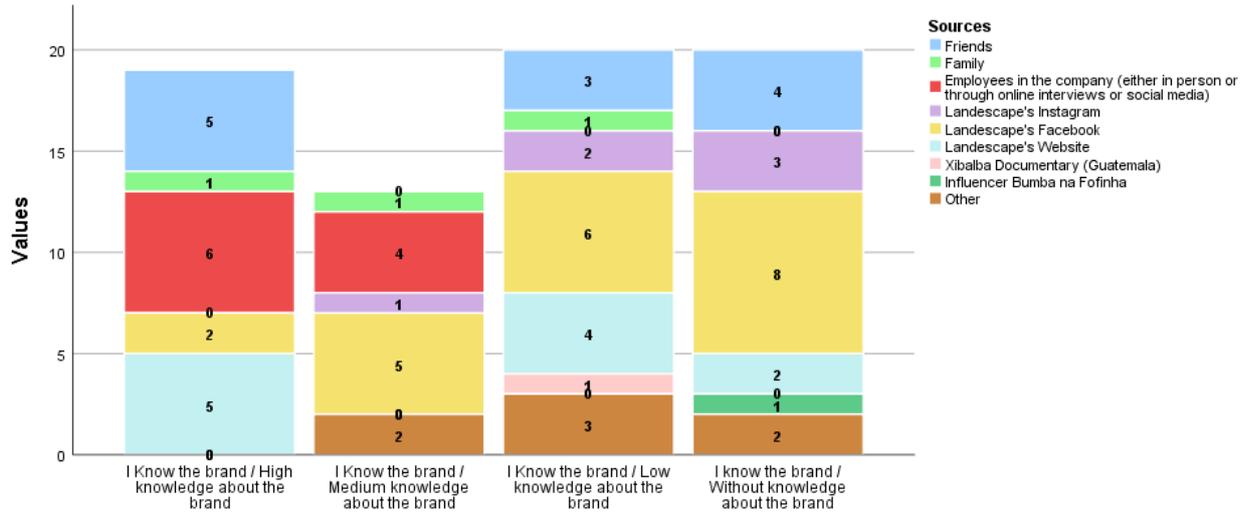


Chart 5.47 – Crosstabs: Found Landescape x Landescape Relationship

Finally, the analysis of question 4.5 (*Do you know Landescape's "Customized Trips" service?*) with question 5.3 (*If the agency provides a service that helps you plan a customized trip for a group you define and based on your own requirements, would you be interested in using it?*) aims to clarify the potential of Customized trips and the necessity to increase communication around this service, since most of the respondents that do not know this service confirmed their interest in it, along with those that heard about it. However, from those that know it some also stated their interest but have not yet decided to use it (see chart 5.48).

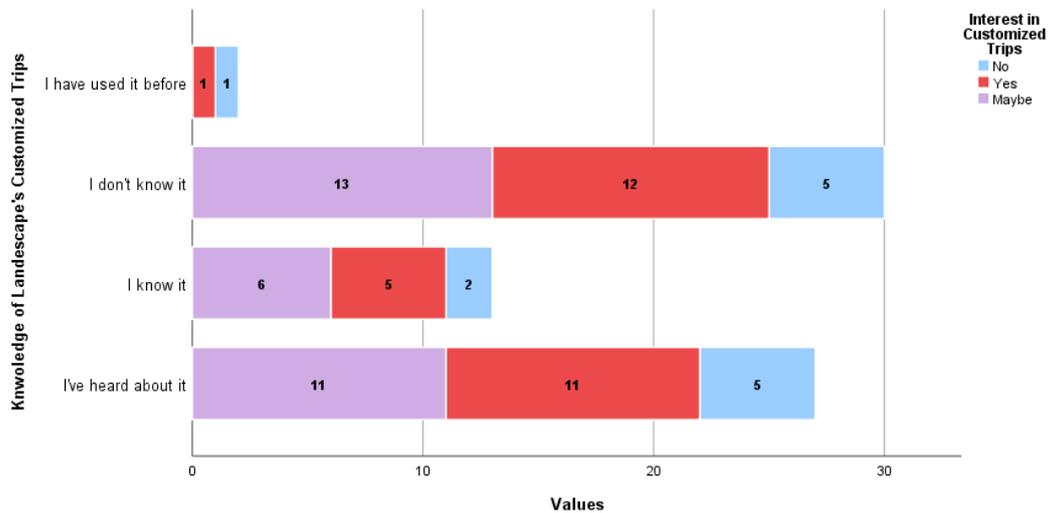


Chart 5.48 – Crosstabs: Interest in Customize Trips x Knowledge about Landescape's customized trips

5.2.8. Main Conclusions

Concerning the previous analysis of the data collected, one could claim there is in fact an opportunity to improve Landescape's communication, since the following three key conclusions were taken:

- The concept of group trips with traveller leaders is not widely known yet, since from the total sample of 208 respondents, 74.21% do not know what being a travel leader entitles, 50% could not recognize any of the Culture and Adventure travel agencies mentioned and 67.71% never heard about Landescape.

Nonetheless, when inquiry what reasons would lead them to purchase a trip with this type of agencies the travel leaders' presence had high importance along with the need for professional advise considering a specific destination. Hence, it is essential to promote the concept, benefits and added value provided, which compensate the investment needed;

- Customized Trips service has potential, at least in B2C, considering 88.34% of the total sample is interested in it. However, of those that knew Landescape, 71 respondents, 42% did not know about this service, while 38% only heard about it and don't know details, which implies communication of this service needs to improve;
- Lastly, feedback from the 24 travellers who had one or more experiences with Landescape was extremely positive and travellers showed willingness to recommend the travel agency. Furthermore, 62.34% of the total sample tend to share their travel experiences on Social Media while 43.96% usually asks people who have been in the destination in the past for recommendations. Thus, Landescape should incentive positive word-of-mouth with the help of their travellers in order to increase their reach.

CHAPTER 6

IMPLEMENTATION STRATEGY

The research and work done throughout this thesis aimed to reach this chapter, where the author purposes improvements for current communication options and creates new campaigns and activities, always bearing in mind the marketing strategy, objectives and message defined for the communication plan, as well as the analysis completed in the previous chapters and respective conclusions.

Furthermore, evaluation metrics of the communication options will be defined to ensure a critical analysis of the result obtained with this communication plan is executed to help decide if each action or content should be continued or adjusted. Moreover, to help implement it and decide if the investment is worth it, a schedule and budget will be defined.

Accordingly, these steps were taken considering the guidance of the Literature Review obtained by the author (see point 1.2 of Chapter 1).

6.1. Marketing Strategy

In order to create a communication plan, it is important to understand who we want to reach and what the brands positioning is going to be. Thus, in this point the author will define the marketing strategy according to an STP (Segmentation, Targeting, Positioning) analysis.

6.1.1. Segmentation

Every customer is unique. Nonetheless, brands need to connect with the ones relevant to their business through their communication. Therefore, it is important to group buyers in segments, using demographic (age, gender, income...), geographic (country, city...), psychographic (lifestyle, personality traces, motivation...) and behavioural factors (purchase frequency, customer loyalty...) to distinguish them and decide which ones to focus on.

Consequently, considering the knowledge acquire during the interview with Carina and the author's perspective, eight segments were defined based on the characteristics of current customers, their potential motivations to purchase each product/service and the objectives of Landescape.

Regarding Group Trips, which imply a group of people embarking on an experience through a pre-defined itinerary guided by a travel leader, the author reached four segments:

Solo Avoiders, Adventure Couples, First Experiencers and Cultural & Adventure Lovers (see figure 6.1).

<p>All segments are looking for a trip led by a travel leader that has the itinerary pre-defined. Moreover, they are interested in the concept of cultural and adventure trips provided by Landescape and its competitors, which is different from the usual idea of vacations.</p>	
Solo Avoiders	Adventure Couples
<p>Motivation:</p> <ul style="list-style-type: none"> • Security • Don't want to travel alone • Value the guidance and knowledge of a travel leader <p>Demographic:</p> <ul style="list-style-type: none"> • High Income • Majority are woman between their 40s and 70s • Without or with independent children 	<p>Motivation:</p> <ul style="list-style-type: none"> • Security • Lack of time to organize the trip • Value the guidance and knowledge of a travel leader <p>Demographic:</p> <ul style="list-style-type: none"> • Medium or high income • Majority are above their 30s • Without or with independent children
First experiencers	Cultural and Adventure Lovers
<p>Motivation:</p> <ul style="list-style-type: none"> • Curious to try the concept • Interested in the destinations offered • Might heard someone recommending the agency <p>Behavioural:</p> <ul style="list-style-type: none"> • Might want to try a European destination before embarking on longer experiences <p>Demographic:</p> <ul style="list-style-type: none"> • Medium or high income • Majority are above 25 years old 	<p>Motivation:</p> <ul style="list-style-type: none"> • Enthusiastic with the agency's concept • Attached to leaders and fellow travellers <p>Spending habits:</p> <ul style="list-style-type: none"> • Usually take more than one trip abroad per year <p>Behavioural:</p> <ul style="list-style-type: none"> • Loyal travellers • Advocate Landescape <p>Demographic:</p> <ul style="list-style-type: none"> • High Income

Figure 6.1 – Segments defined for Group Trips

Source: author's elaboration

The first, represent mostly woman between their 40s and 70s that want to avoid a solo travel or/ and desire to have someone with experience in the destination to design the trip and guide the journey. Furthermore, as mentioned in the interview, most work in the health sector.

The second, consist of couples who lack time to organize the trip and value the guidance and knowledge of a travel leader, being willing to share the experience with other travellers. Generally, they have a medium or high income and are more than thirty years old.

The third, are knew to the concept Landescape provides and have some curiosity to try it, are interested in a specific destination and/or might heard someone recommending the agency and the type of experience provided. Furthermore, has mentioned by Carina, some might prefer to try a European destination before trying options in other continents.

The last one, includes travellers that are enthusiastic of the concept and sometimes have already built a relationship with some travel leaders and fellow travellers met in past experiences. Moreover, they usually have high income and take more than a trip abroad per

year, even if not through an agency. Additionally, they have become loyal to Landescape and willingly advocate the brand to others.

Concerning Customized Trips, which imply a personalized trip, to destinations already cover in Group Trips or others, design based on the desires and requirements provided by the customer and for groups of any size, the author defined four segments, two of them are B2C (Business to Consumer), Close Groups and Independent Travellers, and the other two can be considered B2B (Business to Business), Schools and Companies (see figure 6.2).

All segments are looking for a personalized trip that takes into consideration their desires and requirements, which is created by someone with experience and has no minimum or maximum number of travellers. The destination and itinerary can be based on one Landescape already offers through Group trips or a totally different one.	
Close Groups	Independent Travellers
<p>Motivation:</p> <ul style="list-style-type: none"> • Don't want to organize the trip by themselves / Lack of time to organize the trip • Value the guidance and knowledge of a travel leader • Value a local and responsible experience <p>Types of groups:</p> <ul style="list-style-type: none"> • Families • Friends <p>Demographic:</p> <ul style="list-style-type: none"> • Medium or high income 	<p>Motivation:</p> <ul style="list-style-type: none"> • Lack of time to organize the trip • Value the guidance and knowledge of a travel leader • Value a local and responsible experience • Might intend to join a group in one or more countries <p>Spending habits:</p> <ul style="list-style-type: none"> • Usually take at least a trip abroad per year <p>Demographic:</p> <ul style="list-style-type: none"> • High income
Schools	Companies
<p>Contact:</p> <ul style="list-style-type: none"> • Professors • Students • Parents <p>Who need help to organize:</p> <ul style="list-style-type: none"> • Field trips • Finalists' trip • School projects <p>Geography:</p> <ul style="list-style-type: none"> • Portugal 	<p>Contact:</p> <ul style="list-style-type: none"> • Human Resources in big companies • CEO in smaller companies <p>Who need help to organize:</p> <ul style="list-style-type: none"> • Team-buildings • Incentive trips for employees <p>Geography:</p> <ul style="list-style-type: none"> • Portugal

Figure 6.2 – Segments defined for Customized Trips

Source: author's elaboration

The first, are normally a group of friends or families with medium or high income, that seek a good adventure combined with culture and local contact, who value the guidance of a travel leader and/or do not want to organize the trip by themselves or lack the time to do it. Moreover, sometimes a member of the group as already travel with Landescape in other experiences and thus has trust and knowledge about the brand.

The second, consist of independent travellers that have a high income and lack the time to organize the trip, who value the knowledge and experience of a travel leader and might intend

to join a group in specific countries along their journey. They usually take at least one trip abroad per year, and sometimes they might do it without the support of an agency depending on the destination or length of the trip.

The other two are segments Landescape plans to slowly attract more. Thus, they need to create a strategy to approach them and adjust the offer to better serve their needs which differ from B2C segments. For schools, they can assist by planning field trips, finalist' trips or school projects and should aim to contact and create awareness around professors, students and parents, or directly with the director of the institution. Whereas for companies, the agency can help creating interesting team-buildings and incentive trips for employees, being the main contact in this case the Human Resources department in big companies or team managers, along with the CEO, especially in smaller companies.

6.1.2. Targeting

Considering the previous segmentation, the potential size and growth of each segment, and the objectives and resources of Landescape, the author believes that the segments the company should target strongly during the next year for Group Trips are Solo Avoiders and First Experiencers. Nevertheless, Cultural and Adventure Lovers should not be forgotten since they are loyal and are willing to promote the brand and therefore can help with content and WOM to reach the other segments.

Concerning Customized Trips, in B2C, the segment Close Groups looks more promising than Independent Travellers and thus should be the first to consider in the agency's communication. As for B2B, both Schools and Companies are relevant and should be targeted but, it is crucial to clarify what the agency aims to provide considering the needs of these segments, to explore the best way to reach them and to test the market potential.

6.1.3. Positioning

In order to be consistent and deliver a message that translates Landescape's vision, mission and values in their communication it is important to define a strong brand positioning, in order words, defining the way the brand wants to be perceived in consumer's mind, that shows the value of their product or service and aims to serve the needs and preferences of well-defined targets keeping on the surface key aspects to take in consideration in any decision taken.

Therefore, based on all the information gathered during the Competition Analysis in Chapter 2, the Internal Analysis in Chapter 3 and the interview with Landescape's

Communication Manager in Chapter 5, the author of this thesis created a summary of all the important components of a good brand positioning for Landscape (see figure 6.3). Nevertheless, this positioning aims more for B2B than B2C segments, although some aspects are equivalent.

Positioning statement: We know you want to spend your free time the best way, so you can count on us to share with you a unique and local experience while travelling with our travel leaders and fellow travellers. For those that like getting out of their comfort zone, learn more about other cultures and share memorable moments with friends, Landscape is here to lead you through your next travel adventure and welcome you to the family.

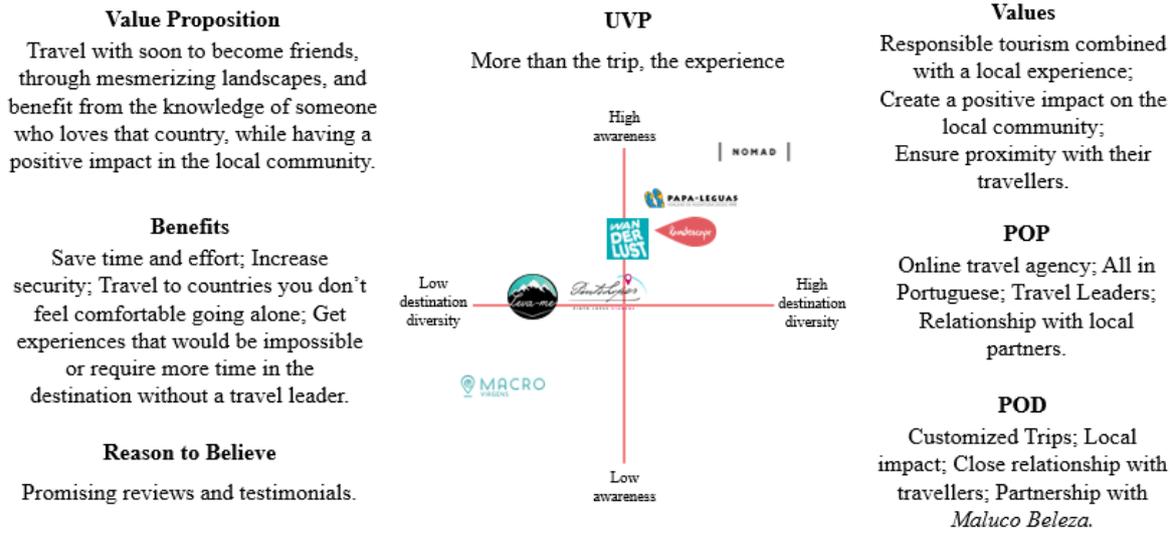


Figure 6.3 – Landscape’s Brand Positioning

Source: Author’s elaboration

Hence, the positioning statement, value proposition, benefits, reason-to-believe, values, points-of-parity (POP), points-of-difference (POD) and unique value proposition (UVP) were described accordingly. As well as a perceptual map to clarify the positioning of Landscape compared to its competitors considering two dimensions: destination diversity and level of awareness of the brand.

Regarding the reason to believe, not only do they have several short testimonials across their communication as Landscape’s google reviews are extremely positive.

6.2. Determine Objectives

According to the analysis conducted, the audience’s current image of Landscape, its products and competitors, the author defined several objectives that mostly aimed to obtain cognitive responses from customers, along with affective and behavioural, in order to improve brand reach and results. Consequently, while designing the communication activities the author will keep in mind the following goals:

- Increase brand awareness, recognition and visibility;
 - Arouse the interest of target audiences for the travel concept Landscape promotes;
- Increase the number of leads generated;
 - Approach and gain attention from B2B segments for customized trips;
 - Get people engage with the brand online;
 - Incentive positive Word-of-Mouth (WOM);
 - Improve customer's journey experience;
 - Built a consistent brand positioning;
 - Intensify brand purchase intention (raising significantly the sales growth).

6.3. Define the Message

In order to design the communication activities, ensure their consistency and reach the target and objectives previously outlined it is essential to define the message. Even though the way, aim or words may differ slightly between the actions proposed, the overall message will remain the same.

According to Landscape positioning and objectives, the author believes their UVP “More than the trip, the experience”, encloses the mission, values and benefits of the brand. However, through Landscape current communication this message is not widely promoted, although it is present on their channels.

Therefore, it is important to exposed what this phrase means through their communication. When highlighting “the experience”, in the author's perspective, it does not solely refer to the travel period, but to all that is associated with the brand, from the reasons and benefits that led travellers to engage with them, to the first contact and the proximity built until the adventure ends, which ideally never does, because there is always a new one waiting for them at Landscape, and each one is unique.

Furthermore, it is important to resort to feedback from their travellers to convince and help justify their UVP, giving newcomers reasons to believe both in the brand and in the travel concept.

Consequently, this message aims to encourage people to try a different travel concept and give Landscape the opportunity to offer them a unique experience from day one, showcasing their values and the benefits of building a trustworthy relationship with the agency.

6.4. Design Communications

The base for the communication chosen is a pull strategy, since the author aims to promote the brand and its offer inducing final consumers to look for it and to buy the product. Consequently, the communication mix considered includes Online and Social Media (Website, Facebook and Instagram), Sales Promotion (contests and giveaways), Events (company-sponsored activities and programs) and Public Relations (newsletters and speeches).

6.4.1. Improve current channels

Landescape has three main channels to communicate regularly with their audience: Website, Newsletter and Social Media (Facebook & Instagram). Therefore, the author decided to focus on these channels suggesting improvements that not only will enhance customers experience but also help built a consistent brand positioning

Nevertheless, for those that are closer to the purchase stage or for those that already travelled with the agency they have other channels like phone calls or direct messages through WhatsApp, besides group chats created in the past for each group trip edition that has happen. Moreover, third party channels through press releases, interviews and other activities also help creating awareness to the brand and reaching potential customers.

6.4.1.1. Website

Landescape website is the core communication channel and contact with customers, since it provides information about the travel agency, its experiences and is where customers reserve their trips. Thus, it is important to enhance user experience and provide information that guides customers through their decision process in order to reach the acquisition stage.

After deep research for benchmark ideas, within national competitors and international agencies, along with a detailed analysis of the website to understand what can be improved the author concise the following suggestions:

- For the Home Page:
 - Reorganize the list of countries in the research console in alphabetical order to facilitate search when the traveller has a specific destination in mind;
 - Give more relevance to their UVP “More than the trip, the experience”, has it is as small has some travel quotes present on the page;

- For the Navigation Menu:
 - Separate the “About” tab in two subtabs, “About us”, which has the content of the current one, and “Why us”. In the why us, a new page, the benefits of travelling with Landscape in the type of travel concept they promote should be explained, referring all the motives that could lead people to them and why they are the perfect solution. Reinforcing those statements by linking to long testimonials present in the blog at the end (see figure 6.4);



Figure 6.4 – Website: “Why us” Page (own elaboration)

- Separate the “Blog” tab in several themes (Tips, Our destinations, Testimonials, Weekend Getaways...) in order to showcase the type of content it has and guide the user to the one he is interested, without having to travel back in time through pages to find the content he/she might be interested in without being sure it exists (see figure 6.5).



Figure 6.5 – Navigation Menu: Blog (own elaboration)

- The offer to B2B segments is expected to be more complex than for the other segments, considering their needs can be significantly different. Thus, it might be better to create individual tabs under Customized trips, such as “For your group”, “For schools”, “For companies” (see figure 6.6).



Figure 6.6 – Navigation Menu: Customized Trips (own elaboration)

- For the Customized Trips page:
 - The description of this service, although concise and clear, does not give enough information regarding who is the target (families, friends, couples, solo travellers, schools, companies) and what solutions the agency can provide for each one, thus three separate pages should be created, as previously mentioned.
- For the Blog:
 - Articles about the destinations offered should be made, either about their traditions, food, local transports, nature, people and so on, in order to attract people searching for that specific destination to the website or incentive a trip to that country, adding a link to the respective trip in the page redirecting visitors to that page, and vice-versa, leading to a potential purchase in the near future.
Furthermore, articles with testimonials of specific destinations should also be linked in the trip page to give visitors a deeper perspective of someone who already had the experience.
- For the Footer:
 - Remove Twitter icon because this Social Media platform is not updated since January 2019 and has only 30 followers, being irrelevant as a communication option and thus, travellers should not be directed to it.

6.4.1.2. Newsletter

The newsletter is an excellent channel to directly contact people who already have some interest in the brand or have even travelled with the agency in the past, allowing the agency to remember subscribers they exist and what they are offering at the moment, as well as to communicate special events or campaigns that may be happening at the moment. Therefore, it is important to incentive visitors in the website to subscribe to the newsletter by providing their e-mail contact, increasing the number of leads generated.

Firstly, the design of the pop up on the website should be improve along with the call to action by providing a free ebook to incentive subscription. The ebook can take advantage of the travel experience leaders or even about some of their most memorable experiences in the destinations they lead or others, which not only makes visitors curious but can also create some proximity with the travel leaders by travelling with them through their narratives (see figure 6.7).



Figure 6.7 – Newsletter Pop up with free ebook (own elaboration)

Furthermore, an automatic confirmation email should be sent, which includes the link to the pdf of the e-book and a short video message from the founder to give a personal touch and welcoming feeling, aiming to show the proximity Landscape promises and adding value to what can be the first direct contact, besides referring to groups trips that explore countries mentioned in the ebook linking to the respective pages in the website (see figure 6.8).

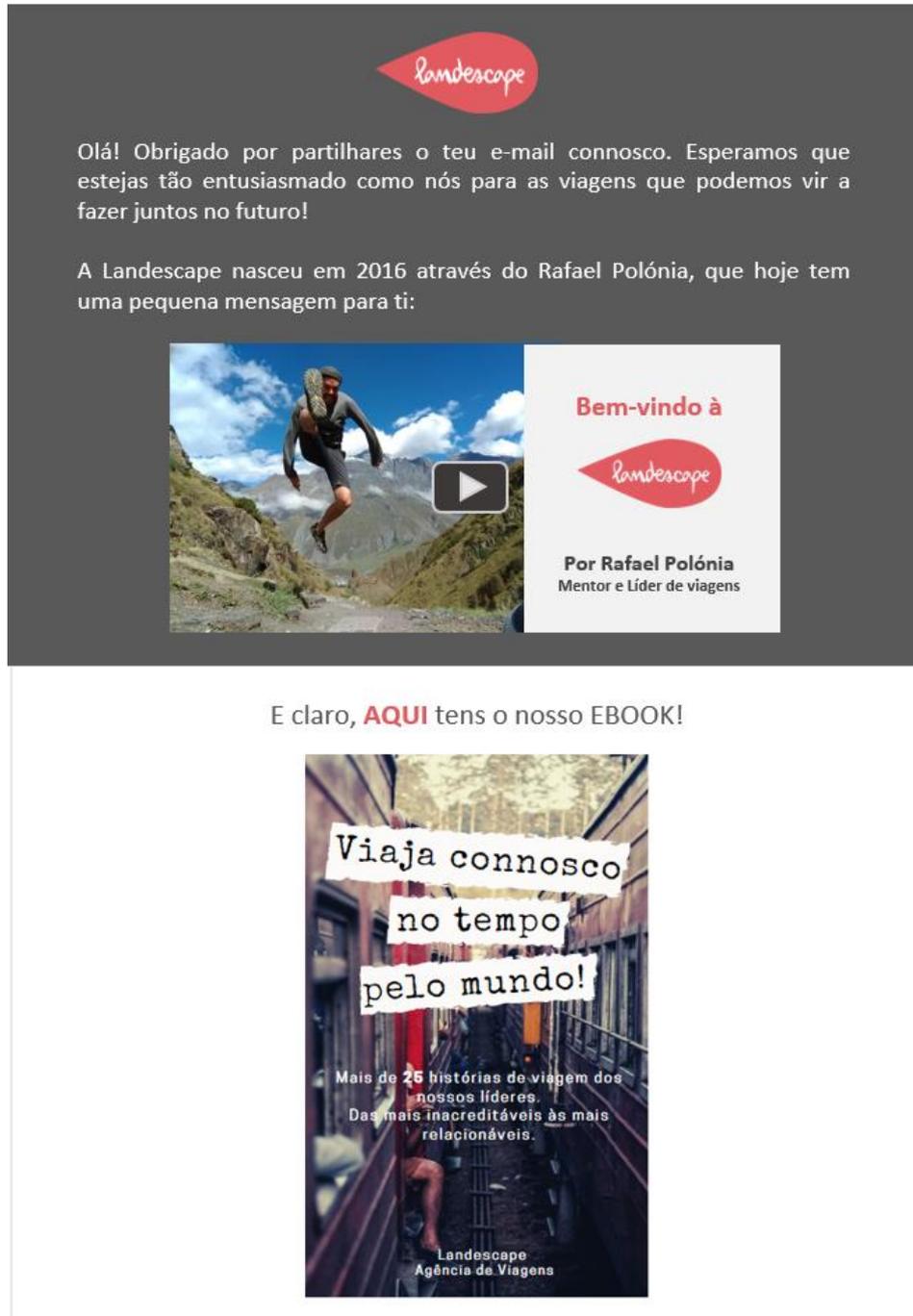


Figure 6.8 – Newsletter Subscription E-mail, Part 1 (own elaboration)

ALGUMAS DAS HISTÓRIAS ACONTECERAM NESTES PAÍSES



ARGÉLIA
c/ Pedro Moreira | 1150€
31 Março a de Abril
ou 15 a 26 Setembro

SABER MAIS



ÍNDIA
c/ João Fonseca | 1360€
16 a 31 Março
ou 15 a 26 Setembro

SABER MAIS



QUÉNIA
c/ Marta Baeta | 1670€
14 a 27 Fevereiro
ou 15 a 28 Agosto

SABER MAIS

f i www

Precisas de Ajuda? Liga-nos ou manda mensagem no WhatsApp +351 917 434 117

Figure 6.9 – Newsletter Subscription E-mail, Part 2(own elaboration)

6.4.1.3 Instagram

Concerning Instagram, the social media platform Landescape updates more frequently, posting on the feed almost daily, several suggestions of improvement and content were described by the author with the intent of creating a better context to those that arrive to the page with few knowledge about the brand and to reinforce the proximity with travel leaders and the benefits of travelling with this agency.

- For stories:
 - Share interactive content about two specific trips a month, dedicating two or several days of the first and third week of the month for each one, linking the website page of that trip in the last story. The content can be thematic, for

instance, cultural, gastronomic, historical, monuments, or about local transportation, local people and even documentaries and films related to the countries. Moreover, the location should be always mentioned;

- Promote Customized trips, especially for B2C segments, like families, groups of friends or individual travellers.
- Create one or more templates for travellers to screenshot and share in their private pages after filling out the blanks or selecting the options given, which include some space to identify friends. Ideally, linking the agency, nonetheless, Landscape’s logo should always be present in the image (see figure 6.9).

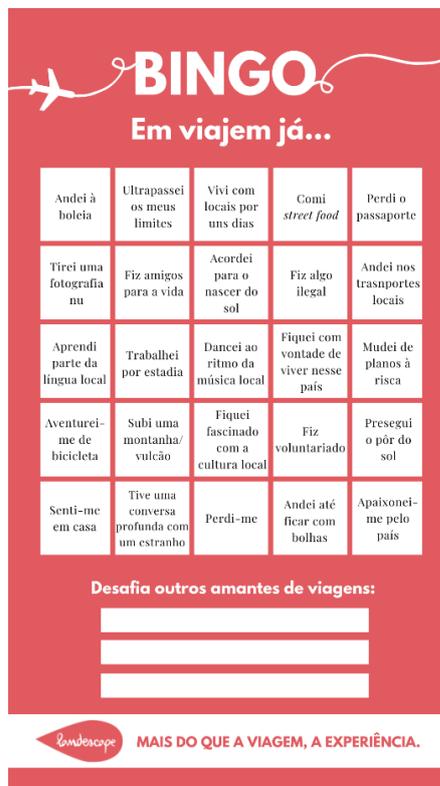


Figure 6.10 – Example of Instagram template to fill by followers (own elaboration)

- For highlights:
 - Create an “About us” highlight in order to provide a context to who visits the page for the first time, explaining the history of the agency, its values and the benefits of purchasing their Group Trips or using their Customized Trip service;
 - Create an “Experiences’21” that mentions all the trips that are happening during that year, linking each one to the respective website page;
 - Use the highlights for each continent, that currently mentioned the trips and link them to the website, to share content about the destinations within it, using the

stories mentioned above, and about the experience happening in previous editions. Separate by a story with the name of the trip or country it happens in.

- Create an “The world in a county” highlight with stories linking to each of the talks on their Facebook through the swipe up tool, after a short explanation of what it consists of;
 - Create an icon for the “Blog” highlight and republish the stories for each article adding the swipe up link to direct viewers to the website. Additionally, a separate highlight can be created to include only long testimonials present on the blog.
- For the Feed:
 - Occasionally, include short video clips edited with specific spots, moments and landscapes from past trips collected by travel leaders;
 - Showcase the “why us” reasons through the images. In the description, the introduction for the first three images could be something like “We want you to join us in our next adventure, so we are here to help you clear all doubts you might have. Our aim is for you to come back home and agree with us when we say: More than the trip, the experience”.

In each reason, a brief explanation and, depending on the space available, adding a testimonial that mentions that reason as a positive aspect of travelling with the agency should be in the description. Including a call to action at the end to incentive people to comment if they agree or not. Hence, the author thought of six reasons to illustrate the example (see figure 6.10):

- #1 – Unique experiences (responsible tourism combined with a local experience)
- #2 – Just the right size group (of soon to become friends)
- #3 – Get experiences that would be impossible without a leader
- #4 – Travel to countries you don’t feel comfortable going alone
- #5 – Become part of our travel family
- #6 – Save time and effort and let yourself be surprised

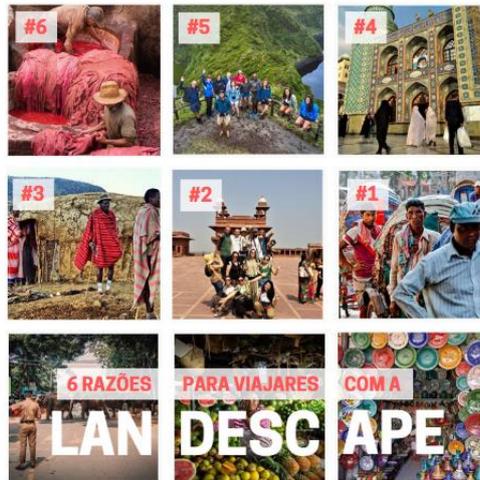


Figure 6.11 – Instagram: “Why us” Feed (own elaboration)

- For IGTV:
 - Create short videos in which each travel leader answers some questions about themselves and their trips, along with some illustrative images or videos of the destinations which can be an easy way for Instagram visitors to get to understand a little better what Landscape offers along with getting to know their travel leaders. This content can also be leverage for YouTube to then be linked in the website in the pages associate with the trip mentioned.Some examples for the guiding questions are:
 - What do you like more about being a travel leader?
 - What moments of your trips do you miss the most before a new edition?
 - What would you say to someone who is not sure to give it a try yet?
- For the Linktree:
 - Add the link to the “Customized Trips” page and to the “Why us” page.

Finally, the author suggests a budget of 1500€, around 125€ per month, to create campaigns on Instagram promoting a post designed with specific objectives and targets in mind, adjusting the message accordingly. For example, to incentive those that want to travel but are concerned to do it by themselves to try a group trip or to attract groups of friends or families to use customized trips service.

6.4.1.4 Facebook

Regarding Facebook, besides keeping posting on an almost daily basis, both in the mural and on stories, about the trips offered, some of the ideas given for Instagram that are applicable in this platform should be considered as well, for instance, concerning the content in the stories.

Furthermore, looking at Facebook Ads, a post with the website page “Why us” should be promoted for people that like Landescape Facebook page, have between 25 and 70 years old and live in Portugal, to remind those that have travelled with the brand what the benefits are and to convince those that follow the page but have never travelled with the agency. The post should have a daily budget of 5€ and be promoted during at least eight days in the beginning of March, since the main vacation periods occur in the following months, thus an investment of around 40 euros.

Additionally, the author believes a total budget of 1500€, approximately per 125€ month, should be considered to use throughout the year to promote the agency and attract potential clients with similar characteristics to current ones and convert current ones. For instance, a carousel post with two to three trips or a post with messages directed to specific reasons that lead travellers to them.

6.4.2. Create new campaigns and activities

Landescape, communication wise, can also benefit from creating new campaigns that incentive travellers to provide their testimonials which will not only remind them what their experiences were like and ignite the desire to go on a trip again, but also provide others with honest reviews building trust around the brand and intensifying brand purchase intention (see point 6.4.2.1. and 6.4.2.2).

Additionally, an anniversary campaign should also be considered for 2021 in order to celebrate the sixth year of the agency existence and once again increase brand awareness, recognition and visibility by getting people to engage with the brand online (see point 6.4.2.3.). Furthermore, creating an occasion where not only their travellers can reconnect with each other and the travel leaders but also to incentive people who have some curiosity to join to not only to enjoy some travel content but also to build a connection with Landescape’s people and clarify all their doubts (see point 6.4.2.4.).

Finally, it is crucial to approach and gain attention from B2B segments, schools and companies, for customized trips in order to explore the potential of such service for these specific segments (see point 6.4.2.5. and 6.4.2.6.).

6.4.2.1. “Your Landscape Moment” Campaign

In order to increase awareness of the brand and its travel concept, incentive first experiences, build trust around the brand, and leverage the existent relationships established with those that have travelled with Landscape in the past, this campaign consists of a contest shared through an Instagram post, and subsequently by their travel leaders through stories in their personal accounts (see figure 6.11).



Figure 6.12 – “Your Landscape Moment” Instagram Post (own elaboration)

The participants will have to publish one photo and a description that illustrates the best moment they had while traveling with the agency in their personal accounts, which should be public during the period of the contest. Furthermore, in the post, the description should include the hashtag #MyLandscapeMoment, and the participant should share his/her post in the stories identifying the agency.

The contest should take place in the last two weeks of January since people tend to plan their trips in advance, mostly for six to three months, especially for international trips. Moreover, the feedback obtained through these posts will help those that did not know the agency gain more trust in the brand and risk a first experience with them in the near future, and for those that know the agency and participate, to remind them Landscape is ready to provide them with the experiences they are looking for.

Three winners will be chosen, each one receiving a voucher of 50€ to use in their next experience with the agency, within a year from the date of the announcement. The winners will be chosen on two criteria, the first one based on the number of likes on the post to select 15 participants, which will then be analysed by a judge of three travel leaders to decide who are the three winners, after verifying all check the requirements for the contest.

The winners should be announced one by one during three days in Landscape page, after sending a direct message to each one on the day of the decision, reposting the content of the winners posts along with a personal message from Landscape for the winner and gratitude for those that participated and showed they belong to the family and are planning their next trip.

6.4.2.2. “Your Landscape Experience” Campaign

This campaign aims to obtain content with the help of travellers who have travelled with the agency, namely detailed testimonials, to post as an article on the blog, which will allow new visitors to have a clearer view of what an experience with Landscape looks like and build trust in the brand, since most might never heard about it and may not be familiarly with the travel concept they promote.

The campaign consists of a monthly contest, which would be online between February and September 2021, for Landscape’s travellers, who need to send a Word document by e-mail to Landscape. The document should be an honest description of one experience they had with Landscape along with some photos from the trip to illustrate the experience.

During the first two weeks of each month travellers are incentive to send their articles, on the third one the submissions are analysed by Landscape’s team and on the last week, the winner is announced on Landscape Travellers group, thus those that are not yet a member should join the group, and the respective article is published on the blog, which is then shared both on Facebook (post and stories) and Instagram (stories). Furthermore, articles related with specific trips should be linked in the detailed page for that trip on the website.

The winner should receive a congratulating email before the article is published, which includes the prize, a 100€ voucher to use on one experience within the next year. Furthermore, two more emails should be sent for those that would be the second and third choices confirming their articles will be considered again in the next month as a possible winner. Another option, is to consider all the participants in all editions every month, depending on the number of participants, or even extent the contest for three monthly winners adjusting the prizes, which will nevertheless lead to additional costs for more content.

This campaign should be announced on their Facebook mural and shared on Landscape Travellers group (see figure 6.12).



Figure 6.13 – “Your Landescape Experience” Facebook Post (own elaboration)

6.4.2.3. Anniversary Campaign

Landescape was founded on 10 of October in 2016, thus on the same day in 2021 the agency will celebrate their five-year anniversary, which will be on a Sunday. Hence, during the previous week the author proposes a Giveaway on Instagram for one of the editions of the trip to Krakow in 2022, whose winner will be announced on the birthday day.

The participants should follow Landescape’s page, like the post, identify two friends in the comments, more than once if they identify different people. The winner will be chosen randomly with the help of an online tool, if the requirements to participate were completed by the participant and announced in the Instagram stories (see figure 6.15).

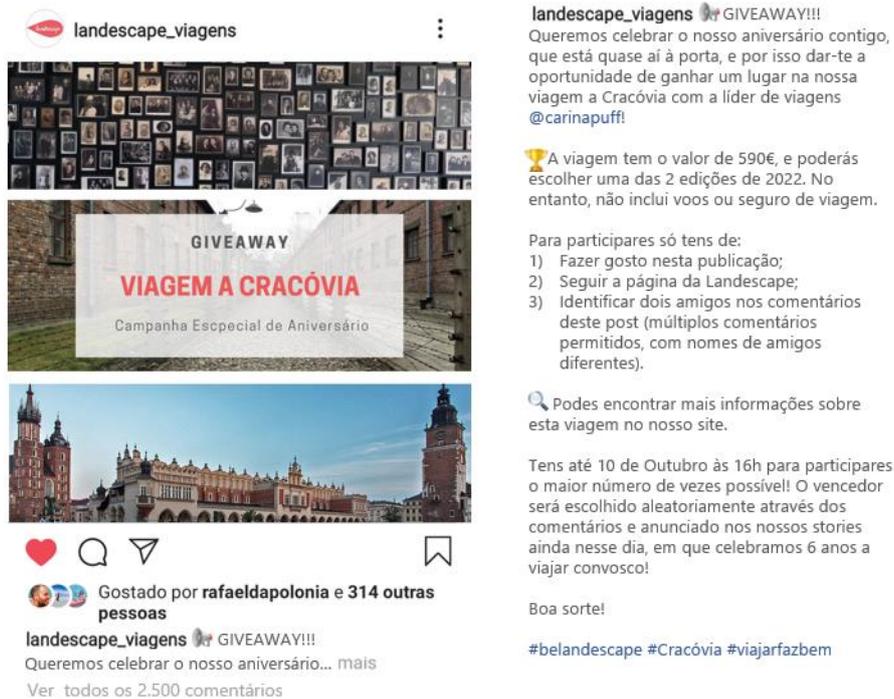


Figure 6.14 – Anniversary Campaign: Instagram post (own elaboration)

The aim of these campaign is to increase brand awareness and the number of followers on the page, which will later keep seeing the agency’s communication, even though some might unfollow after the giveaway. Moreover, as the trip offered is in Europe and around five days those that are not sure they like the travel style Landscape promotes will feel more encouraged to participate, some might even search more about the agency.

6.4.2.4. “Be Landscape” Event

Even though Landscape already promotes some sporadic activities with their travellers, like meetings during a weekend or thematic dinners, the author believes it is important to establish an annual event that not only attracts frequent travellers but also those that are curious about the brand or like a specific travel leader and would like to have an opportunity to get to know them face-to-face along with other travellers and access some of the knowledge and stories they have to share.

Consequently, in an informal and welcoming environment during a full day or more, depending on the programme, on a venue reserved for the event, talks and workshops organized by their travel leaders, travellers and eventually some invited guests not directly related with the agency would be presented. Furthermore, if the third documentary, filmed in Sudan, from the partnership with *Maluco Beleza* is ready to be launched to the public it would be a good opportunity to add more value to the event and ensure people would be able to assist.

Nonetheless, depending on the location of the event it can make sense to do another small presentation of the documentary in another location.

Furthermore, if possible, some drinks, food and aperitives from different countries should be available to take travellers back to a destination or give them a taste of a future opportunity to enjoy authentic local food during one experience. Moreover, in free moments in the programme when participants can enjoy some time to talk and get to know each other, traditional or famous music from specific destinations can be played softly in the background, or the actual artist if possible.

To help sustain the costs of the event the agency must try to arrange sponsorships, and only require a symbolical value for the entrance ticket, considering the experience, that also serves as bond between the person and the event. After the payment of the ticket is confirmed an personalize email with a digital ticket design as a boarding pass should be sent to assure travellers they will be welcome in the event and that this will be a short trip of at least one day, travelling through the stories and experiences of others.



Figure 6.15 – “Be Landscape” Event Announcement (own elaboration)

The event should be announced in August to give time until November to take care of logistics concerns and slowly promote the programme through social media. Nevertheless, registrations should close at least two to three weeks before the date of the event, which will happen ideally in a Saturday to be more flexible to who is not close to the venue geographically and works during the week (see figure 6.13).

Communication wise, as mentioned before, social media, namely Facebook and Instagram, will be one of the main channels used, not only through Landescape’s pages but also by their travel leaders accounts, some having a significant number of followers, where the announcement of the new event and the programme will be gradually revealed. Furthermore, the event post should be promoted in the Facebook feed and a short video should be promoted through Instagram stories once the programme is more completed.

Furthermore, although the author is using “Be Landescape” has the name of the event, depending on the final concept, invited guests and so one it can be too directed to the agency, although that is the objective.

On the website, a new subtab named “Be Landescape” should be added in the “About” tab of the navigation menu, to describe the event and give some highlights of the first edition after is finished (see figure 6.14)



Figure 6.16 – Navigation Menu: Be Landescape (own elaboration)

Additionally, during the event at least one person, ideally two, should be taking photos and filming short clips to both share the photos with participants later and to do a short after-movie to remember the best moments a few weeks later and be used as a promotional video in the next edition. Moreover, social media platforms should be kept updated sharing what is going on in the event to those that could not come.

Participants in the event should be incentive to use the existence hashtag #belandscape in their own publications in social media, being present and visible in some images of Landescape’s posts and on support materials for the talks and workshops.

To conclude, this event will benefit both the brand and their current or potential travellers, the first by strengthening their relationship with travellers and creating awareness and recognition to the brand, the later by getting to know or reuniting with fellow travellers and enjoying a day dedicated to a theme they love: travel.

6.4.2.5. Proactively contact schools

Initially, the agency should aim to understand this segment better by trying to answer questions like the ones bellow, which will help design the offer accordingly and approach the segment more efficiently.

- What type of schools and grades are more likely to need this service?
- What needs, desires and requirements schools have for school trips, finalists' trips and other experiences?
- In which period or month are these activities more common?
- Who usually organizes and decides what trip to take in each case?
- What budget is generally dedicated to each type of activity?

Taking a brief search in Google the author was able to find a list of all school clusters in Portugal, with contact information and the number of schools per clusters, including the name of the headquarter schools, which might help when defining a plan to approach this segment.

Nevertheless, the author believes it is better to test the demand with schools where Landscape has a direct contact, either through their team or through their travellers, since that way it might be easier to make the first interaction positive and give the target a reason-to-believe in the brand increasing their willingness to listen to the travel agency. Furthermore, the feedback and knowledge acquired with these experiences will help reach and convince other schools to trust Landscape too.

In fact, there is a high probability Landscape's team, including travel leaders, knows personally some professors and students that can give insights on how things work in their schools. Moreover, in the past Landscape did a small partnership with Gap Year Portugal that usually does a Road Trip across Portugal visiting several schools to promote a Gap Year and their association, and thus have contacts that Landscape could leverage from.

Therefore, besides direct contact to sell the Customized Trips service to schools, that should be personalized to satisfy the specific needs of these segment, another option is to have travel leaders doing talks in schools about their experiences while travelling and the importance it has, adding a short introduction to Landscape and its offer, which not only might incentive children to convince their parents to embark on an adventure with Landscape but also to consider the agency as the organizer of their finalist trip.

Finally, when contacting schools without an inside connection, a possible approach would be to firstly send an address letter by mail to the school, ideally to a specific person the agency searched beforehand has the one responsible for these decisions, to ensure the agency has a

personalized first contact that contains a short introduction to the agency and its purpose, including a promise that a follow up e-mail with more information will be sent to the school's email, which will increase the odds of the email being opened and read once it arrives.

Along with these proactive behaviours, as previously mentioned, the website should have a specific page to target schools inside the Customized trips tab.

6.4.2.6. Proactively contact companies

Primarily, a market research to clarify what type of team-buildings and incentive trips for employees are currently offered in the market by other companies, such as *Meet me at Porto*, *Extremos Portugal* and *Run&Slide*, and who usually search for them, along with a critical analysis through the feedback received by them to understand what is valued and what can be improved.

Subsequently, the travel agency should design some specific experiences, especially in the case of team-buildings, to help clients understand if Landescape offers a solution to their needs, which would be described on the website page created for this segment.

Additionally, for this type of clients, other than the website and direct contact, another communication channel that might be considered is LinkedIn, since it provides a way to directly study and potentially contact HR personnel and the CEO in smaller businesses.

Moreover, Landescape page on this platform should be updated mainly with information for this target to give a good impression once the client looks up the brand. Nevertheless, before moving into this type of approach the travel agency should use its personnel network to contact, connect and receive good reviews, which will help sustain their message and value their service in the eyes of other companies.

Therefore, a cold email should be prepared to use in both situations, personalizing it according to the recipient, which would include a presentation of Landescape and the benefits and services it can provide considering the needs of the target company. However, when possible, it would be better to consider a cold call before the e-mail to not only give a more human feeling to the first contact but also to increase the probability of the e-mail being read.

6.5. Evaluation Metrics

After designing the communication actions, one should define metrics to carefully evaluate the efficacy of each one, not only at the end but also during the period it is active to understand if any adjustment can be made to improve the output or if the investment made was profitable.

This performance analysis helps the company comprehend if the campaign or content created was useful to promote the brand and reach their customers and thus, if is something to further develop and eventually repeat in the future. These evaluation metrics are described in table 6.1, directly associated with the communication channel or activity they are meant to.

Table 6.1 – Evaluation metrics for the Communication Plan

Communication channel / activity	Evaluation metrics
Website	% of new visitors; Number of sessions, Bounce Rate; Average session duration; Number of reservations; Number of views of new pages; Blog performance.
Newsletter	Number of new leads; Opening rate; Click-through rate; Click-to-open rate; Conversion rate; Unsubscribe rate.
Instagram	Number of new followers; Engagement level (likes and comments); Story views; Audience Growth; Ad clickthroughs.
Facebook	Reach; Impressions; Engagement level (likes and comments); Ad clickthroughs.
“Your Landescape Moment” Campaign	Number of participants; Campaign hashtag usage; Number of likes per post; Number of visits to Landescape’s Instagram; Number of new followers;
“Your Landescape Experience” Campaign	Number of participants; Number of visitors on the articles in the blog; Engagement in post that share those articles.
Anniversary Campaign	Engagement level (likes and comments); Reach; Number of new followers;
“Be Landescape” Event	Number of people present; Number of times the hashtag is used; Feedback and posts by participants;
Proactively contact schools	Number of leads acquired; Number of purchases; Size of audience of talks; Reviews and testimonials.
Proactively contact companies	Number of leads acquired; Number of purchases; Reviews and testimonials.

6.6. Schedule and Budget

Concerning the periods each activity should be implemented, which was decided either on the demand expected for specific periods of the year, the fact that people plan their international

trips in advance or the number of trips and consequent availability of Landscape's team in a specific month, a schedule was created regarding the year of 2021 (see table 6.2).

Regarding channels like the website, newsletter, and social media platforms, all year was selected since content and updates will always be mandatory for these. Nevertheless, most of the suggestions stated previously for them can be applied in the first months of the year. On the other hand, the new campaigns and activities plan occur according to what the author believes to be the best time according to the knowledge acquire throughout this thesis.

Furthermore, another important aspect to consider is the costs associated with each communication option that aim to give an estimative of the total budget, defined based on an objective-task method, in order words based on the objectives and the cost to execute the actions needed to accomplished them (see table 6.2).

Concerning the total budget of 10.000 euros, the calculations where done considering the following costs:

- 1.800€ for the Website, since the author confirmed with the agency that each alteration in its structure would cost between 150€ to 200€.
- 900€ for the Newsletter confirmation email campaign, which correspondents to 74.99€ per month during a full year, to have access to the Mailchimp Essentials package with up to 10.000 contacts, considering in the time of writing the agency has over 5000 contacts. This will allow Landscape to create a pop-up window in their website and send automated emails, besides a plafond to send 100.000 emails per month and other marketing tools.
- 1.500€ to create small campaigns in Instagram, with specific targets in mind;
- 1.500€ to promote some posts in Facebook in each month, in order to remember current followers and reach new audiences, ideally with similar characteristics to current followers of the page;
- 150€ for “Your Landscape Moment” contest, which equals the prizes awarded to the winners – 50€ times three winners;
- 800€ for “Your Landscape Experience” contest, which equals the prizes awarded to the winners – 100€ times eight winners across eight months;
- 590€ for the anniversary giveaway which corresponds to the value of the trip to Krakow;
- 1.000€ for the event, including the costs of the venue, food and other associated needs. Nonetheless, this cost is far from precise since it will depend on several variables such

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as possible sponsorships, revenue from ticket entrances and additional cost with special guests. Therefore, the final cost could be lower or higher than the proposed.

- 1.000€ to proactively contact schools, which aims to include the cost of sending address letters and possible commute for Landscape’s team members to go across the country in person to some schools along the eight months proposed to approach this segment;
- 760€ to proactively contact companies, covering some expenses that may surge from the approach proposed.

As mentioned, for some of these activities the author did not have a clear basis to define the associated costs and therefore estimated them considering her own, the supervisor and Carina’s perspective and therefore the budget is only an estimated value to guide managerial decisions.

Table 6.2 – Schedule and budget for the Communication Plan

Activities	2021												Budget
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Website													1.800€
Newsletter													900€
Instagram													1.500€
Facebook													1.500€
“Your Landescape Moment” Campaign													150€
“Your Landescape Experience” Campaign													800€
Anniversary Campaign													590€
“Be Landescape” Event													1.000€
Proactively contact schools													1.000€
Proactively contact companies													760€
Total													10.000€

CONCLUSION

Considering the interest of the author in Landescape and its travel concept - group trips accompanied by a travel leader throughout the journey, with a focus on responsible tourism and local and unique experiences – and the fact that a big percentage of the Portuguese market is still unaware this type of travel agencies exists, the author decided to choose this company as a basis for her thesis. Furthermore, Landescape's lack of investment in marketing at the moment of decision also incentive the choice, for instance their Instagram had around 9.000 followers and no highlights, while their main competitor had over 20.000 followers.

Hence, this project contributes to the marketing community by studying the unique context and consumer behaviour associated with this brand, focusing on developing an efficient Communication Plan for Landescape - a Portuguese cultural and adventure travel agency founded in 2016 - that essentially aims to improve brand awareness and recognition as well as consumer engagement, which will eventually lead to an increase in experiences shared (sales).

To support its elaboration several researches and analysis about related topics were conducted, which had a crucial role to connect and enhance the entire project.

Initially, through secondary data, mainly scientifically articles, the author was able to complete a literature review that provided guidelines about the relevance of communication, how to create a successful communication plan and the communication mix marketers can resort to. Furthermore, looking into the tourism context, specially factors related to travel agencies, the author was able to clarify the impact social media has in tourists' decisions, how they choose their destinations, the relationship quality expected for this type of companies, the tour leader impact on the experience and the characteristics of adventure travellers.

Afterwards, it was imperative to study the tourism industry, its main concepts, structure and challenges, as well as the travel agencies environment in Portugal, resorting to PESTEL, five forces of Porter, market and competition analysis, besides considering the Portuguese's travel behaviour – the main target market. This allowed the author to have a clear view of the external factors that can influence Landescape business and consequently the communication plan. For instance, their main competitor is Nomad, a travel agency with the same base concept founded in 2007.

Nevertheless, the travel agency itself should also be examined since everything that needed to be consider for the plan would be inevitably related to the business and brand Landescape represents. Hence, its history, mission, values, portfolio and communication mix were studied to give a clear view of the business and a SWOT analysis was conducted to clarify the main

strengths, weaknesses, opportunities and threats associated with it, which were all kept in mind while defining the objectives and designing the communication options later.

However, this information was not enough to support the implementation strategy and therefore primary data was collected by the author, both quantitative and qualitative. For the first, a questionnaire was shared online through several social media platforms to obtain information and insights regarding Landescape's market, competitors, consumer behaviour and their relation and knowledge about the brand – resulting in a total sample of 208 respondents. For the latter, an interview with Landescape's Communication Manager, Carina Silva, was conducted to clarify some doubts about the travel agency and reach a better impression of the business.

Additionally, it is important to refer that an unexpected pandemic emerged in the world during the elaboration of this thesis, which impacted the tourism industry strongly and thus Landescape. Consequently, it was considered not only in the primary data obtained, but also in some of the previous analysis mentioned.

The main conclusions taken from the questionnaire were the confirmation that the travel concept Landescape promotes is not widely known yet by the market, that there is interest for customized trips, at least from B2B segments, that the pandemic affected travellers but they still desire to travel when possible, and that those who knew the travel agency gave extremely positive feedback.

This matches the information obtained during the interview, as Carina explained that one of their main concerns is to connect with their travellers and ensure they enjoy a unique local experience that has a positive impact for the community that lives in the destination, and makes them want to come back for another experience. Moreover, they consider their travel leaders as a brand since they are the core of the business and can influence travellers' decisions and help promote the agency. Furthermore, regarding customized trips they want to target schools and companies in the near future.

Looking into the final part of this thesis - the implementation strategy - the author followed the steps and criteria mentioned in the literature review to create the communication plan.

Firstly, in order to define the target market and clarify Landescape positioning, an STP analysis was conducted. Of the eight segments defined, based on the knowledge acquired the author decided to focus in Solo Avoiders and First Experiences, with the help of Cultural and Adventure Lovers, in the case of Group trips, and Schools and Companies in the case of

customized trips as that is one of Landescape goals for 2021, besides Close Groups – families and friends.

Secondly, the author defined the objectives for the plan, being some of the more relevant to increase brand awareness, recognition and visibility; arouse the interest for the travel concept promoted by the agency; incentive positive WOM and online engagement; increase the number of leads, to approach B2B segments and to intensify purchase intention.

Thirdly, the overall message based on their unique value proposition “More than the trip, the experience” was defined to ensure the message across communication options is cohesive and therefore stronger, showcasing the benefits and the value of the experience provided from the first contact with Landescape.

Four modes of communication were used to improve and design communications options: Online and Social media, through their website, Facebook and Instagram page; Sales promotion, through contests and giveaways; Events and Public relations, through newsletters and speeches.

The principal suggestions given to improve the website included adding a page called “Why us” to explain all the reasons and benefits of travelling with the agency, as well as to separate the customized trips tab according to the three main segments - close groups, schools and companies – has the needs of each differ significantly and therefore should have a distinct offer. This content should be promoted through Facebook ads to reach people that like their page and reminded them why they should give the agency an opportunity or reserve a trip again.

Furthermore, the blog should be divided by themes to guide the visitor through the content and more articles about the destinations should be written, as well as detailed testimonials, which will be obtained through the Facebook contest “My Landescape Experience”, that awards the monthly winner with a 100€ voucher to use in one of their trips.

Another important tool is the Newsletter that offers a direct way to give updates and extra information to those that have showed interest in the brand by giving their e-mail contact. Therefore, the agency should incentive visitors to subscribe it by giving a free ebook written by their travel leaders and sending a confirmation e-mail that includes a personal message from the CEO. This will not only increase the number of leads obtained but also give a human touch to the first email received from the agency, building the proximity Landescape aims to achieve.

As for their Instagram account, several suggestions were given, such as to create a sharable and fillable template to engage with travellers through stories; to upgrade their highlights for instance with one that gives a context to those that visit the page for the first time and have low

knowledge about the brand; to include the “Why us” reasons in the feed and to invest in short videos about their travellers and respective trips for the IGTV.

Regarding another campaign created to remind travellers what their experiences were like and ignite the desire to go on a trip again, besides boosting eWOM, the author suggested an Instagram contest named “Your Landescape Moment” that incentive people who have travelled with the agency to share the most memorable moment they have while travelling with the agency and thus getting the chance of being one of the three winners, each one receiving a voucher of 50€ to use in their next trip with Landescape.

Moreover, an anniversary campaign to celebrate the sixth year of the agency was proposed by creating an Instagram giveaway that will help reach new people and increase the number of followers, which will later be impacted by the agency communication on that platform.

Concerning the event mentioned before, its purpose is to create an annual experience, of one or more days, where not only Landescape’s travellers can reconnect with each other and the travel leaders but also to incentive people who have some curiosity to join, not only to enjoy some travel content but also to build a connection with Landescape’s community and clarify all their doubts

Furthermore, as the offer for customized trips for schools and companies is not well defined by the agency yet, some guidelines to study the market and desires of this segment were given, as well as a few ideas to make the first contacts and slowly build their presence in this niche market.

Additionally, a schedule for the communication plan was created considering the year of 2021 along with a budget defined based on the expected cost to complete each activity, reaching a total of 10.000 euros.

To conclude, one should mention the limitations faced during this process such as the lack of data concerning the travel agency market in Portugal, which prejudicated the external analysis, the struggle to acquire responses from Landescape travellers which could had given further insights about the brand and responses from people outside the author’s closer connections. Finally, the absence of detail and information to define the costs of some of the activities purposed, which affected the accuracy of the final budget.

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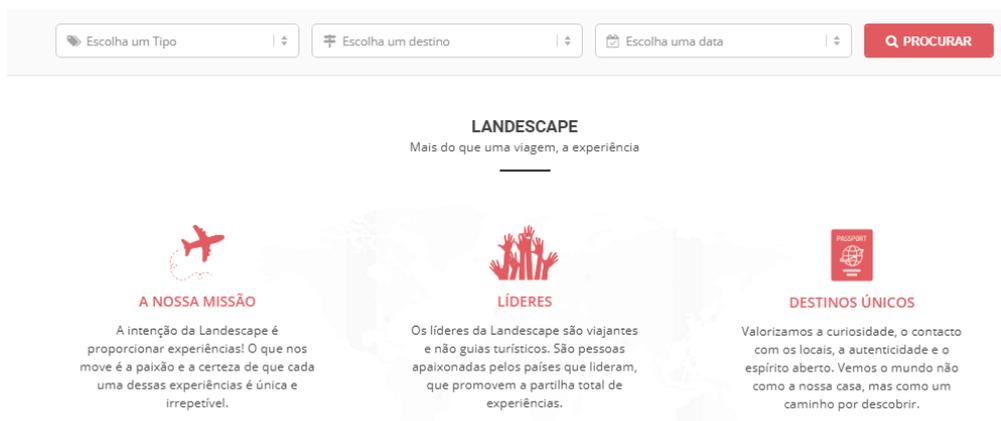
ANNEXES

Annex A – Landscape’s Website

Attachment A.1 – Home page (navigation menu and carousel banner)



Attachment A.2 – Home page (search bar and company introduction)



Attachment A.3 – Home page (trip’s carousel)

PRÓXIMAS VIAGENS
Nem todos os que vagueiam estão perdidos - J.R.R. Tolkien



cancelada

PAMIR HIGHWAY, MAIS PERTO DO CÉU
JULHO | 1990€

Tipo: Aventura, Fotografia, Montanha

Dificuldade: ●●●●●

Conforto: ●●●●●

Datas: 20 Jul, 2020 - 1 Ago, 2020

Duração: 13 dias / 12 noites

SABER MAIS



cancelada

COLÔMBIA INESQUECÍVEL
JULHO | 1755€ + 450€ (EXTENSÃO)

Tipo: Aventura, Cultural

Dificuldade: ●●●●●

Conforto: ●●●●●

Datas: 25 Jul, 2020 - 14 Ago, 2020

Duração: 21 dias / 20 noites

SABER MAIS



cancelada

UZBEQUISTÃO, NO CAMINHO DA ROTA DA SEDA
AGOSTO | 1180€

Tipo: Cultural

Dificuldade: ●●●●●

Conforto: ●●●●●

Datas: 1 Ago, 2020 - 10 Ago, 2020

Duração: 10 dias / 9 noites

SABER MAIS

Attachment A.4 – Home page (destination’s map)

A LANDESCAPE LEVA-TE A CONHECER O MUNDO!
Uma vez por ano, vá a um lugar onde nunca esteve antes
- Dalai Lama



The map shows various travel destinations marked with red pins across the globe. A popup window for 'AÇORES, VERDE ATLÂNTICO' is displayed, showing a person on a hill and providing details: 'Datas: 23 Ago, 2020 - 29 Ago, 2020' and 'Preço: AGOSTO | 720€'. The map interface includes 'Mapa' and 'Satélite' tabs, a search bar, and navigation controls.

Attachment A.5 – Documentaries section

A COMMUNICATION PLAN FOR LANDESCAPE

DOCUMENTÁRIOS

Home / Documentários

Da parceria entre o podcast **Maluco Beleza**, do actor e apresentador de televisão **Rui Unas** e do realizador de vídeo **Marco Almeida**, e a Landscape nasceram dois documentários que incidem na experiência de viajar em grupo junto dos destinos promovidos pela nossa agência.

PARAÍSO XIBALBA - UMA VIAGEM (MALUCO BELEZA) À GUATEMALA

Em 2019, decidimos apresentar a **Guatemala**, um país ainda muito desconhecido da rota turística e que podem conhecer em **PARAÍSO XIBALBA**. Nesta aventura liderada por **João Amorim** descubrem este encantador país da América Central desde Antigua, a antiga capital do Império espanhol, até às ruínas da maior cidade do Império Maia, Tikal.



PROCURAR VIAGENS

Encontre a sua próxima aventura

🔍 PROCURAR

📄 MAIS INFORMAÇÕES



Precisas de Ajuda?

+351 917 434 117

Attachment A.6 – Bottom of every page

MANTÉM-TE CONECTADO

Se desejas receber informações acerca das nossas experiências, deixa aqui o teu contacto de email. Obrigado!

SUBSCREVER





TURISMO DE PORTUGAL

MAIS INFORMAÇÕES

- Viajar com a Landscape
- Líderes Landscape
- Perguntas Frequentes (FAQ)
- Política de Reservas
- Atualização Covid-19
- Política de Viagens Customizadas
- Protecção de Dados
- Recrutamento

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✉ geral@landscape.pt

Mapa Meu - Travel Experiences Lda
Desenvolvido por: Otentaecino

Attachment A.7 – Newsletter example

Landscape

DESCONTOS EM VIAGENS

CAMPANHA ESPECIAL DE ANIVERSÁRIO

CAMPANHA ESPECIAL DE ANIVERSÁRIO

30 DE OUTUBRO | DESCONTO IMEDIATO NAS PASSEIÕES

Nos próximos 30 dias de Outubro, a Landscape oferece o seu aniversário. Mas é a ti que queremos celebrar por pertenceres à nossa comunidade de viajantes!

Cumpre 24 horas, de 30 dias antes ou mais depois de viajar, e usufruirás de um desconto imediato de 30% de 30 dias antes ou mais depois de viajar. Não são descontos acumuláveis de 10% por viagens adicionais. Não é cashback!

Verifica o www.landscape.pt para conheceres os detalhes que serão disponíveis logo a seguir.

Ver mais

OUTRAS EXPERIÊNCIAS



LIMA E PALETINA
com 10 dias de viagem

1.940€
participantes



BENICARLO
com 10 dias de viagem

1.320€
participantes



OAXACA E MEMÓRIAS DA IMAGEM
com 10 dias de viagem

1.490€
participantes



UMA VIAGEM À PRAIA
com 10 dias de viagem

1.100€
participantes



FILIPINAS
com 10 dias de viagem

1.590€
participantes

JANTAR TEMÁTICO INDIANO

À mesa com @Rafael Pólvora

Dia 17 de Outubro, às 20h00, em Vila Nova de Gaia

17.000€ por pessoa

Para esta segunda experiência e apenas por este fim de semana, vamos garantir o teu lugar. Aproveita a oferta. As nossas experiências e viagens são limitadas e acabam logo que conseguimos a melhor oferta para todos os viajantes. Mas o que nos acrescentamos é uma experiência diferenciada, já que a mesa de Indígenas também é do teu filho. Não deixamos qualquer dúvida.

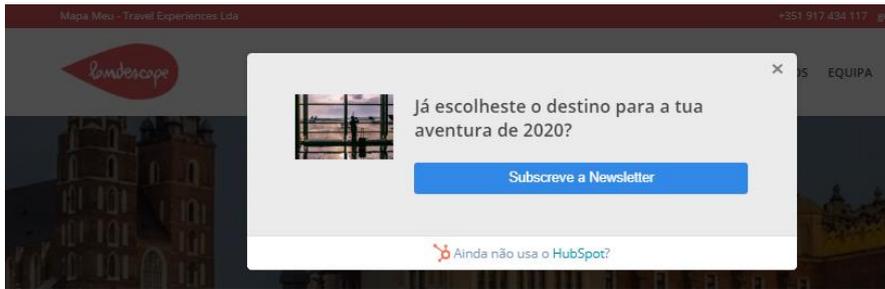
Ajuda apoiada e vegetarianos!
Reservas em geral@landscape.pt





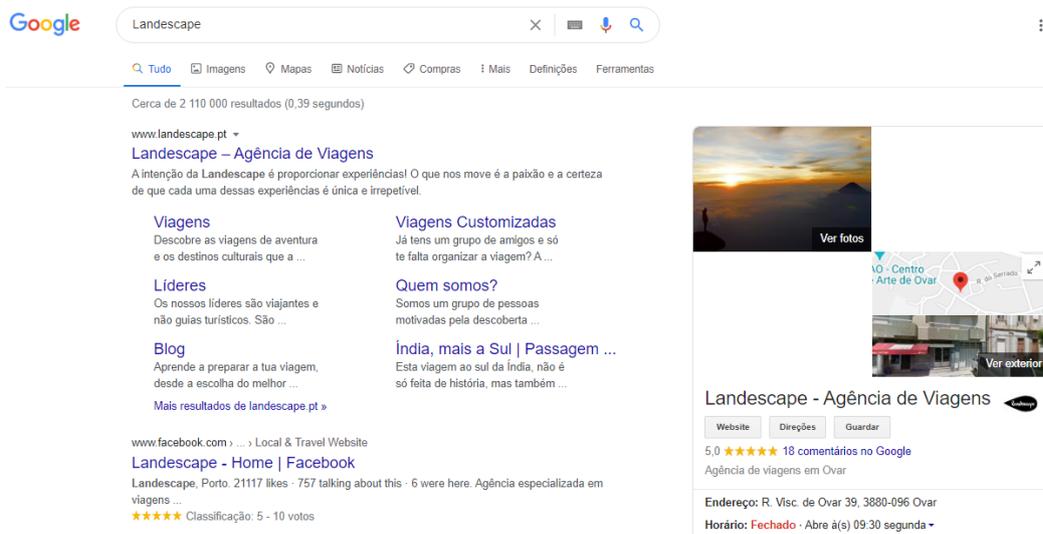
@landscape.pt

Attachment A.8 – Pop-up Window



Annex B – SEO

Attachment B.1 – Google Search for “Landscape”



Attachment B.2 – Google Search for other adventure group travel related terms

A COMMUNICATION PLAN FOR LANDESCAPE

- “Group trips with a leader”

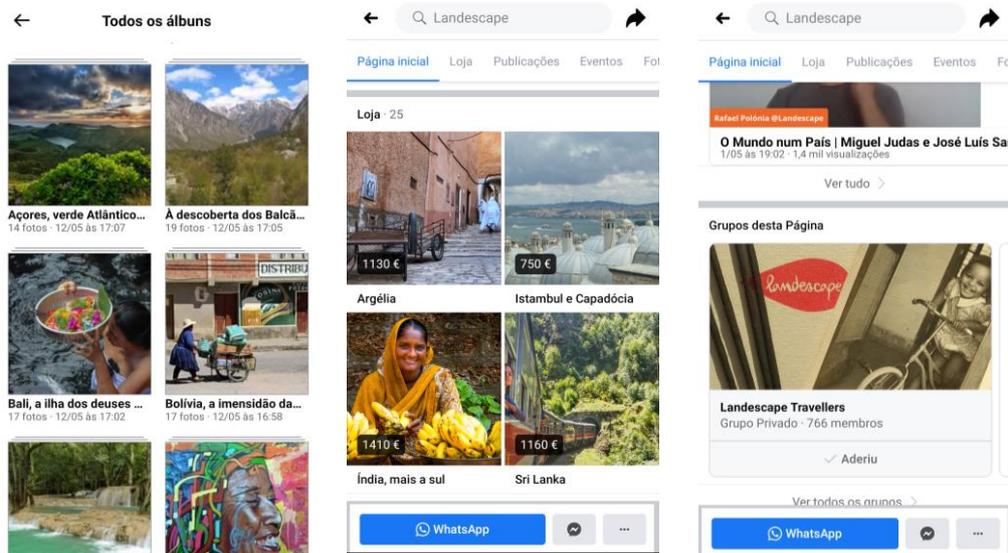
Google search results for "viagens em grupo com líder". The search bar shows the query and the Google logo. Below the search bar, there are navigation options: Tudo, Imagens, Vídeos, Compras, Notícias, Mais, Definições, Ferramentas. The results show approximately 38,900,000 results in 0.50 seconds. The first result is from www.almadeviagante.com, titled "Ser líder Nomad, o 'melhor trabalho do mundo' • Alma de ...". The second result is from magg.sapo.pt, titled "Os grupos de viagem que o levam a viver experiências ...". The third result is from leva-me.com, titled "Agência de viagens inesquecíveis | Sobre Nós - LEVA-ME". The fourth result is from www.landscape.pt, titled "Landscape – Agência de Viagens", which is highlighted with a red box.

- “Adventure Trips”

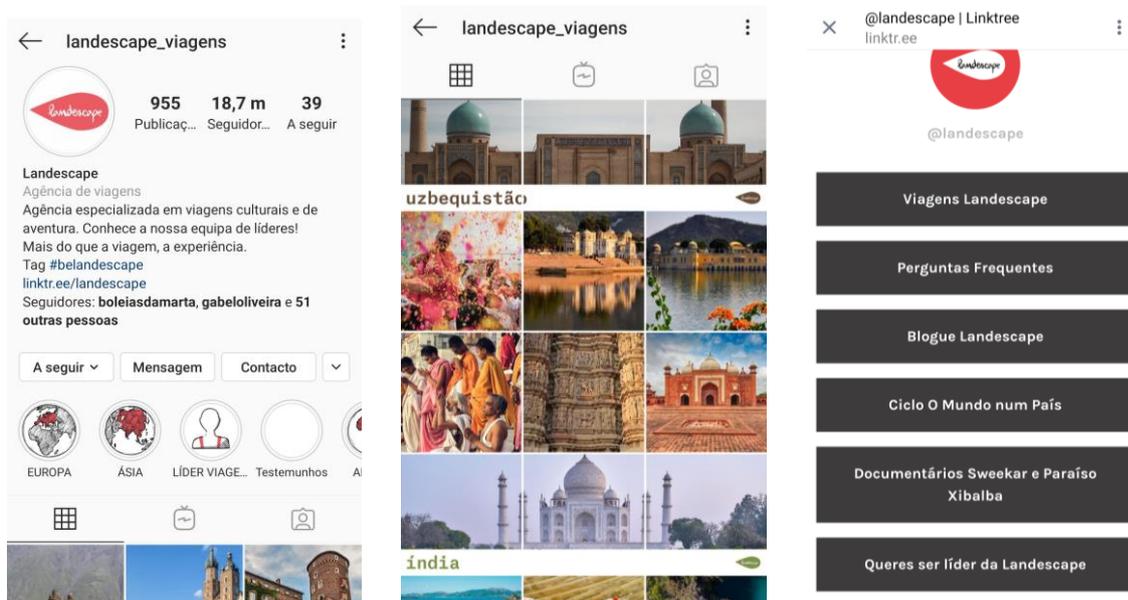
Google search results for "viagens de aventura". The search bar shows the query and the Google logo. Below the search bar, there are navigation options: Tudo, Imagens, Vídeos, Compras, Notícias, Mais, Definições, Ferramentas. The results show approximately 38,900,000 results in 0.50 seconds. The first result is from Rotas Do Vento-expedições E Viagens De Aventura Lda, with a 4.5 star rating. The second result is from Papa Léguas, with a 4.4 star rating. The third result is from Nomadas - Turismo de Aventura, Lda., with a 4.5 star rating. The fourth result is from www.nomad.pt, titled "Nomad: Viagem | Aventura". The fifth result is from www.papa-leguas.com, titled "Papa-Léguas Viagens de Aventura". The sixth result is from rotasdovento.com, titled "Rotas do Vento | Expedições e Viagens de Aventura desde ...". The seventh result is from www.logitravel.pt, titled "Grandes Viagens Aventura desde 427 €. Os melhores ...". The eighth result is from www.landscape.pt, titled "Viagens, aventuras, destinos culturais – Landscape", which is highlighted with a red box.

Annex C – Landscape’s Social Media

Attachment C.1 – Landscape’s Facebook



Attachment C.2 – Landscape’s Instagram



Annex D – Interview

1. What are Landscape’s values as a company?

One of our most important value is to assure we have a positive impact in the local communities we visit in our trips. Therefore, for us it is fundamental that the money spent in our trips stays in the local economy and for that reason we use guesthouses, familiar hotels or even rent rooms from people we know, avoiding the international options that mean the money

won't stay in the country. This same principle is applied to restaurants, local guides, public transportation and so on.

Then we have another value which is the concept of a local experience, that is why we say Landscape is not a travel agency but an agency that provides experiences, because for us this contact with locals and their culture is what will give us a more tolerant, conscious and sustainable vision than what is the tourism in a larger scale.

2. Considering your direct competitors, what is your competitive advantage? What makes travellers come back to you after the first experience?

The cultural and travel agencies, which is the case of Landscape and other agencies that exist in the market, manage themselves more or less by the same principles. Thus, what I mentioned in the previous answered can be applied, generally, to the competitors of Landscape. What in our opinion distinguishes us from the competitors is the proximity we create with our travellers.

We make sure to know our travellers by the name, know who they are, and build a relationship beyond our profession, a real friendship and proximity. The contact we do on a daily basis with our travellers makes them want to come back without changing to another agency. Hence, this contact and proximity is in fact our most valuable characteristic.

We do this through different ways, for instance we create a WhatsApp group for each trip which people keep using after the trip not only to speak with the leader but also with their fellow travellers. We sent presents such as personalized postcards from the destination, organize meetings, dinners and similar things to promote this proximity between travellers and leaders. Additionally, knowing that the CEO of the agency is a phone call away or any other member of the team, gives them a huge feeling of security and trust that the other agencies don't provide.

3. Your business is seasonal since people usually travel more for pleasure during Carnival, Easter, Summer and Christmas. How is demand during the other months?

Yes, there is some seasonality in our trips. And obviously, that seasonality is somehow associated with people's vacation periods, like Carnival, Easter, Summer, Christmas and New year. Nevertheless, the second semester of the year is the period of the year we have more travellers with us, maybe the first trimester is the hardest one, except the trips that include the New Year and extend for one or two weeks.

However, trips that happen in the end of January, beginning of February or even in March are harder to fill, in part, because of the lack of approval of vacations from employers.

Consequently, we can only reach independent workers and people with accumulated hours that are able to take trips in this first trimester.

Furthermore, it is important to consider that our Summer does not match with the period of good weather in our destinations, such as Asia, South America and Africa, which we are going to increase in the next year.

4. Being travel leaders the core of your business, what are important personal traces and what are their main functions pre, during and after the trip? Do some travellers choose their trips based on the leader and not solely on the destination? How does the passage of trips between leader's work?

This question is very pertinent. When we look for a leader and yes, in fact we usually say that two brands exist, Landescape and the leaders, and is very important that leaders promote themselves.

The characteristics we look for are above all experience leaders that are used to travel and ideally have already done long trips and know how to react in different environments. We look for people that have a way of life that matches our principles of sustainability and social responsibility, who have this vision of positive impact while we travel.

Obviously, they have to be people with a high capability to improvise because travelling in Europe or in countries underdevelopment when we often go, where if plan A fails, we need to have backpack alternatives, is different. Therefore, these characteristics are fundamental.

Furthermore, people management is also important because being a travel leader requires being able to manage people, conflicts and avoid intrigues and uneasiness, considering they are leading a group of people who usually don't know each other and are together for 15 days or more in a travel context. Hence, this role of psychologist and people manager is very important, thus empathy is a crucial personal trace associate with being a travel leader and I don't think that can be worked on, it should be part of the nature of that person.

Regarding the role pre, during and post trip. Pre is all the preparation of the trip and contact with the local partners, I would say that around 70% of the role of a leader is done before the trip. During the trip is essentially the capacity of management, being able to even with accumulated tiredness, wake up with energy and still be willing to show the country your leading to your group, ensuring they are always well and cohesive so that the experience is good for both parties. Concerning the post trip, is basically an evaluation of the experience, to consider if something didn't go well and needs to be fixed.

And yes, there's clearly travellers that chose their trips based on the leader and not based on the destination, because the proximity and contact built with the leaders or Landescape as an institution is something that can lead to a friendship that transmits security and wellbeing which weights in the moment to choose a new trip.

Concerning the passage of trips between leaders, normally there's always a follow up, when the substitute leader goes on the trip with the current one and receives all the information in terms of local partners and when the new leader assumes the trip it's considered an exploration trip.

5. Could you explain the new concept of Exploration trips, which are the first edition of a destination?

The true is that exploration trips always existed, although not in all trips. Their purpose is to explore new destinations, and often it does not mean that the leader doesn't know or has not been in the country previously. For instance, when I launched my trip to Bolivia, I hadn't been there in eight years so I needed to review it before taking a group and organized the trip with the help of local contacts I have there, but evidently is different to be in the destination.

Hence, the exploration trip aims to clarify the group that the itinerary is not fixed and for that reason it can suffer some alteration in the next editions, such as starting in a different city or excluding one. This is not associated with decreasing the costs of a leader but to make the people in the group feel they can give their opinion concerning the itinerary and are a part of the process, thus by norm people that go on this trips are travellers that have been with us for a long time and want to be part of the process. We even have requests from our travellers for destinations we do not have yet, and we normally accept to do it with them if it's a trip interesting for the future.

6. Regarding customized trips, when did you started to offer this service and who are the main targets? Do you intend to intensify communication around this service?

I don't remember exactly when we launched it, but it has at least more than a year. We are trying to understand how to make this service profitable for us in fiscal terms, because in most countries we work there aren't invoices, which means we can't justify them according to the Portuguese finances. Nevertheless, it is something we do and want to keep doing even more.

Regarding our target group we have already done it for schools, companies, groups of friends, families and even for independent travellers that for instance were starting a trip to Cambodia and Laos and had two more weeks free and decided to join us in Vietnam which is organized by us, so they were alone during the customized trip to the first two countries and

then joined the group in Vietnam. Regarding the value we request, is 20% of the final value for the trip.

We want to increase communication of this service, we didn't do it yet because of the financial situation I mentioned, to ensure it is profitable. We even believe it might have a significant impact for the agency in the future.

7. What are the characteristics of your target for group trips? What are the main reasons they choose to travel with you? Is there any other segment you would like to attract more?

Regarding group trips it does depend on the destination, for the smaller trips we have in Europe normally were talking about couples, older people and families, but also travellers that want to try this type of concept before embarking on the longer options. We work with a lot of people between 45 to 70, majority woman, a lot of them connected to the health sector.

We also have a significant part of independent workers that justify their decision for Landescape because they don't have time to organize it, have a high buying power but can't surrounded themselves with other people with this conditions to avoid traveling alone, especially considering most are woman and are afraid to travel alone. And clearly because there's an added value due to the existence of a leader that is going to provide a diversity of experiences that in other way would be difficult to have because it would imply more time in the destination to meet and create relationships with locals and go to underground places, besides the culture aspect.

If there's any public we want to attract more, there is, we want to reach more schools and companies, that's our next step.

8. Does Landescape focus solely on Portuguese travellers, or do you accept people from other nationalities?

Yes, we focus more on Portuguese travellers, but they don't have to be necessarily Portuguese citizens, the requirement is that the trip will be led in Portuguese, so as long as they understand the language is okay. We already had Brazilians and other nationalities that talk a bit of Portuguese such as Spanish, Indians, French and Dutchman. The idea is that we can't penalize our group of Portuguese because we open the trip to other nationalities, thus it is mandatory that they are okay with everything being mainly in Portuguese.

9. Communication wise, what are the main touchpoints along the customer journey?

We have our Facebook, Instagram, website, e-mail and some leaders that work with us regularly have one specific for them, we also have our mobile contact that is almost always

available and our Newsletter that was suspended for some time and is now going to be active again.

Furthermore, we have our events that can be debuts of documentaries, social events, dinners, meetings and other initiatives. We also have our partnerships, such as *Maluco Beleza* and *Bumba na Fofinha*.

Regarding our headquarters, people usually don't go there as the major contact with customers is digital, so it's important for us to be present online on a regular basis, as we for instance use the WhatsApp to be in contact with them either pre, during or post trips.

For those who are already travelling with us, besides the pdf of the trip in the website that summarizes the trip, we provide the traveller guide that provides supplementary information related to health, electricity, what to take on the backpack and so on, in addition to a pocket guide with some relevant information and space for writing.

Moreover, we usually send a personalized postcard from the destination to each traveller and send a feedback survey to understand what went well or not and act on it, either regarding the trip itself or leader's performance.

When our travellers reserve the trip, they receive a confirmation email and a personalized contact to obtain more information regarding the payment and other concerns. There's a permanent contact between our Travellers' Manager and the travellers before the trip.

Concerning SEO and SEM, we do invest on it but not as frequent as we would like to. Other than that, WOM is very relevant for us and the visibility of our leaders through the things they do is also a major concern, through events, workshops, talks in schools or universities and others.

Lastly, we also do some press accessory which is highlighted in our website.

10. Finally, considering the impact of the current pandemic on Landescape and the world, what are your main concerns and goals for 2021?

Our main concern is to understand how long is going to take for people to regain confidence to travel, not exactly with Landescape but the experience itself of being in a fly, being in an airport and visiting a country. We believe is going to be associated with the volume of information provide by media and the creation of a treatment or vaccination to end the pandemic.

We don't know how long this is going to take, and we feel we are working without knowing what to expect. We aim to slowly restart our trips and keep a close eye to what is happen in our destinations. We are certain that borders won't open all at the same time and the level of trust

won't be the same in all continents, but we want to go back to normal and ensure travellers want to go back to us.

This year was supposed to be our best year, but as for other companies it did not happen, but we are here fighting and confident we are going to make it happen and we believe the future of tourism goes along with the concept of sustainability we and other agencies have. We need to survive until people are allowed to travel freely again, and we have a reinforced team of leaders and want to launch new destinations, as we have already done during this period.

Besides this, as I mentioned before, we want to work more with schools even if in a first phase only in Portugal and later in European destinations, and also reach more companies building team buildings here or abroad depending on the structure of the company and dimension.

Annex E – Questionnaire Structure

Introduction



Portuguese Travellers and their relationship with nacional Travel Agencies

Dear participant,

This survey was developed to complement a thesis within the scope of the master's in marketing at ISCTE Business School. Its main purpose is to collect information about your profile as a traveller as well as your knowledge about the travel agency market in Portugal, focusing on an particular agency in one of its sections.

Filling out the survey takes about 8-12 minutes. All your responses are anonymous and do not carry any risk to you. The communication of results will occur only within the scope of the academic work. There are no right or wrong answers, what matters is your perspective and personal experience.

Thank you very much for your attention and participation,
Cristiana Silva

Section 1 – Personal Information

Personal Information

In this section, mark the answer or write down, what best describes you.

1.1 Gender *

- Woman
- Men

1.2 Age *

A sua resposta

1.3 Education Level *

- Nine grade
- High school
- Professional course
- Bachelor's degree
- Postgraduate
- Master's degree
- Doctorate degree

1.4 Current occupation *

- Student
- Student-worker
- Employed
- Unemployed
- Retired

1.5 Which of the following options describes your monthly income? *

- 0-350€
- 350€-650€
- 651€-1200€
- 1201€-2000€
- 2001-3000€
- More than 3000€

1.6 District *

Seleccionar ▼

1.7 Please select the options that fit your current situation. *

- Without children
- With financial dependent children
- With financial independent children
- Single
- In a relationship
- Married
- Divorced
- Widowed

Section 2 – The Traveller

The Traveller

In this section the objective is to get to know you better as a traveller. Please pick the answer or write down what best describes you in relation to leisure travel.

2.1 Rate the frequency each of the options below occur, in relation to who you usually travel with. *

	Never	Rarely	Sometimes	Often	Always
With myself	<input type="radio"/>				
With your partner	<input type="radio"/>				
With your family	<input type="radio"/>				
With your friends	<input type="radio"/>				
With groups from travel agencies	<input type="radio"/>				

2.2 Rate the frequency each of the options below occur, in relation to who organizes and deals with logistics concerns for the trip. *

	Never	Rarely	Sometimes	Often	Always
Myself	<input type="radio"/>				
My partner	<input type="radio"/>				
Family	<input type="radio"/>				
Friends	<input type="radio"/>				
Travel Agencies	<input type="radio"/>				

2.3 How far in advance do you plan most of your international trips? *

- 1 year
- 6 months
- 3 months
- 1 month
- Less than 3 weeks
- Last minute
- I don't usually travel abroad

2.3.1 What if the trip is in Portugal? *

- 1 year
- 6 months
- 3 months
- 1 month
- Less than 3 weeks
- Last minute

2.4 In a good year, how often do you travel abroad for leisure? *

- Never
- Once
- 2-3 times
- 4-5 times
- More than 5 times

2.4.1 What if the trip is in Portugal? *

- Never
- Once
- 2-3 times
- 4-5 times
- More tha 5 times

2.5 What is the most common average number of nights per international trip? *

- 0-3 nights
- 4-7 nights
- 8-14 nights
- 15-28 nights
- More than 28 nights

2.5.1 What if the trip is in Portugal? *

- 0-3 nights
- 4-7 nights
- 8-14 nights
- 15-28 nights
- More than 28 nights

2.6 Please select the type (s) of trips that attract you the most. *

- Cultural trip
- Gastronomical trip
- Photography trip
- Adventure trip
- Romantic trip
- Solo trip
- Beach
- Mountain
- Trekking (multi-day hiking, climbing mountains / volcanoes...)
- Excursions
- Cruises

2.7 Rate how frequently you use each of the options below when looking for travel information. *

	Never	Rarely	Sometimes	Often	Always
Instagram	<input type="radio"/>				
Facebook	<input type="radio"/>				
Youtube	<input type="radio"/>				
Blogs	<input type="radio"/>				
Books (by travellers, guides...)	<input type="radio"/>				
Travel Agencies	<input type="radio"/>				
Booking, Skyscanner, Tripadvisor...	<input type="radio"/>				
Directly with people who already traveled at the destination	<input type="radio"/>				

2.8 On social media, when it comes to travel, what kind of content do you value most? *

- Videos
- Photos
- Descriptions
- Lives
- Stories
- Articles
- Tips
- Traveller's stories
- Quizzes
- Contests
- Giveaways
- Other: _____

2.9 Rate how frequently you share your travel experiences on social media? *

- Never
- Rarely
- Sometimes
- Often
- Always

2.10 Do you follow Portuguese travellers on social media?

- None (0)
- Yes, some (1-6)
- Yes, several (7-12)
- Yes, many (More than 12)

2.11 Please indicate some of the Portuguese travel agencies you know. *

A sua resposta

2.12 Do you know the Travel Leader profession? *

- Yes
- No

Section 3 – Pandemic Impact

3.1 Do you usually travel abroad or intend to do so in the next two years? *

- Yes
- No

If the respondent answered “No” to question 3.1, he/she would pass to Section 4.

Pandemic Impact

In this section the aim is to better understand the impact of the pandemic on travelers. Bearing in mind that the situation continues to evolve daily, please mark the most likely answer in your current perspective, considering that it is plausible to take international trips in the coming months.

3.2 When do you plan to travel abroad again? *

- Still in 2020
- 1st semester of 2021
- 2nd semester of 2021
- 1st semester of 2022
- 2nd semester of 2022

3.3 What will be the main reasons for your first international trip? *

- Leisure
- Work
- Internship
- Study
- Visit people
- Volunteering

3.4 Which continent are you most likely to travel to first? *

- Europe
- Africa
- Asia
- Oceania
- North America
- South America

3.5 When traveling, do you feel it will be safer to use travel agencies' services to organize your trip? *

Strongly disagree 1 2 3 4 5 Strongly agree

3.6 If the agency offers group travel packages, with people who may not know each other before, would you feel safe purchasing one? *

Strongly disagree 1 2 3 4 5 Strongly agree

Section 4 – Portuguese cultural and adventure travel agencies

Portuguese culture and adventure travel agencies

From this section on, the focus is on Culture and Adventure Travel Agencies. That is, agencies that organize trips in groups of 4 to 20 people, depending on the agency. Led by a Travel Leader - a Portuguese with experience traveling in that country, who not only organizes it based on his knowledge of the destination as well as accompanies the group throughout the adventure in the country. The focus of the trip is often to step off the comfort zone, discover the country's culture and interact with locals.

4.1 Which of the following travel agencies do you know? *

- Pinto Lopes Viagens
- Papa-Léguas
- Nomad
- Landscape
- Wanderlust
- Leva-me Tours
- Macro Viagens
- None of the above

4.2 Select the agency (s) you have traveled with in the past. *

- Pinto Lopes Viagens
- Papa-Leguas
- Nomad
- Landscape
- Wanderlust
- Leva-me Tours
- Macro Viagens
- None of the above

4.3 How do you evaluate the reasons that could lead you to purchase a trip with this type of agency? *

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Lack of time to organize the trip	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizing the trip alone requires a lot of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To feel more secure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taking into account the destination I prefer the help of professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Don't want to travel alone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traveling with a leader who already knows the country enriches the trip	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Traveling with other travelers, even without knowing them in advance, enriches the trip

A person you know recommends based on his own experience

A person you know recommends based on the experience of another person you don't know

An Influencer you follow on social media recommends based on his experience

A person you don't know recommends based on their experience through an written testimony

A person you don't know recommends based on their experience through a video testimonial

4.4 Does the associated cost weight heavily on your decision to use one of these travel agencies or not? *

- Yes, I believe is more affordable
- Yes, I believe is more expensive
- Yes, unfortunately I don't have a budget for these kind of trips
- No

4.5 If the agency provides a service that helps you plan a customized trip for a group you define and based on your own requirements, would you be interested in using it? *

- Yes
- No
- Maybe

Section 5 – Landscape

5.1 Considering your knowledge prior to this survey, please indicate which option is most suitable for your relationship with the travel agency Landscape? *

- I Know the brand / High knowledge about the brand
- I Know the brand / Medium knowledge about the brand
- I Know the brand / Low knowledge about the brand
- I know the brand / Without knowledge about the brand
- I don't know the brand

If the responded answered “I don’t Know the brand” to question 5.1, he/she would submit the survey.

5.2 How did you found Landscape? *

- Friends
- Family
- Employees in the company (either in person or through online interviews or social media)
- Landscape's Instagram
- Landscape's Facebook
- Landscape's Website
- Sweekar Documentary (India)
- Xibalba Documentary (Guatemala)
- Influencer Bumba na Fofinha
- Outra: _____

5.3 Do you know Landscape's "Customized Trips" service? *

- I've heard about it
- I know it
- I don't know it
- I have used it before

5.4 Have you ever travelled with Landscape? *

- Never
- Once
- 2-3 times
- More than 3 times

If the responded answered “Never” to question 5.4, he/she would submit the survey.

Section 6 – Personal experience with Landscape

6.1 What led you to choose Landscape over other agencies? *

A sua resposta

6.2 How do you rate the quality of your experience with Landscape? *

1 2 3 4 5

Not at all satisfied Extremely satisfied

6.3 Would you recommend Landscape to others? *

1 2 3 4 5

Strongly disagree Strongly agree

6.4 Do you consider that Landscape has a close relationship with their travellers? *

1 2 3 4 5

Strongly disagree Strongly agree

6.5 How would you describe Landscape in a word or phrase? *

A sua resposta

6.6 How do you evaluate the quality and usability of Landscape's website? *

1 2 3 4 5

Not at all satisfied Extremely satisfied

6.7 How do you evaluate Landscape's communication through social media? *

1 2 3 4 5

Not at all satisfied Extremely satisfied

6.8 Based on your experience, do you have any suggestions to improve Landscape's service and / or communication?

A sua resposta

[Anterior](#)

[Submeter](#)

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