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Business Plan: Monte Rita Mateus Country House, Rural Tourism in Luz de Tavira

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Master in Hospitality and Tourism Management

Supervisor:

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Co - Supervisor:

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To my family and friends, that are my whole life, thank you.

Resumo

A procura turística do turismo rural está a aumentar e inclui benefícios que proporcionam a melhoria da qualidade do espaço rural. Este projeto pretende analisar a viabilidade da reabilitação de uma casa familiar centenária e a sua ampliação, localizada em Luz de Tavira, Algarve, Portugal, através do estudo da importância da hospitalidade e do marketing no alojamento turístico, uma análise detalhada do mercado, perfis turísticos da área e os seus concorrentes. A implementação da Casa de Campo Monte Rita Mateus pretende promover Luz de Tavira como um destino de turismo em espaço rural, focado em providenciar aos hóspedes fatores diferenciadores como uma experiência única e hospitaleira, longe do turismo de massas, oferecendo produtos e serviços personalizados e de qualidade, onde os recursos culturais, naturais, gastronómicos e históricos da região são bem conservados, com foco no desenvolvimento sustentável e contínuas melhorias. Este projeto contempla um investimento inicial de 595 090 euros, registando um Valor Atual Líquido positivo, uma Taxa Interna de Retorno de 27.81% e um *Pay Back Period* de 4 anos.

Palavras-chave: Casa de Campo, Turismo em Espaço Rural, Hospitalidade, Luz de Tavira, Algarve.

Sistema de Classificação JEL:

- Z31 - Turismo: Estudos da Indústria
- M13 - Novas Empresas; Start-ups

Abstract

Rural tourism is increasing in tourism demand and includes benefits that help to improve the quality of the countryside. This project intends to analyze the viability of the renovation of a centenary old family house and its expansion located in Luz de Tavira, Algarve, Portugal, through the study of the importance of hospitality and marketing in tourism accommodation, a detailed market analysis, tourist profiling of the area and its competitors. The implementation of the Country House *Monte Rita Mateus* intends to promote Luz de Tavira as a destination for tourism in rural areas, focused on providing guests with differentiating factors such as a unique and hospitable experience, far from mass tourism, offering personalized and quality products and services, where cultural, natural, gastronomy, and historical resources of the area are well conserved, focusing on sustainable development and continuous improvements. This project considers an initial investment of 595 090 euros, registering a positive Net Present Value, with an Internal Rate of Return of 27.81% and a Pay Back Period of 4 years.

Keywords: Country house, Tourism in rural areas, Hospitality, Luz de Tavira, Algarve.

JEL Classification System:

• Z31 - Tourism: Industry Studies

• M13 - New Firms; Start-ups

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1. Identification of the promoter

The present tourist project of the Country House *Monte Rita Mateus* was born from a personal idea, which will be developed in this dissertation, in the master's degree I am inserted – Hospitality and Tourism Management – at ISCTE-IUL.

This project intends to carry out a literature review regarding topics of sectoral and business issues, methodologies for testing the value proposition, current, and future market analysis, internal and competitive analysis, plan objectives, development strategy, the definition of implementation policies, requirements for implementation, financial assessment, and conclusions. The result of this analysis is the feasibility of the future renovation of a century-old house inserted in the rural context, together with the creation of new accommodation spaces.

Monte Rita Mateus is a family residence that has been passed on from generation to generation, located in the Luz de Tavira area, consisting of 3 bedrooms, 2 bathrooms, 3 living rooms, a kitchen, a garage, a chicken coop, a warehouse, and a wood oven. The land holds half a hectare, composed by the house and agricultural land (characteristic fruit trees of the inserted area).

Luz de Tavira is a parish of Tavira, located six kilometers from Tavira, delimited by the Ria Formosa and the parish of Santo Estêvão. Luz de Tavira holds relevant importance due to its intense agricultural activity, with its population living "essentially from agriculture, harvesting bivalves in the Torre d'Aires area, production of citrus fruit from good quality and small commerce. Iron and carpentry work and artifacts for artisanal fishing are produced" (Município de Tavira, 2021).

I had the privilege of spending many years in the house in question with my grandparents during weekends, summer vacations, and other family events. Thus, the proposed plan is the renovation of the centenary house of the family, focused on the creation of tourist accommodation. The existing house will go through a general renovation, focusing on the kitchen, bedrooms, bathrooms, and living rooms. The development of the new accommodation spaces includes the creation of exterior rooms and a swimming pool. These accommodations are linked to agriculture, the rural environment, and the architectural features of the area of Luz de Tavira.

It will be appropriate to adopt the concept of Country House, which, are "properties located in villages and rural spaces that provide accommodation services to tourists and are integrated, by their design, construction materials and other characteristics, in the typical local architecture" (Diário Da República, 2008).

2. Literature review

2.1. Rural Tourism

According to OCDE (1994), rural tourism is “tourism which takes place in the countryside” and should be developed to sustain the character of a rural area, representing the rural environment, history, and economy. Due to the increase in education levels, health consciousness, interest in heritage, green issues, leisure time, authenticity, and peace and tranquility, rural tourism experienced growth, and a larger number of visitors are involved. As rural traditions are receiving more attention, some benefits involve job creation and retention, landscape, and nature conservation.

UNWTO (2022) describes rural tourism as a “type of tourism activity” that follows essentially the traditional social structure and lifestyle, low population density, and landscape where forestry and agriculture prevail, “in which the visitor’s experience is related to a wide range of products generally linked to nature-based activities, agriculture, rural lifestyle/culture, angling, and sightseeing”.

Bramwell (1994), claims that the pressure of visitors on rural areas led to the development of sustainable rural tourism, which has the potential to ensure the economic viability of rural activities and communities and to maintain the qualities of the countryside. Miró and Caruso (2017) refer that, to improve the quality of life in rural areas, it is important to diversify the rural economy.

Portugal is considered one of the most competitive tourist destinations in the world. The Covid-19 pandemic had severe impacts on the national tourism system and low-density territories with rural and peri-urban features presented a less severe impact on tourism demand. Thus, the pandemic demonstrated the fact of avoiding over-tourism spaces and showed the increase of natural destinations demand, associated with cultural, personalized attention, outdoor leisure activities, and others, being considered a factor of attractiveness with growing importance (Santos & Oliveira Moreira, 2021).

In Portugal, rural tourism is defined as “a complete and diversified product that integrates the components of accommodation, restaurants, entertainment, and leisure, based on a hospitable and personalized welcome and the most genuine traditions of gastronomy, handicrafts, popular culture, architecture, folklore, and history” (DGADR, 2021). Because of its specific characteristics, it is seen as distinct from other forms of tourism and it is considered important in rural development, as secures the revitalization of history, resources, culture, traditions, and economic development of each region. According to Portuguese legislation, lodging enterprises in rural areas are defined as facilities located in rural areas, that intend to provide accommodation services to tourists, always preserving and enhancing the architectural, historical, and natural heritage, through the reconstruction, rehabilitation, or extension of existing buildings, within the areas they are located. Rural tourism lodging enterprises can be classified into three distinct groups: country houses, agrotourism, and rural hotels. The houses located in villages and rural areas that are integrated into the typical regional architecture and that ensure accommodation services to tourists are considered country houses. Agrotourism properties are placed in agricultural holdings and enable the tourists to participate in agricultural activities, acquiring knowledge at the same time. Rural hotels are buildings that comply with the classification of hotel requirements. Moreover, there are nature tourism lodgings, which can be defined as facilities that provide accommodation in protected areas with natural values, and that have an adequate set of infrastructures and services, enabling to enjoy the natural characteristics of the region. This title is assigned by the Portuguese Institute of forests and nature conservation (ICNF), the rural tourism hotel is designated by the Portugal Tourism entity, and the country houses and agrotourism properties are nominated by the Municipal Chamber. ("Decreto-Lei n.o 39/2008 de 7 de março," 2008).

2.2. The importance of hospitality in tourist accommodation

The quality of services provided has become a competitive advantage. To face competitiveness, factors such as meeting the customers' tastes and interests and focusing on continuous improvements are key aspects to evolve. In rural tourism, the tourist accommodation is normally small-sized, therefore, requiring adaptability of functions among the workers involved. Professional training centers tend to provide trainees with specialized and specific tasks, that are more oriented to work in larger units (Loureiro, 2008). Hospitality is vital in the professional training of individuals that work in areas such as tourism and those who are involved must experience moments of hospitality to comprehend the urge to create bonds with others - this perception differentiates the establishment in the market (Erig et al., 2014). Consequently, it is important to have an association between the accommodation and local authorities to prepare training and define the worker's profile (Loureiro, 2008), as the service is processed continuously of interaction between the customer and the employee, being essential the dedication and effort of the members involved, motivated by feelings of pride in their work and for the company (Sarmento, 2003). Managers and employees are crucial to the creation of the experience for the guest and negative interactions affect the guest experience, thus the human touch is important (e.g., personalized service, special attention, being professional, skilled, and looking after the clients), as guests want to have memorable experiences (Harkison, 2017).

The consumer seeks experience in all components (Carvão, 2009) and according to Kastenholz et al. (2012) the rural tourist experience must be perceived as the general experience of the diversity of attractions, people, resources, services, and environments the destination offers, that will impact the experience and therefore, be potentially valued by tourists. Features such as traditions, physical destinations, and hospitality are the main elements of the tourist experience. If the tourist considers that the rural lodging service meets or exceeds their needs and if the experience is found to be better than the created expectations, the tourists will feel satisfaction and can feel excitement, and enthusiasm, increasing the possibility of recommending or returning to the lodging (Loureiro, 2010) since customer satisfaction is strongly associated with customer revisit intentions (Li, 2020). Thus, rural managers must provide arousing and exciting experiences. Giving the chance to participate in rural activities and cultural events around the lodging and creating enjoyable surprises are practices to arrange a delightful experience for the guests (Loureiro, 2010). The new tourists are more flexible, independent, experienced, and ecological (Dias et al., 2009) and managers can play an important role in raising tourists' and guests' awareness of environmental behaviors (Loureiro et al., 2021). Rural tourists come to the countryside to avoid urban areas and mass tourism and the rural experience depends on their interaction with people - such as family, friends, and service providers -, rural resources, places, activities, and facilities (Loureiro, 2012). The local community also influences the creation of the tourist experience, by helping tourists to discover places in rural areas, sharing knowledge of the culture, natural heritage, history of the region, and promoting local products (Kastenholz et al., 2012). In this way, giving memorable experiences is the essence of the tourist industry and is a core aspect of competitiveness for rural destinations (Ye et al., 2021), and the consequent success of the company (Pacheco et al., 2011).

In conclusion, hospitality can be a competitive advantage and it is severely important to pay attention to the customer service process (Erig et al., 2014) and a close relationship between guests and host may outcome in affective bonds to destinations (Souza et al., 2020). The rural tourism experience is affected by social interactions, as tourists tend to value the feeling of a hospitable environment, enjoy friendly and genuine treatment and the host-guest interaction plays a crucial role in the rural tourism experience (Kastenholz et al., 2013).

2.3. The importance of marketing strategies in tourist accommodation

According to Kastenholz (2006), marketing can be described as “an orientation or management philosophy that pursues the objectives of a company/organization through the satisfaction of its target market” (p.32). Efficient and effective planning management can be achieved by understanding the marketing process and the use of its potential. The strategies must go through the satisfaction of the chosen target market (considering the product, price, and needs of the targeted clients) and establish positioning in the market and destination (using effective communication for the brand image and using the combination of the target market needs and the competitive advantages of the destination), taking into consideration the competitors. The marketing of rural destinations is heavily conditioned on the correct definition and delimitation of the target market.

Varadarajan (2010) defines marketing strategy as "an organization's integrated pattern of decisions that specify its crucial choices concerning products, markets, marketing activities and marketing resources in the creation, communication and/or delivery of products that offer value to customers in exchanges with the organization and thereby enables the organization to achieve specific objectives" (p.119). Examples of strategies may include offering a variety and quality services, personalized service, being recognized in the city, maintaining regional characteristics, and communicating through websites and social networks (Freire & Machado, 2014).

According to Pato and Kastenholz (2017), in lodging units, marketing activities include the analysis of market trends, defining a target audience, deciding the positioning of the unit, developing new services, determining effective ways of communicating with the market, determining the price of the service according to the market and desired image and determine ways to commercialize services. A more structured effort in marketing leads to an increase in occupancy rates, business profitability, and satisfaction among suppliers, emphasizing the importance of a clear strategy to obtain benefits (Haneef & Ansari, 2019).

As analyzed in section 2.2 of the literature review, quality and satisfaction are key factors for customers' loyalty, causing the expectation of a future meeting. Image is an important element for rural lodging managers that influences the choice of holiday lodging and, therefore, managers need to pay attention to their image and how to promote the lodging – through advertising, websites, public relations, tourist information offices, travel agents and tour operators (Loureiro & González, 2008). Local and county governments must provide support to lodging managers to keep the marketing communication updated since the rural lodgings are small family businesses with low economic capacity for efficient management of communication (Loureiro, 2010).

For a product such as rural tourism, the use of websites and other technologies is seen as a source of improving business practices and for reaching the consumers (Clarke, 2005), being important to understand the impacts of the use of communication technologies in social networks, regarding the decision and tourist experience (Kastenholz, 2013). Social media tools are changing the way companies relate to the market, especially in the hospitality industry due to its impact (Garrido-Moreno et al., 2018) and social media as a platform for communication is growing in popularity and businesses can incorporate successful social media branding – such as product information, brand imagery, upcoming events, and promotions - in their marketing communication strategies (Dolan & Goodman, 2017), helping to create the exposure of the establishment to create the customer a greater desire to visit (Malheiro et al., 2019). Modern marketing communication forms (such as blogs, social media networks, and websites) provide a valuable opportunity to publicize the work of enterprises

(Wiscombe et al., 2017) and website design is one of the most effective marketing strategies of time and cost used and should be easy and comfortable for customers (Iskandar & Firdaus, 2018).

Because one of the main challenges of a company is to retain customers and attract new ones, it is vital to include a brand image strategic point (Veríssimo & Loureiro, 2011) and marketing decisions and activities allow the achievement of specific business objectives, through decisions about products, activities, markets, and marketing resources connected to the creation, communication, and delivery of value to customers (Freire & Machado, 2014).

2.4. Tourism in Tavira and Luz de Tavira and its development

In the mid-nineteenth century, a population explosion occurred in the parish of Luz de Tavira, justified by the opening of vegetable and fruit markets produced by the local population, due to the abundance of water at a shallow depth in the subsoil. In 1913, Luz de Tavira was the parish that had the most orchards among all the parishes outside the city and including Tavira. The Vineyards, citrus, carob, almond, olive oil, fig, milk, cheese, wool, manure, and fishing were the main products and activities of the rural/countryside population (Anica, 1993).

The Eastern Algarve (or Sotavento Algarvio), has established itself as a tourist destination. In the Algarve context, over the years, Tavira gained value, recovering its heritage and obtaining increasing qualitative notoriety, due to its historical heritage of ancient civilizations, archaeological findings, convents, monuments, and churches. In the 50s and 60s of the last century, the first documents of general diagnosis of the region emerge, elaborated by the Ministry of Public Works, that did not take tourism largely into consideration (Correia, 2005). The surge in new construction in Tavira from the beginning of the 60s of the 20th century was mainly due to tourism, and tuna fishing (that fed the local economy for more than 200 years). The year 1965 was marked by the inauguration of Faro airport. In the 1960s, the tourist boom took place in the Algarve with the consequent demand for skilled labor in civil construction and during that time, Tavira's farmers began to use new irrigation processes, that allowed extensive areas of irrigation and, therefore, a rise to a rapid increase in agriculture (Anica, 1993).

In the 1970s, tourism started to influence the regional economy, leading to an exponential growth in urban construction, even on the beaches of the islands, and poor territorial planning started, in some other regions of the Algarve. In the 1980s, legislation regarding sensitive areas emerged with some consistency: protected areas, agricultural reserves, ecological reserves, town planning (*PDM*), and regional planning (*PROT*) and in the 1990s, all the *PDMs* and the *PROT* were published, introducing clear territorial planning mechanisms in the law, so that tourism could evolve considering the environment and town planning (Correia, 2005).

The climate, environmental heritage, affordable price concerning the quality offered, enviable security, and stable conditions advantages offered by the Algarve must attract a tourist trend of a superior standard, with cultural quality and environmental sensitivity. Although the *sun and sea* is the main tourist product in the region, along with golf and residential tourism, food, and wine product has been gaining increasing relevance, namely with the classification of the Mediterranean diet as an Intangible Heritage of Humanity (Serra, Serra, Pinto et al., 2014) and according to Correia (2005), tourism enhances other activities such as the recovery of heritage, improvement of the road network, local commerce, handicrafts, and typical products and provokes effects on valuing history, culture and elements of valorization of abandoned and degraded areas. Kastenholz et al. (2012) claims that tourism as an industry is recognized as a crucial method of development in marginal rural areas.

Currently, the Algarve region won the best beach European destiny award, for the ninth time, in the World Travel Awards 2022 (Turismo do Algarve, 2022a) and is focused on promoting the region based on local culture and authentic experiences (Turismo do Algarve, 2022b). Tavira is nowadays known for its beaches, fruit orchards, traditional houses and chimneys, churches, handicraft traditions, and food and wine, and is a growing city that has tourism and fishing that contributes to its dynamism. Luz de Tavira is known for its masterpiece houses and mother church (Turismo de Portugal, 2013).

Concerning the creation of the country house, the challenge is the fact that the house in question is inserted in the National Agricultural Reserve (RAN) which is a territorial management instrument that can be defined as "the set of lands that, due to their characteristics, in agroclimatic, geomorphological and pedological terms, are more suitable for agricultural activity", and establishes a set of conditions for the non-agricultural use of the soil (DGADR, 2022).

3. Methodology

3.1. Interview

The use of interviews may constitute crucial wise components, and, therefore, the production of meaningful information (Lundell & Eriksson, 2010). In a semi-structured interview, the series of questions are normally more general and provide the interviewer with a wide range to interrogate further questions, allowing flexibility. According to Bryman (2012), this type of interview gives the researcher the possibility to be open-minded about the delineation of the needed information, for concepts and theories to transpire out of the data.

In this project, two interviews were conducted to obtain consequential information about the city of Tavira and the parish of Luz de Tavira, regarding tourism in rural areas and to study the viability of the project itself. The interviewed were Tavira City Council Dr. President Ana Paula Fernandes Martins, and Dr. Vice-President Eurico Manuel Domingos da Palma. They were carefully selected due to their knowledge, experience, and the areas they dominate. Dr. Ana Martins is specialized in finance, heritage, urban planning, urban rehabilitation, culture, and municipal projects and Dr. Eurico Palma dominates the areas of tourism, historic heritage, health, quality and communication, and public relations (Município de Tavira, 2022). The questions of the interviews were based on Kastenholz et al. (2012), Pereira (2016), data from the Tavira Municipality website (2016), Instituto Nacional de Estatística (2019), Instituto Nacional de Estatística (2020), Instituto Nacional de Estatística (2021), Instituto Nacional de Estatística (2022a) and Acral (2021).

The interview was conducted on the 13th of July 2022, using the Zoom platform. During the interview, the questions were displayed on the computer screen - Dr. Eurico Palma was the first to respond and, when the interview ended, Dr. Ana Martins entered the Zoom meeting and responded to the same questions. The interview was recorded and afterward transcribed and translated.

Composed by nine questions, the goals were to understand the growth and trend of Tourism in Rural Areas (focusing on Tavira and Luz de Tavira), considering the Covid-19 pandemic effect on the sector and the measures designed to decrease negative impacts on the tourism sector of the region. On the Tavira Municipality website (2016), several projects are often mentioned, therefore, question number three was focused on understanding the major returns and investments made that contribute to the increase in tourists. Because the promotion of Tavira and Luz de Tavira as a destination is important, question number four was aimed to figure out the advertisement and management of the area. Question number five targeted the main characteristics of the tourist of Luz de Tavira and its profile, followed by question number six, that, taking into consideration the tourist profile of the area, the goal was to conclude the activities and measures that can captivate the tourist. Question number seven was focused on the future challenges of the Eastern Algarve. The interview ended with question number eight, divided into two sections, to study the challenges of the development of a Country House – and cases of success or unsuccess in the area of Luz de Tavira – and possible financial support to provide the development of the project. In Annex A, a transcript of the aforementioned interviews is presented.

3.2. Phone interviews

A questionnaire was carried out in this project, to obtain information for the future viability of the rural tourism project, to outline a tourist profile of Luz de Tavira, and analyze further results. To facilitate the completion of the questionnaire, the answers were delivered via phone call, and, according to Brace (2008) telephone interviewing questionnaire has advantages and disadvantages. The advantages are efficiency in cost and speed and often, the respondents are more willing and prepared to talk on the phone than to have someone visit them. Also, relative anonymity can reduce bias and people are more likely to be honest, as the interviewer is not physically present. On the other hand, the disadvantages are based on the difficulty to show stimulus material and the use of prompts.

The questionnaire was based on the thesis of Mendes de Oliveira (2016) and Sousa (2020), the book of Sarmento (2003), and Pacheco et al. (2011). The chosen sample consisted of four tourist accommodation owners in the area of Luz de Tavira, that are proprietors of tourism in rural areas accommodation units and, therefore, have market information about the area. For accuracy, the selected accommodations were based on the website of Freguesia de Luz de Tavira e Santo Estêvão (2022). The owners and names of the properties remained anonymous and during the phone call, owners were explained that the gathered data was only for scientific purposes. The questionnaire had a duration of approximately ten to fifteen minutes and was composed of simple questions. Lastly, the information was inserted online in Google Forms, for better comparison between the respondents.

The questionnaire was divided into three sections. The starting point, information about the tourist accommodation unit was requested, based on the number of rooms and beds available, the average price in euros, per night, during low and high season – with price ranges, to support and assist the respondent – and the average room occupancy rate, during New Year's Eve, Easter, months of June, July, August, September, October, Christmas, weekends and other holidays, again with the support of a percentage range. The following question included the used communication channels to promote the tourist accommodation (social networks, specialized websites, institutional website, travel agencies, participation in local fairs and events, mouth to mouth or other) and the purchase channels used by customers (specialized websites, institutional website, travel agencies, directly by phone or other). The first section of the questionnaire ended with an open short question regarding the characteristics of the owner's accommodation unit that are more attractive and that captivates customers the most. According to Lavrakas (2008), an advantage of the open format question is that the answers are not limited to the researchers' categories. The second section was focused on the characterization of the tourist. According to Instituto Nacional de Estatística (2019), Instituto Nacional de Estatística (2020), and Instituto Nacional de Estatística (2021) data and its tourist reports, in Country houses in Algarve, most guests are from Portugal, Germany, Belgium, Spain, France, Netherlands, United Kingdom, and EUA (see Annex C). Because of this fact, the first question of the second section of the questionnaire was about the main nationalities of the guests that visit the tourist accommodation, using the nationalities mentioned above and including "other" as the last option. Then, the age group of the customer was questioned, using a range of ages (less than 20, 20-29, 30-39, 40-49, 50-59, 60 or more) and the description of the travel group - if the tourist travels alone, with couple, with family with children under ten years old, with family with children aged ten or over, with other family members, friends, or organized trip. The next question was based on the average night stay in the tourist accommodation (from one night to eight or more nights) and if the customers were usually repeated guests (yes or no question). The following question aimed to understand the main characteristics of the tourist profile – knowing the region (history/culture/tradition), searching for cultural events, interaction with the local population, beach, nature and landscape (e.g. observation of fauna and flora), participation in rural activities (e.g. agricultural, food production), health and wellness, leisure (rest and comfort), gastronomy and wines, sport and adventure, night animation, search for workshops or other options. Because the properties of the tourist accommodations units are inserted in rural areas, the following question regarded the environmental concerns of the guests (the answers being yes, no or I do not know). The last question of the second section was an open question "what characteristics of the customers who stay at your tourist accommodation unit would you highlight the most?". The third, and last section of the questionnaire was again an open question, regarding the biggest challenges and opportunities for the unit that is inserted in the area of Luz de Tavira. A copy of the questionnaire used in the phone interviews is presented in Annex B.

4. Market Analysis

The market analysis will be focused on a PESTEL Analysis, tourist profiling, and competitors.

4.1. PESTEL Analysis

PESTEL is an acronym and each letter in the PESTEL analysis represents a factor that can be divided into 6 crucial components: politics, economy, society, technology, environment, and law, and the model analyses external influence factors (Zhiyong, 2017). PESTEL analysis provides a broad understanding of the macro-environmental conditions of a company and its situation, goals, and targets (Yüksel, 2012).

The use of this model has the intention to analyze the current situation of the country and more precisely, Tavira and Luz de Tavira, to achieve significant and considerable information, that will also facilitate the prediction of situations that may occur in the future and the development of the project. For a detailed analysis, data from the interview with Dr. Ana Paula Martins and Dr. Eurico Palma and the results from the questionnaire will be presented in the PESTEL analysis.

4.1.1. Political-Legal Analysis

Tourism is known for being the main economic activity in the region of the Algarve (CCDR-Algarve, 2020). Throughout the establishment of national strategies and laws and resolutions (legal regulation of the sector), it controls the supply very notably, promotes the country's image and its advantages, prioritizing the preservation of natural, cultural, and historical resources and providing the necessary infrastructure of education, transport, communication, basic sanitation, safety, and health. The dynamism and sustainability of the sector depend heavily on the interaction between tourism and the political environment (Sarmento, 2003).

4.1.1.1. National Strategies

Due to the Covid-19 pandemic impact and, to urge the recovery of the national tourism sector (República Portuguesa & Turismo de Portugal, 2021), it was created the plan “Reactivate Tourism | Build the Future” presented in May 2021, focusing on 4 pillars of action (Turismo de Portugal, 2021) – supporting companies, promoting safety, generating business and building the future -, that will allow overcoming the economic, environmental and social sustainability objectives and targets defined in the Tourism Strategic 2027 (TS27) - a strategic reference and guideline for Tourism in Portugal for the next years (Turismo de Portugal, 2017). The first pillar, support companies, has a budget of 3 000.3 M euros, focused on immediate and short-term economic and programmatic measures to support companies, to increase the liquidity - when evident reductions in profit occur - and to provide support in case of absence of financial services (Turismo de Portugal, 2021). The second pillar, promote safety, concerns the support of the new tourism and tourists' needs - composed of initiatives that promote fluidity of payments, knowledge, information, and circulation, with a budget of 10.39M euros (Publituris, 2021). The third dimension, generating business, is short to medium-term focused, with a budget of 570.35M euros, and the last pillar, build the future has a budget of 2 531.2M euros.

4.1.1.2. Tavira Political-Legal Analysis

In the interview held with the President and Vice-President of the Municipality of Tavira (Annex A), Dr. Eurico Palma focuses on the investments in natural resources, gastronomy events (with the Mediterranean diet), routes, cultural responses such as "*Verão em Tavira*" and the thematic fairs throughout the year, to develop a greater response in tourism. It is extremely important to continue to invest in and recover the Natural and Built heritage, and it has been showing a tendency of growth, particularly in rural areas around Tavira (parishes of Tavira, that include Luz de Tavira). Dr. Ana Martins claims that tourism in rural areas is anticipated in the Municipality director plan (*PDM*) and that attractiveness can be reached with quality projects and with the cultural dynamics the city has printed over the years - the Municipality tries to diversify cultural events through the different parishes, to promote tourists who visit and the parishes influences. Dr. Eurico Palma implies the importance of compatibility in tourism, considering the original activities of the locality, that will provide the tourist with a supplementary motivation and, therefore, greater attractiveness. A better quality of tourism can be achieved by diversifying the supply and the promotion of different activities leading to an increase in tourists.

Dr. Ana Martins addresses the Eastern Algarve as a distinct Algarve from the Western region. Although the Eastern region presents tourist pressure during August, residents manage and can "go out to dinner and walk around". Therefore, the president reports two main future touristic challenges for the Eastern Algarve. The first consists of the real estate pressure and the importance of maintaining the city identity, culturally and historically wise, focused on quality growth and quality establishments, as the Algarve heavily depends on tourism. The second challenge is the seasonality, which can be fought by investing in the intermediate seasons (months of September, October, May, and April can be an advantage due to favorable weather conditions and, because Tavira is a city of culture and heritage, the promotion, creation of cultural events and the opening of churches must continue), using the effort of workers in hospitality and tourism – the President mentioned the fact that beach concessions and beach bars mainly work during bathing seasons and that there are tourists who seek the beach in the middle seasons. In addition, the focus is not entirely on winter seasons, as it is necessary for tourist accommodations to perform maintenance and for staff to rest. Lastly, concluding that the combat of seasonality enhances attractiveness. Dr. Eurico Palma reported the main future challenges in the Eastern Algarve to be sustainability and integration and one of the main goals are to overcome seasonal occupation, create responses not only during sun and sea season but throughout the year, respect the environment, and do not become mass tourism. It is important to mention that results from the interview will be presented in this project, therefore, consult Annex A for further information.

Regarding the questionnaire (Annex D) and its last question to the owners of the accommodation units, the challenges mentioned were the competitors, keeping the occupancy rate, lack of access to services, providing good comfort to guests, and offering different activities and environmental issues such as facing the lack of water in the Algarve region. The opportunities mentioned were to retain customers, keep investing in the property, the good location, the type of service and attention to guests, the growing interest in the *Ria Formosa* and provide a calm space for guests.

Regarding legal aspects, Dr. Eurico Palma focuses on the limitations of the development of a Country House to be the integration of the accommodation unit in the inserted location area, in terms of the characteristics of Luz de Tavira. To create a Country House, the legality and bureaucracy need to be respected, in terms of RAN (National Agricultural Reserve), REN (National Ecological Network), and the geographic position to a hydrographic network. According to Dr. Ana Martins, the biggest limitation is the project approval, since the Municipality presents constraints and conditioning factors - as mentioned above with the words of Dr. Eurico Palma – RAN, REN, hydrographic network –, Dr. Ana Martins also mentioned the proximity to the river and riverbanks, the fact of being inserted in the *Ria Formosa*, the Natura Network, the agencies and demands that need to be fulfilled such as the Portuguese Environment Agency (APA), the CCDR (Commission for Coordination and Regional Development), and the Regional Directorate of Agriculture. Being able to overcome these obstacles are the biggest challenges.

4.1.2. Economic Analysis

Tourism is a phenomenon that contributes to the resolution of economic problems, the dynamism of productive activity, and the mitigation of regional disparities. The impact on the tourism sector in terms of Gross Domestic Product, investment, public revenue, the balance of payments, and employment, makes it a determinant sector of the quality of life in Portuguese society. Employment generates three categories of work: direct, which includes workers directly in tourist companies, such as tourist accommodation and travel agencies; indirect, which involves those who work in companies that are related to tourism, such as handicraft companies; and induced, which concerns workers who benefit from the demand for goods and services outside the right scope of the sphere of action of tourism, for example in textile companies. Tourist spending is an additional inflow of currency, which leads to an increase in direct income for companies and families working in the tourism sector (Sarmento, 2003). In the Algarve, tourism is the most important sector of economic activity, being important an effort in terms of planning and management of this activity (Perna & Custódio, 2010).

According to World Travel & Tourism Council (2022), data have shown that before the Covid-19 pandemic, in 2019, more than 485 000 people were employed in Travel & Tourism in Portugal and 2020 saw a loss of over 80 000 direct jobs. The year 2021 saw a beginning in recovery with significant growth in the sector, therefore, contributing to the national economy. The year 2022 is forecasted to have shortages in staff, with remaining job vacancies unfilled, leading to pressure in the sector.

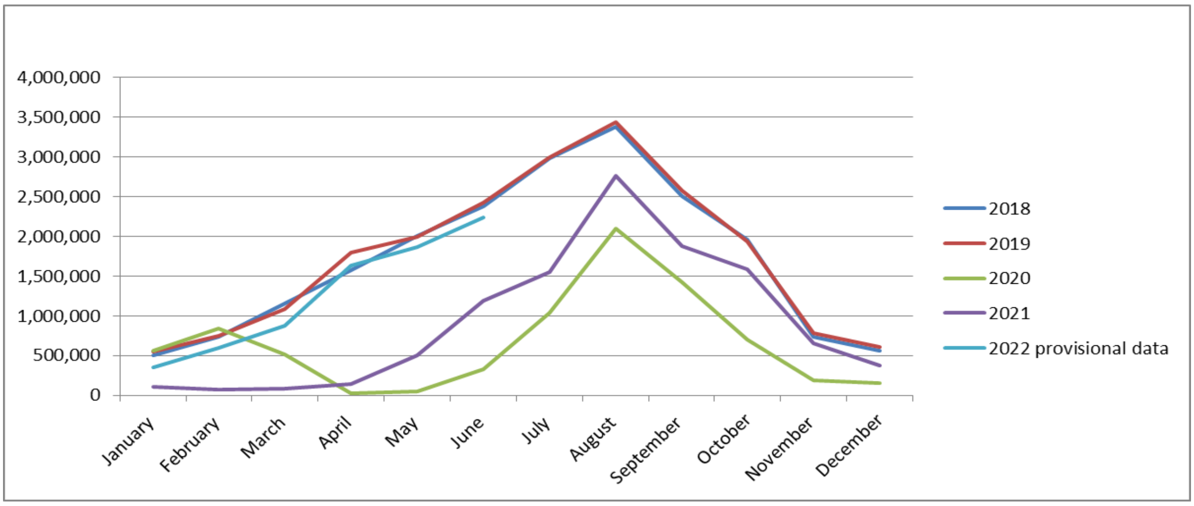
In 2019, the Gross Domestic Product of the Algarve represented almost 4.8% of the wealth produced in the country, presenting the highest proportion registered since 1997. In 2018, the employment growth occurred mainly in "accommodation and food and beverage", representing 21.4% of total employment (CCDR-Algarve, 2021).

4.1.2.1. Supply and demand

In July 2020, 1 374 establishments of tourism in rural areas and lodging tourism were in activity. The country houses represented 796 establishments of the total (57.9%), followed by agritourism, with 237 units, rural hotels, with 97 establishments, and “others” with 62 establishments. Regarding lodging tourism in activity, 182 establishments were identified. These establishments issued 23.4 thousand beds, where the country houses concentrated 47.9% of the total (followed in order by rural hotels, agrotourism units, and lodging tourism) and provided the higher number of overnight stays (45.9% of the total). The average stay in country houses was 2.34 nights, registering the higher value of tourism in rural areas (Instituto Nacional de Estatística, 2021). From the total of 796 country houses establishments in Portugal mentioned above, in 2020, the Algarve region was responsible for 52 country houses (minus 11, when compared to 2019 (see Annex E).

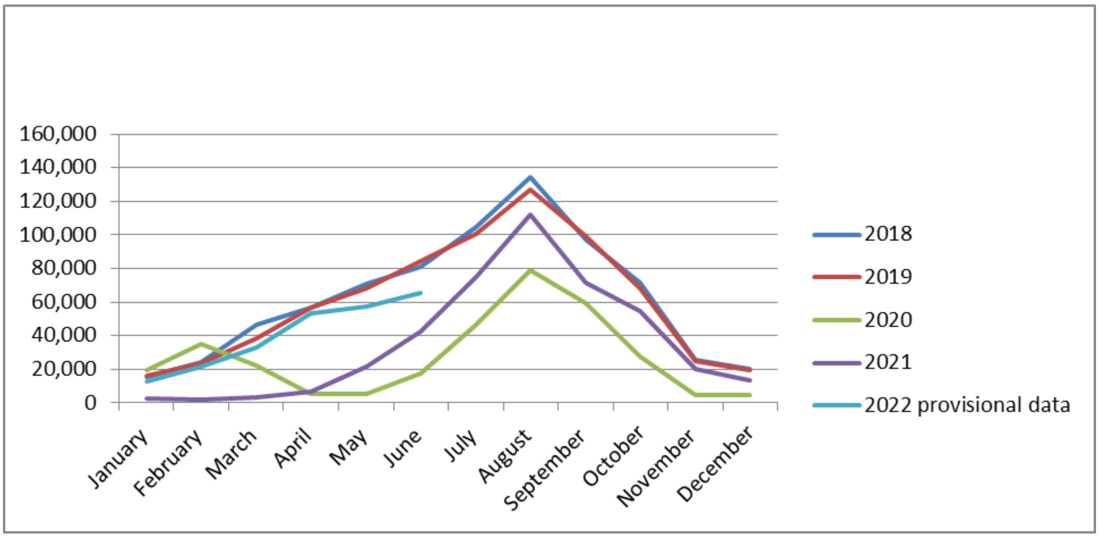
The Tourism Strategic 2027 (Turismo de Portugal, 2021) defined economic targets for overnight stays and tourism revenue, to increase the demand for tourists in Portugal and its regions, based on growth in revenue more than growth in overnight stays, to provide benefits to tourism stakeholders and local populations. The 2027 goal is to achieve 80 M overnight stays in all Portuguese territories and 26.6 thousand million in revenues.

4.1.2.2. Overnight stays



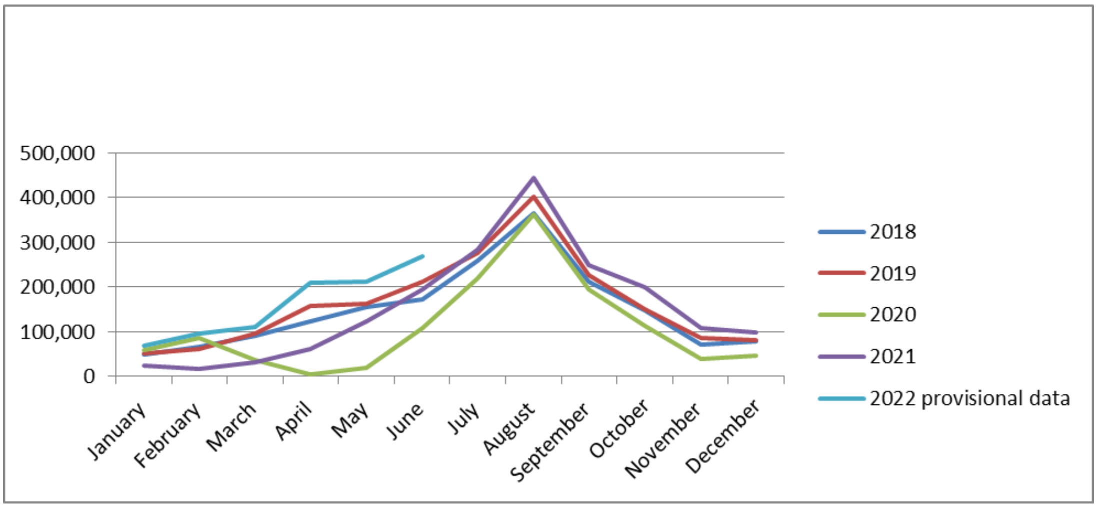
Graphic 1: Overnight stays in tourist accommodation establishments in Algarve

The tourist accommodation sector is composed of hotels and similar (hotels, apartment hotels, Pousadas and Quintas da Madeira, tourist apartments, and tourist villages), local accommodation, tourism in rural areas, and lodging tourism. According to Graphic 1 (Instituto Nacional de Estatística, 2022b), the Algarve region registered an increase of 2.2% of overnight stays in tourist accommodation establishments from 2018 to 2019. In 2020, due to the COVID-19 pandemic, it is clear a significant decrease in overnight stays, starting in March, when the virus reached Portugal, with a decline of 62.2%, when compared to 2019 values. The Algarve region presented a less severe impact in the months of August and September (decrease of 39.2 and 44.9%) when compared to the total of Portugal (decreases of 46.2% and 51.4%) (Instituto Nacional de Estatística, 2021). The year 2021 showed a sign of recovery when compared to 2020, yet not reaching the values of 2019. Analyzing the seasonality, the pandemic affected not only the tourism activity but also the pattern of months with higher values of overnight stays, shifting from July, August and September to August, September and October (Instituto Nacional de Estatística, 2022b). The year 2022 is following the value trends of 2018 and 2019, moving away from the pandemic numbers. Despite the effect of Covid-19, August remains the month with the highest values of overnight stays, throughout the years.



Graphic 2: Overnight stays in tourist accommodation establishments in Tavira

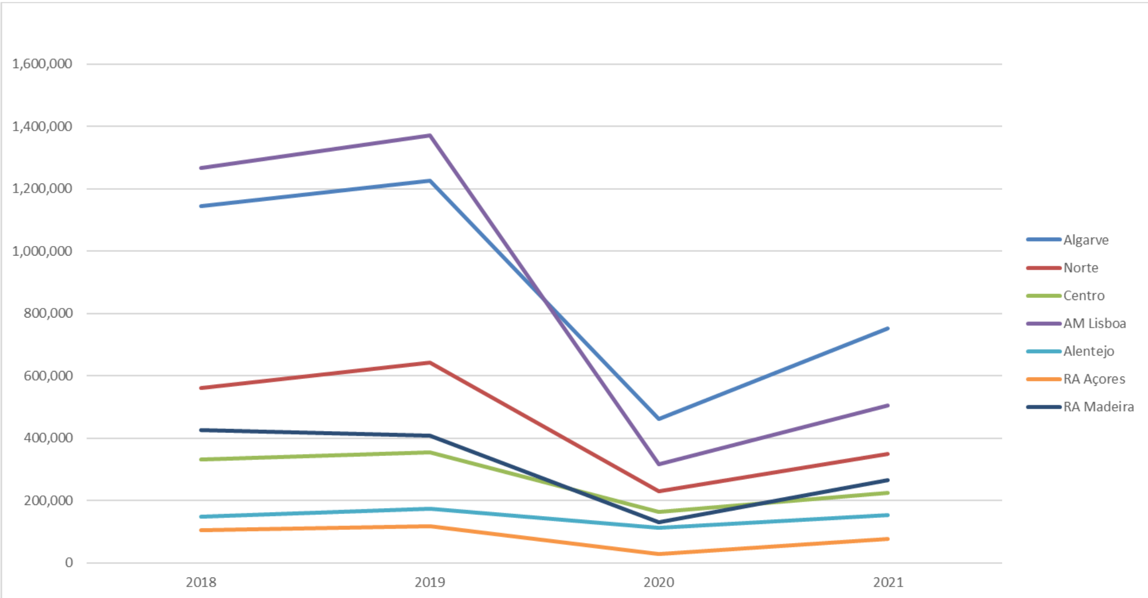
In Tavira, the overnight stays in tourist accommodation establishments (graphic 2), in 2018, presented a value of 748 thousand, and in 2019, 727 thousand (a decrease of 2.7%). In 2020, a total of 326 thousand, meaning a decrease of 55% from the previous year (still below the value of 62.2% of the Algarve region). In 2021, Tavira did not register the seasonality post-pandemic pattern: July, August, and September continue to present higher values of overnight stays. The year 2022 and its provisional data show a total of 65.5 thousand in June (-22% when compared to 2019 and +53.6% when compared to 2021) (Instituto Nacional de Estatística, 2022b).



Graphic 3: Overnight stays in tourism in rural areas and lodging tourism

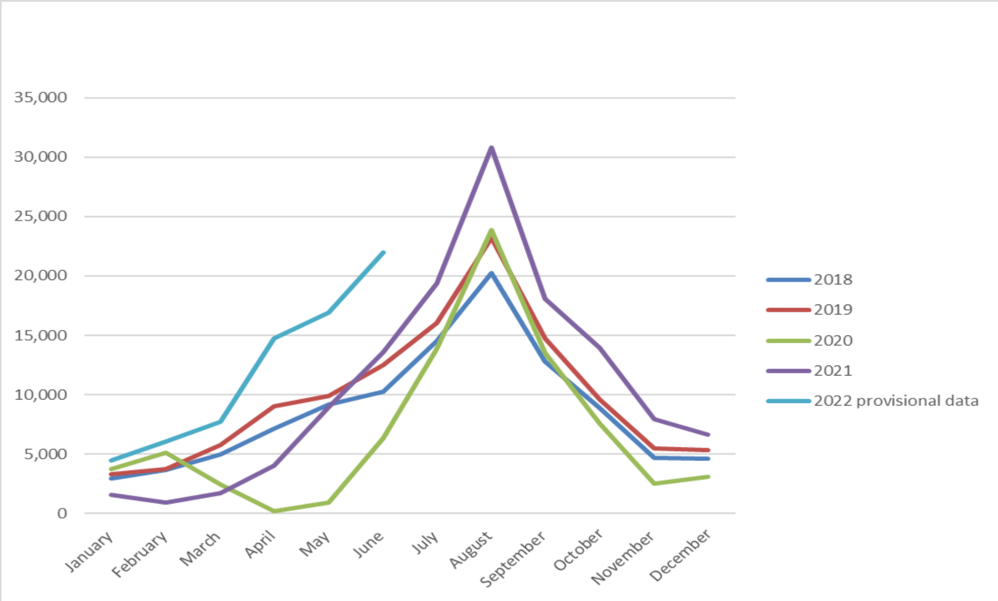
When analyzing graphic 3, the overnight stays in tourist establishments in tourism in rural areas and lodging tourism presented a growth of 9.7% from 2018 to 2019. In 2020 these values dropped less expressively compared to other types of accommodation. The year 2021 presented a growth of 42.1% when compared to 2020 and –6.4% when compared to 2019. The year 2022 records the highest numbers of overnight stays since 2018 (Instituto Nacional de Estatística, 2022b), indicating that the moments experienced during the Covid-19 pandemic changed the perspective of people regarding agglomerations, mass destinations, and crowded places and tourists are now searching for less popular destinations, nature walks, and safer places. A more homogeneous distribution, motivated by the demand for fewer mass touristic months is one of the trends identified due to the transmissibility of the COVID-19 virus, which can attenuate seasonality (Guimarães Turismo Portugal, 2022) and that is one of the goals of TS27 – reduce the seasonality from 36.3% to 33.5% (Turismo de Portugal, 2021).

4.1.2.3. Tourism revenue



Graphic 4: Total revenue in tourist accommodation establishments, by NUTS II

In Portugal, in tourist accommodations establishments, the total revenue of 2018 was 3.9 thousand million euros and in 2019 ascended to 4.3 thousand million euros (an increase of 7.6%). In 2020, the total revenue decreased 66.3%, when compared to 2019, with an increase of 61.2% in 2021, from the previous year. Analyzing graphic 4, the two regions that contribute the most to the total revenue are the Algarve and the *AM Lisboa.* In the year 2020, the Algarve presented a value of 461.6 million euros and was characterized by a decrease of 62.3% from 2019 (below the average of 66.3% of Portugal in total). In 2021, the Algarve was the region of the country that represented the most revenues and in the present year of 2022, from January to June, presented a total revenue of 471.94 million euros. When compared to the year 2019, which presented (also from January to June) a total revenue of 430.96 million euros, it reveals that the values of 2022 are finally overcoming and exceeding those revenues (an increase of 9.5%) (Instituto Nacional de Estatística, 2022b).



Graphic 5: Total revenue in tourist accommodation establishments in tourism in rural areas and lodging tourism

Analyzing the revenues of tourist accommodation establishments in tourism in rural and lodging tourism (graphic 5) (Instituto Nacional de Estatística, 2022b), from 2018 to 2019 an increase of 14.26% occurred. The year 2020 suffered a decrease of 29.9% (below the average of 66.3% of the total of establishments in Portugal). In 2021, the revenues increased 53.4% from 2020 and 7.5% from 2019. The year 2022 shows the highest values in revenues since 2018. The total revenue in tourism in rural areas and lodging tourism was the only type of establishments that presented a growth, from 2019 to 2021. All other types of establishments, in 2021, had lower values when compared to 2019 (see table 1).

Table 1: Total revenue in tourist accommodation establishments, by type of establishments (Instituto Nacional de Estatística, 2022b)

Total revenue in tourist accommodation establishments, by type of establishment, Unit: 10^3 euros									
Year	Total	Hotels and similar	Hotels	Apt. hotels	Pousadas and quintas da Madeira	Tourist Apt.	Tourist villages	Local Acc.	**Tourism in rural areas and lodging tourism**
2019	4 295 814	3 795 470	2 976 234	417 886	79 683	183 065	138 602	381 634	**118 711**
2020	1 445 682	1 240 127	936 046	153 816	20 986	65 264	64 014	122 347	**83 207**
2021	2 330 271	2 002 896	1 525 153	245 558	38 590	105 816	87 778	199 773	**127 602**

4.1.2.4. Tavira Economic Analysis

In the interview held with the President and Vice-President of the Municipality of Tavira, Dr. Ana Martins declared that due to the pandemic of Covid-19, the Municipality developed an entrepreneur support program, based on the exemption to certain fees and financial support of 800.000 euros to companies operating in tourism and hospitality that suffered a reduction of more than 30% of turnover. The president stated that "At the moment, we have returned to 2019 values and the prospect is that we can reach the 2019 values and even surpass them, which is good, after 2 years of working in a more reduced way." Dr. Eurico Palma argues that tourism recovery in 2022 is becoming a reality and the number of occupations in rural tourist accommodation is increasing in Tavira. According to Dr. Ana Martins, as Tavira is the Portuguese city representative of the Mediterranean diet, measures were created to minimize the impacts of Covid-19. Thus, the support is focused on the entrepreneurs and economic activity, and the promotion of the Municipality.

Dr. Ana Martins states that, regarding the construction or recovery of a Country House, the investments are substantial, and materials are expensive, being necessary funds with the bank and community funds from PRR (Recovery and Resilience Plan). The Municipality does not provide financial support but attempts to support promoters in the viability of the project. Dr. Eurico Palma also mentioned the Cresce Algarve, through CCDR, to support Country Houses projects.

4.1.3. Social Analysis

Social analysis is a diagnostic tool to study and understand the role of social relationships conducted at different organizational levels, including households, social groups, and communities, focusing on the inclusion and empowerment of specific social groups. Social analysis is directly related to the political and economic aspects, targeting matters such as economic activity and the opportunities and pressures to the country's development that surfaces from the current social conditions. (Holland, 2007). According to Dahlsrud (2008), to contribute to a better society, the relationship between business and society is key due to its impact.

The identified social vulnerability in the Algarve goes in two directions. On the one hand, there are concerns about the nature of the labor market related to the structure of local production, the lack of housing, and some gaps in the integration of minorities, especially in the polar coastal cities between Portimão and Olhão. On the other hand, population decline, and aging rates are more common in the Algarve Mountains, but more common in the inland areas of the northeast of the Algarve, the municipalities of Alcoutim and Tavira. These are urgent factors for correction, that are decisive for this part of the Portuguese territory (CCDR-Algarve, 2020).

For 2027 the main goal is to increase literacy levels. Doubling secondary education, seeing an increase from 30% post-secondary education to 60%, and with the goal in mind that by 2027 it is possible to see a 90% or more increase in the resident population considering the impact of tourism in their territory a positive effect (Turismo de Portugal, 2021). A study from the University of Coimbra (Silva & Carvalho, 2022) concluded that the COVID-19 pandemic helped the Portuguese to rediscover their country, especially the rural areas. After obtaining a sample of 685 participants from different parts of the country, the researchers used a survey of all national tourists who spent at least one vacation period in Portugal between June and September 2020. Beaches have seen a slight decline compared to pre-pandemic holidays but remain the most popular destination for most respondents. However, rural, mountainous, and inland rivers were very popular. The motives of the survey respondents were clear, the small number of people emphasizes the security of these places. This was clearly stated as one of the main reasons why rural tourism was so attractive to tourists, to avoid infection, and avoid being in crowded places where people usually went on vacation. The interiority and the low density of the population ended up working as an attraction.

4.1.3.1. Tavira Social Analysis

According to Dr. Ana Martins, the construction and concession of local accommodation and hotel units in Luz de Tavira began around 2011 and 2012, creating a hub with a significant number of beds that managed to meet the demand of tourists who prefer the area to the confusion of the city. The President mentioned the large population growth, including the senior resident population of foreigners – tourists who have visited the city and decided to acquire a residence.

4.1.4. Technological Analysis

Tourism became a reality because of advances and improvements in technology, both in the transport sector, and technical progress such as online bookings, computerized management, and Internet advertising. These advances lead to an increase in the tourist mobilization rate, improve the quality of services, and offer comfort and safety to tourists (Sarmento, 2003). The incorporation of smart technologies enables to create a positive and seamless experience for users, especially in the way services are being provided and taken by consumers (Thakur, 2022a). Being the tourism industry one of the biggest and most diversified in the world, it is expected an increase in innovation and trends of technology, to influence in a favorable way the hospitality and tourism industry's future scenario (Thakur, 2022b), and advancements in technology are changing the way people travel significantly (Thakur, 2022c).

Social media conducts an important aspect in travelers' planning and decision-making, being used during all stages of the travel planning process, mostly used before the trip. A study by Amaro and Duarte (2017) found that reading reviews of accommodations is the most important activity of social media use before traveling, therefore, managers need to pay attention to reviews.

When analyzing the results from the questionnaire (Annex D), regarding the communication channels used to promote the tourist accommodation unit, owners find the more important ones to be social networks (such as Facebook and Instagram), specialized websites (platforms such as Booking, HomeAway, Airbnb), the institutional website of the accommodation and the use of mouth to mouth. The use of travel agencies or participation in local fairs and events is not usual among the interviewees. The purchase channels used by customers are, by order of importance, specialized websites and the institutional website of the accommodation, booked directly through phone (explained by the fact that are regular customers that usually visit the accommodation at least one time a year and already created a bond with the owner and feel comfortable to use this method) and finally, through travel agencies.

Regarding specialized websites, the number of establishments in Portugal that are registered to Booking.com is 39 044, specifically in the Algarve there are 11 870 (Booking, 2022). This shows that there is a large number of housing establishments that are registered with booking.com as that is one of the main ways customers can find them online.

4.1.4.1. Tavira Technological Analysis

Dr. Ana Martins stated that to maintain the cultural sector dynamics and, therefore, increase the attractiveness of the Municipality, the advertisement of the beaches and the promotion of nature tourism are key activities. Although this tourism is more hidden, it is important to make this type of tourism known. Dr. Eurico Palma reinforces the promotion of heritage – natural, built, cultural and environmental – and gastronomy. The division of communication and administrative modernization oversees communication and advertising, mainly through digital media, but also through billboards and paper format, inducing a high level of adherence. The advertising of the destination leads to attractiveness and the Municipality also uses the magazine *Evasões* and the newspaper *Expresso* as a tool.

4.1.5. Environmental analysis

The tourism sector interacts directly with the environment and the activity causes important negative impacts. The concern about preserving resources for future generations is a perspective that assembles the potential to promote environmental conditions that contribute to the sustainable development of communities (Viegas, 2011). According to Sharpley (2009), environmental principles are the key challenges facing the sector of tourism, and climate change contributed to awareness among consumers (CCDR-Algarve, 2020).

The Portuguese target for 2027 is that 90% or more of companies adopt efficient energy use measures and for companies to promote efficient use of water in their operations (Turismo de Portugal, 2021).

Regarding the environmental vulnerabilities in the Algarve region, highlighted and fomented by human action rely on territorial planning options, urban, demographic, business, and tourist pressure on the coastal area (that highlights the concerns with environmental heritage values that deserve high levels of protection and defense, such as the *Ria Formosa*), the overexploitation of resources, forest management or the conflict of economic activities installed or in progress. The coastal erosion, the dynamics of the coast, the forest fires, and the rise of the average sea levels are also mentioned as threats. Consumers are more sensitive to environmental issues, investing in the reuse of resources, green destinations, and the appreciation of the heritage and identity of places (CCDR-Algarve, 2020).

4.1.5.1. Tavira Environmental analysis

Dr. Eurico Palma states the importance of balancing management capacity with environmental terms. Tourists – and the new segment of tourists - that visit Luz de Tavira are no longer interested in the city but are focused and concerned about sustainability, carbon footprints, walks, cycle tours, hikes, and environmental tours and, therefore, nature tourism can be the key for the tourism sector development. The tourist accommodations must be committed to the importance of sustainability and "respect the environment in which we are located" and defend integrated tourism and not the mass tourism that is present in the Western Algarve. Tavira is inserted in the Ria Formosa, has the islands, barrocal, mountain area, and heritage across each parish. Dr. Ana Martins announces that tourism massification in Tavira is difficult since the beaches are barrier islands and because the capacity of transport is constrained.

4.2. Tourist profiling

According to Dr. Eurico Palma, the tourists of Luz de Tavira are varied, with a higher percentage of foreigners than Portuguese, and have different intentions and tastes. The Portuguese tourist prefers the city and to be closer to the coastal area while the foreigners visit Luz de Tavira during the peak of the high season of Summer but present a higher incidence during low seasons and Winter, intending to rest and explore the county. In rural tourism, the two main types of tourists can be identified as very young aged and elderly tourists. The latest type tends to participate in Municipality activities. The Vice-

President shares that tourists are no longer searching for the classic big hotel but instead, the small accommodation unit that can provide a careful service, with local products. Dr. Ana Martins claims that tourists who visit Tavira are interested in different tourism, based on quality and what the city and culture provide, far from mass tourism. The traveler is willing to spend more monetarily. In the intermediate seasons, the president notices a family-based tourism – young couples aged between 30 and 40 years old with purchasing power, normally accompanied by younger children, "seeking quality, peace of mind" – and shares the same ideal of Dr. Eurico Palma with the senior tourism during low seasons.

In the second section of the questionnaire (annex D) – characterization of the tourist -, the four respondents mentioned that the main nationalities of the tourists received were Portuguese, British and French. Three of the respondents mentioned tourists from Germany. Lastly, 2 respondents indicated the countries of Netherlands and Spain (supported by Annex C). Neither of the respondents mentioned tourists from Belgium, the USA, or other nationalities. The predominant age group of the tourists is between 40-49 years old, as mentioned by all the respondents. Three of the respondents selected the age groups of 30-39 and 50-59 and only two respondents selected the age group of 60 or more years. One of the respondents also selected the age group of 20-29 and no interviewee selected the option "less than 20 years".

Regarding the description of the group travel, the option "family with children aged 10 and over" was the most selected, by three of the four respondents, followed by "family with children under 10 years old" and "couple" as the description of the travel group (following the input of Dr. Ana Martins) The options "other family members" and "friends" were less chosen by the respondents. Alone travelers and organized trips were not chosen at all.

In table 2, it is possible to see the individual responses. Respondent number one chose "couple" and "friends" as the description of the travel group, with an age group between 30 and 59 years old. Respondent number two chose "family with children under 10 years old" and "family with children aged 10 and over", with a customer age group of 40-49 years old. The respondent that chose the age group of 20-60 or more described the travel group to be "family with children under 10 years old", "family with children aged 10 and over" and "other family members". The last respondent, that selected the age group of 30-60 or more described the travel group to be "couple" and "family with children aged 10 and over".

Regarding the average stay in tourist accommodation, two of the respondents selected five nights, one selected seven nights, and the remaining selected eight or more nights. All four respondents claimed to have repeated guests, meaning, and proving engagement or satisfaction and that all guests have environmental concerns.

Concerning the main characteristics of the tourist in rural areas profile, the most valued are “Nature and landscape (e.g., observation of fauna and flora), “Health and wellness” and “Leisure - Rest and comfort”, followed by “Beach”, “Knowing the Region (History/ Culture/ Tradition). “Interaction with the local population” and “Gastronomy and wines” were selected by two respondents and only one respondent chose the “sport and adventure” option. The other options - “search for cultural events”, “participation in rural activities”, “night animation” and “search for workshops” were not selected.

When questioned about the characteristic of the accommodation the owners considered to be more attractive and, therefore, captivates tourists the most, the answers were “Quiet area, saltwater swimming pool, proximity to the beach, relaxing and calm”, “Very personalized service, attention to the customer and details”, “Swimming Pool” and “Calm in rural area”. Although the relatively small sample size, the words “calm” and “swimming pool” were used by more than one respondent. The owners characterize the tourists as people who want to relax and rest, a tourist who is “educated, international and traveled” and that shows passion for nature.

Table 2: Questionnaire individual responses

Respondents	Customer age group	Description of the travel group	Main Characteristics of the tourist profile	Main Characteristic of the accommodation by the owner's opinion
1	30-39 40-49 50-59	-Couple -Friends	- Knowing the Region (History/ Culture/ Tradition) -Interaction with local population -Nature and landscape (e.g., observation of fauna and flora) - Health and wellness - Leisure - Rest and comfort	"Quiet area, saltwater swimming pool, proximity to the beach, relaxing and calm"
2	40-49	-Family with children under 10 years old -Family with children aged 10 and over	-Beach -Nature and landscape (e.g., observation of fauna and flora) - Health and wellness - Leisure - Rest and comfort - Gastronomy and wines	"Swimming Pool"
3	20-29 30-39 40-49 50-59 60 or more	-Family with children under 10 years old -Family with children aged 10 and over - Other family members	- Knowing the Region (History/ Culture/ Tradition) -Interaction with local population -Beach -Nature and landscape (e.g., observation of fauna and flora) - Health and wellness - Leisure - Rest and comfort -Sport and adventure	"Calm in rural area"
4	30-39 40-49 50-59 60 or more	-Couple -Family with children aged 10 and over	- Knowing the Region (History/ Culture/ Tradition) -Beach -Nature and landscape (e.g., observation of fauna and flora) - Health and wellness - Leisure - Rest and comfort -Gastronomy and wines	"Very personalized service, attention to the customer, and details"

4.3. Competitors

Focusing primarily on Country houses, a sample of four country houses was selected. In this analysis, I will focus on the minimum and maximum price per stay (per night) with only breakfast included and with a swimming pool, number of bedrooms, complimentary activities, online presence, and ratings, in the area of Luz de Tavira and Tavira. To protect the name of the lodging accommodations, the country houses will be referred to as House A, B, C, and D. House A is geographically the closest to the Monte Rita Mateus, and B, C, and D are the furthest, in order (4.3 km to 15.2 km).

Table 3: Competitors

Country Houses	**Minimum price**	**Maximum price**	**Number of bedrooms**	**Complementary activities**	**Online presence**	**Online ratings**	**Positive Aspects mentioned in booking.com**	**Negative aspects mentioned in booking.com**
A	65	135	10	Boat rides in Ria Formosa with dolphin watching…) Birdwatching Walking tours and Golf Tuk-tuk rides Guided tours of Tavira High-sea fishing Horseback riding at the beach	Booking Website Agoda Bluepillow *CentralDeReservas*	9.1 out of 582 reviews	Hostess hospitality, easy access to the city and beach. Resting, tranquility and comfort	Low variety of breakfast options, small window for breakfast, high Clorine pool, small pillows
B	90-100	200 or +	7	Walking tours Golf course (less than 3km)	Booking Booked	8.5 out of 2 reviews (recent entry in the booking platform)	Bias	Bias Possible negative aspect: low online presence/visibility
C	205	245 or +	12	Massages Cycling Walking tours Golf Course (less than 3km) Yoga Class Horseback riding	Booking Hoteis.com Tripadvisor.pt EDreams *CentralDereservas* Website	9.3 out of 254 reviews	Comfort, Nice host, hospitality and quality of service	Proximity to loud train station
D	65	200 or +	9	Tennis court Transfer service Car rentals Bike Rentals Pets allowed	Website Booking Expedia Hoteis.com Centraldasreservas Edreams Bringfido	9.2 out of 430 reviews	Excellent breakfast, very thoughtful and nice staff	Exterior noise due to proximity of the lodges, House mold

5. Internal and Competitive Analysis

A SWOT Analysis is used as "a managerial strategic tool for the examination of factors that focus either on internal circumstance—strengths and weaknesses—or on external ones—opportunities and threats" (Hazzan et al., 2018).

Table 4: SWOT Analysis

Strengths (Internal)	**Weaknesses (Internal)**
- Customer care due to being a small company; - Provide a wide range of products and services (breakfast sourced by local producers and allowing guests to practice regional complementary activities); - Location: customers can enjoy the peace and tranquility of a rural area and experience, as well as the proximity to *Barril* beach -considered one of the best beaches in Portugal (Pedras d'el Rei, 2022); - Competitive prices among the competitors; - Architectural features of the country house, inserted in local typical characteristics; - Online presence.	- No prior experience in owning and managing a business; - Low financial means for substantial investment, with the need to resort to credit; - Reduced number of staff; - Not providing customers with lunch and dinner meals. - Need to readapt constantly to the fast-changing customer demand.
Opportunities (External)	**Threats (External)**
- Investments made by the Municipality of Tavira to preserve the culture, natural, and historical resources, gastronomy events, advertisement of the beaches, and nature tourism; - The growing interest in rural tourism from Portuguese people and foreigners; - Portugal considered a safe destiny; - Increasing concern for sustainability in tourism; - Tavira is seen as a different type of tourism, far from mass tourism and the Algarve has worldwide recognition; - The geographical position of the lodging allows a wide range of tourist activities; - Opportunity to get financial support from incentives programs for investments in tourism; - Use of the Booking platform for visibility and ease of making reservations; - Use of institutional website; - Possibility of partnerships with companies for nature activities; - There are enough businesses to meet the tourist demand (e.g., bars, restaurants); - Faro airport is 29.6 km away (30 minutes trip by car).	- Legality and bureaucracy to develop a country house - RAN, and PDM (space limitation to build) - Difficulties regarding access to loans; - Changes in legislation, with more restraints and conditions; - Inflation; - Seasonality; - The emergence of new competitors and/or existing ones; - The possibility of an increase in prices of suppliers; - The possibility of a pandemic crisis reoccurrence (e.g., closed airport lines and country borders); - Poor public transportation in the area; - Charged commission by Booking platform and others OTAs.

6. Business Plan's Objectives

The present project of *Monte Rita Mateus,* through the renovation of the centenary family house, and the development of new accommodation spaces (creation of exterior rooms and a swimming pool) has the goal to promote Luz de Tavira as a destination for tourism in a rural area, by following all the needed requirements, determine the financial projections for the next five years and the number of years that are necessary to recover the investment and to contribute to the increase in the number of tourists that visit Luz de Tavira. *Monte Rita Mateus* Country House mission focuses on providing guests with a unique and hospitable experience of tourism in a rural area, far from mass tourism, offering personalized and quality products/services, where cultural, natural, gastronomy and historical resources of the area are well conserved. Its vision is to grow and be recognized as a reference Country House, providing high standards of professionalism and quality and exceeding the expectations of the clients. Its values are oriented to guest satisfaction and needs, transmitting a good image to the clients, offering quality products, with appealing prices, focusing on sustainable development and continuous improvements.

7. Development strategy

7.1. Market segmentation and targeting

With the support of the phone interviews answers and results, the main targeted markets are focused on the internal market – Portuguese – and external market - United Kingdom, France, Germany, Netherlands, Spain, and Belgium (proven to be the markets that seek the most for country houses in Portugal). According to the literature review, rural destinations are conditioned on the delimitation of the target market, therefore, the targeted tourists are extended, aged between 20 years old and 60 or more years old (during low seasons, the country house is more oriented to senior tourism) that have the intention to spend their vacation with the family (with children aged 10 and over and with children under 10 years old), couples, other family members, and friends and that value and seek for nature and landscape, health and wellness, leisure (rest and comfort), beach, know the region - in terms of history, culture and tradition -, interact with the local population and are passionate about gastronomy and wines, for a period of time of about five nights.

7.2. Positioning

To strengthen its positioning in the market, *Monte Rita Mateus* will offer competitive lower prices compared to its competitors, focusing on providing superior quality services by the owner of the country house, with a personalized, hospitable, familiar service and therefore, leading to customer satisfaction.

The development of the website with relevant content and good appearance, the use of Instagram, Facebook, and other social networks, the analysis of the sales volume and its results, and paying attention to customers' feedback will increase the brand's recognition, to increase the occupancy rate throughout the year, reducing seasonality.

8. Definition of implementation policies

8.1. Marketing Mix

A marketing mix is a traditional tool that focuses on planning what and when to offer customers. The starting point is the product, which is developed through market research on customers' needs. For the selling product price, companies use a based pricing method (competition and costs). Afterward, companies need to decide where to distribute the product and to communicate information about the product (Kotler et al., 2017).

8.1.1. Product

8.1.1.1. Accommodation

The lodging enterprise of Tourism in a rural area*, Monte Rita Mateus* Country House, situated in Luz de Tavira, Algarve, Portugal, will be composed of the main house - three bedrooms, two bathrooms, three living rooms, and a kitchen – and in the exterior of the main house, composed by eight rooms, all equipped with a private bathroom and kitchenette. The land holds half a hectare, with characteristic fruit trees of the area – fig, carob, and other trees -, and a swimming pool for all guests. Guests can enjoy the kitchen and living rooms of the main house, independently if they are accommodated in the main house or exterior rooms.

8.1.1.2. Breakfast

Breakfast at the accommodation will be served in the main house, prepared by a chef/cook, using exclusively regional and national products (see Annex F), allowing experience local products with high quality such as cheese, fresh goat and cow milk, pastry and cakes characteristic of the region, homemade jams, and dried fruits. Breakfast is not included in the price of the accommodation. If the guest wishes to have breakfast in the room, either cook for himself (the kitchenette provides the necessary support) or request in advance for a basket, prepared by the chef/cook, to enjoy in the room.

In Annex F, it is also presented a "to-go basket", thought for guests that need to leave the accommodation very early (early check-outs) or for those who pretend to eat breakfast, outside the accommodation. The "to-go basket" includes water, orange juice, liquid yogurt, a sandwich, and seasonal fruit. The price of the "to-go basket" is different than the one served by the chef/cook and needs to be requested in advance.

8.1.1.3. Complementary activities

Guests can enjoy the accommodation, the land and the pool, and complementary activities such as walking tours, guided tours of Tavira and Luz de Tavira, bread making (allowing knowing local products), show cooking, and even thematic events e.g., *Fado* performances and wine tasting of the Algarve region.

8.1.2. Price

Regarding the price of the accommodation, taking into consideration the low and high seasons of the year, in both cases, the prices were obtained through the evaluation of the direct competitors. The mean of the low season competitors (see table 3) reached the value of 107.5 euros per night and the mean of the high season, a value of 195 euros, per night. It is important to mention that in the first two years, the price of the high season was established to be 152 euros, to have an advantage among the competitors and in the low season, the value of 107.5 euros will be applied.

Concerning breakfast, the estimated value is 12 euros per person, and the "to-go basket" will present a value of 8 euros, per person.

The complementary activities are estimated to be 20 euros per person.

8.1.3. Distribution

According to the phone interviews, the purchase channels most used by customers are specialized websites (Booking Platform, HomeAway, Airbnb...), institutional website and by phone (book directly). *Monte Rita Mateus,* distributions – in terms of reservations and providing guests' needed information – will be done directly, through the phone, using the institutional website or in some cases, in the accommodation itself (possibility of walk-ins) and indirectly, through specialized websites such as Booking, and other OTAs, for greater visibility. It is important to mention that the goal is to reduce, over the years, the use of specialized websites, increasing the direct use of the institutional website and other direct forms, in order to decrease the need for third parties involved.

8.1.4. Communication

As studied in the literature review, determining successful ways of communicating with the market is a marketing activity and the use of social media is a tool that *Monte Rita Mateus* will focus on.

An advertisement simulation on Facebook was made targeting a public living in Belgium, Germany, Spain, France, United Kingdom, Netherlands, and Portugal, aged between 25 years and 65 or more years old. With a duration of seven days, and a budget of 300 euros, it is estimated to reach between

4.8 thousand and 13.8 thousand people, per day (see Annex G). In this advertisement, pictures, product information, videos, brand imagery, upcoming events and activities, and promotions will be posted. Alongside the use of Facebook, other social media tools such as Instagram will be used to promote and publicize Monte Rita Mateus, regularly. The use and promotion of the institutional website Monte Rita Mateus is also a valuable tool, with a simple and appealing design – where the establishment and its installations will be described with image quality, offers, and availability - so customers find it easy to use and it is the easiest way to contact the lodging directly. Later, the use of public relations may also be used (for example, inviting a Portuguese celebrity to promote the accommodation).

8.2. Financial plan

For the financial plan, the IAPMEI business tool was used, "allowing entrepreneurs and companies to evaluate and test the profitability of new investments", for a 5-year period and that "support the design of a business idea or investment project; better dialogue and negotiate with stakeholders and financing agents" (IAPMEI, 2022).

Also, a construction company was required to develop a budget for the renovation of the main house and the creation of exterior rooms and a swimming pool.

For the financial plan general assumptions were assumed: the initial year of the project will be 2022 as it is the year in which the investments begin, although the start of the activity will only take place in 2023. The average collection period is 0 days, as is prompt payment, the average payment period is 30 days, the average stock period of 5 days (due to breakfast, dairy products, and expiration dates), the sales VAT rate is 6%; VAT rate to services, cost of goods sold and materials consumed, External Supplies and Services, and investment is 23% (see Annex H). It is important to mention that, upon request for more information, the EXCEL tool may be made available.

8.2.1. Sales

8.2.1.1. Accommodation

According to the phone interviews (Annex D), the average room occupancy rate during New Year's Eve is quite varied: two of the respondents have chosen the option "No information". This can be justified as the respondents claimed that usually, during low season periods, the accommodation units are long-term rented by tourists and, therefore, that specific time of the year may be occupied, and some years may not. One of the respondents claimed that the average room occupancy rate on New Year's Eve is between 90 and 100% and the other respondent claimed occupancy of 40 to 49%. Regarding the

Easter season, all four respondents gave different answers: one of the respondents shared an occupancy rate of 90 to 100%, the second respondent with 70 to 79%, the third respondent with 40-49%, and the fourth respondent with "no information" (justified by long-term rentals, that can go until April). The months of June, July, August, and September do have an occupancy rate of 90 to 100% for all four respondents. During October, the first respondent affirmed an occupancy rate of 90 to 100%, the second respondent, an occupancy of 70 to 79%, the third respondent with 40 to 49%, and the fourth respondent with the "no information" option. During Christmas, one respondent has a 90 to 100% occupancy rate, while the others responded 40 to 49%, "no information" and 0-9% (justified by being closed during this Holiday). During weekends and other holidays, the answers were the same: the 3 respondents have chosen the "no information" option, due to lack of knowledge and one of the respondents answered 50 to 59% of occupancy rate.

Due to this fact, and regarding the accommodation of Monte Rita Mateus, an assumption of the occupancy rate of 80% during high season (months of June, July, August, and September, supported by the fact that the enquired proprietors mentioned an occupancy rate of 100% during those months) was considered and during low season, an assumption of the occupancy rate of 40%.

In 2023, it is estimated to sell 2 134 rooms, using the formula:

$$120days \times 0.8 \times 11rooms + 245days \times 0.4 \times 11rooms = 2134\,rooms \tag{1}$$

The unit price of a room with VAT is 133.31 euros in the year 2023. To be more accurate, it was decided to estimate the value of the room, considering the high and low seasons and its occupancy rates.

Table 5: Seasonal Prices

Season	Season duration	Price per night	Occupancy rate	Income per month
Low Season	245 days (8 months)	107.5 euros	40%	14 485.625 euros
High Season	120 days (4 months)	152 euros	80%	40 128 euros

The formulas used were:

$$120days \times 0.8 \times 11 \times 152 = 160512\ \ euros\ during\ high\ season \tag{2}$$

$$245days \times 0.4 \times 11 \times 107.5 = 115885\ euros\ during\ the\ low\ season \tag{3}$$

$$115885 + 160512 = 276397 \ \ euros\ (total\ of\ high\ and\ low\ seasons) \quad (4)$$

$$Percentage\ of\ sales\ during\ high\ season\ =\ (160512 \div 276397) \times 100 = 58\% \quad (5)$$

$$Percentage\ of\ sales\ low\ season\ =\ (115885 \div 276397) \times 100 = 42\% \quad (6)$$

$$(0.58 \times 152) + (0.42 \times 107.5) = 133.31\ euros\ per\ room \quad (7)$$

It is important to mention that the year 2025 followed the same formulas above but used the price of 195 euros per night in high season. It was estimated a growth rate of units sold of 5% until the year of 2026 and a price variation of 1.5%.

Therefore, it is expected to have a sales volume of 284 483.54 euros in 2023 and after 5 years, in 2027, a volume of 402 218.38 euros (an increase of 41.39%). (See Annex H).

8.2.1.2. Breakfast

Regarding breakfast, it was considered that 80% of the guests will enjoy the service (12 euros per person), with no changes over the 5 years. Supposing that each room is composed of two guests:

$$\begin{gathered} 2134\ (sold\ accommodation\ units\ in\ 2023) \times 2(people) \times 0.8 \\ = 3414\ sold\ quantities\ (rounded\ value) \end{gathered} \quad (8)$$

Therefore, it is expected to have a sales volume of 40 968 euros in the year 2023 and 47 448 euros in the year 2027 (an increase of 15.82%).

Regarding the "To go basket": if 20% will not enjoy breakfast at the accommodation, due to early check-outs or other reasons, the price is 8 euros per person and so:

$$2134 \times 2 \times 0.2 = 854\ sold\ quantities\ in\ 2023 \quad (9)$$

$$2471 \times 2 \times 0.2 = 988\ sold\ quantities\ in\ 2027 \quad (10)$$

Therefore, it is expected to have a sales volume of 6 832 euros in 2023 and 7 904 euros in 2027 (an increase of 15.69%).

8.2.1.3. Complementary activities

If 35% of the guests involve themselves in the supplementary activities, 20 euros per person:

$$2134 \times 2 \times 0.35 = 1494\ sold\ units\ in\ 2023 \quad (11)$$

$$2471 \times 2 \times 0.35 \times (1.05) = 1816 \, sold \; units \; in \; 2027 \tag{12}$$

Sales volume of 29 880 euros in 2023 and 36 320 euros in 2027 (21.55% increase). It is important to mention that it was considered a growth rate of sold units of 10% in the year 2024 and a growth rate of sold units of 5% in the next years (2025, 2026, and 2027).

8.2.2. Cost of goods sold and materials consumed

It was estimated that the cost of breakfast is 4.5 euros and the cost of the "to go basket" is 3 euros, leading to a gross margin of 62.5%. Therefore, it is estimated the cost of goods sold and materials consumed of 22 048 euros in 2023 and 25 531 euros in 2027, including VAT.

8.2.3. External supplies and services

In the year 2022, the only costs considered are 7 200 euros in advertising and marketing, 100 euros for electricity, 50 euros for water, and 350 euros for cleaning, hygiene, and comfort.

In 2023, advertising and marketing represent

$$(7920 \div 362164) \times 100 = 2.19\% \tag{13}$$

of sales and the monthly cost of advertising and marketing is 600 euros (two Facebook advertisements).

Concerning other costs, in 2023, it was estimated to be a value of 75 372 euros, resulting from monthly costs of 3 000 euros for subcontracts (budget that includes the creation of the website and its maintenance and for paying experts who will perform the complementary activities); specialized services: 100 euros for surveillance and security and 500 euros in repair and conservation; materials: 200 euros for books and technical documentation and 15 euros for office supplies; energy and fluids: 875 euros for electricity and 300 euros for water; communication (net and telephone): 300 euros; insurance: 70 euros; and 350 euros for cleaning, hygiene, and comfort.

8.2.4. Personnel expenses

Monte Rita Mateus will count on five employees, four full-time and one part-time (Chef/Cook) in 2023. In 2022, only three employees will be in service, to ensure the preparations for the opening of the country house (between one to three months).

Total personnel expenses in 2023 will be 82 670 euros and total retentions will be 16 027 euros. Considering an annual increase of 2% on all base salaries, in 2027, total personnel costs will be 89 009 euros and retentions of 17 348 euros.

Accident insurance will be 1% of the base salary and it was considered that the food allowance will be 4.77 euros per day, totaling a monthly amount of 104.94 euros.

8.2.5. Working capital investments

It was decided to consider an amount of 1 000 euros as a treasury security reserve, to avoid possible treasury disruptions.

8.2.6. Investment

The company's total investment will be 595 090 euros in 2022. In 2025, an amount of 800 euros will be added for administrative equipment.

It was requested that a construction company performed a budget composed of (see Annex I):

Table 6: Housing reconstruction – Luz de Tavira

HOUSING RECONSTRUCTION - LUZ DE TAVIRA	
Construction Site	24 000€
Safety and Environment	6 000€
Implementation and Topography	650€
Demolitions and Earthworks	15 305€
Stability	85 150€
Masonry	29 175€
Stonework	4 500€
Coverings and Waterproofing	45 325€
Interior and External Spans	58 825€
Flooring and Skirting Boards	47 550€
Wall and Ceiling Coating	58 730€
Construction Protection	45 620€
Sanitary Equipment	13 215€
Outdoor Pergola Carpentry	6 000€
Varied	20 250€
Equipment and furniture - kitchen and laundry	9 900€
Job Site Cleaning	1 600€

Architectural Design	500€
Electrical Network	24 575€
ITED Telecommunication Network	3 640€
Fire Detection System	1 350€
Water Supply Network	4 650€
Wastewater and Rain land Sewer Network	3 330€
Ventilation	850€
Water Heating and Heating Floor	14 750€
Gas Network	1 200€
Acclimatization System	12 500€
Swimming Pool	39 750€
Total	578 890€

The investment value was estimated by 578 890 euros, regarding the building and other constructions, 13 000 euros for basic equipment (11 000 euros for furniture and design of the rooms and 2 000 euros for kitchen equipment). It was also estimated a value of 2 000 euros for administrative equipment and 1 200 euros for computer programs.

9. Requirements for implementation

According to article 30 of chapter 5 (Diário da República, 2007), agricultural spaces include areas of the territory to ensure agricultural production (for food or not), composed of the soils included in the National Agricultural Reserve (RAN) and cultivated soils of local interest, that can be subdivided into preferential agricultural areas, conditioned agricultural areas (I and II) and complementary agricultural areas. The country house *Monte Rita Mateus* is included in the preferential agricultural areas (see Annex J) (article 31), which are constituted by soils "included in the National Agricultural Reserve (RAN), in the *Sotavento* Irrigation Perimeter, where there are no overlaps with the National Ecological Reserve (REN) or with protection zones for public groundwater abstractions" p.10. Conditioned agricultural areas I and II (articles 32 and 33, respectively), are constituted by soils included in the RAN or the *Sotavento* Irrigation Perimeter and other soils where there are overlaps with REN areas, which results in constraints of use. Complementary agricultural areas (article 34) are constituted by soils that are not included in RAN or REN and have an agricultural use (areas that contribute to the ecological and landscape balance).

According to article 46, it is possible to recover and expand existing buildings, for purposes of public interest, such as the development of Tourism in Rural Areas or nature tourism, the installation of museums, and exhibition centers, catering establishments, or other activities compatible with rural soil and for housing purposes, regardless of the previous use. The conservation constructions and expansion are destined to ensure the durability and functioning of buildings, and to maintain or rehabilitate the historical interest. Lastly, the construction works need to follow requirements such as ensuring the integrity of the rural landscape, and that the total built, including the expansion, does not exceed 300 m^2 for housing purposes and 500 m^2 for other purposes, except for tourism in rural areas developments that can go until 2000 m^2, depending on the area.

Therefore, tourism in rural areas is a classification that has a few conditions that must be met to consider housing property a rural tourism establishment. Some of these terms go by the fact that the owner does not have to live on the property. The areas must have a traditional and significant connection to the rural environment and landscape they are inserted in, considering the surrounding rural amenities, the environmental quality, and the appreciation of products and services produced in the area where the establishment is located. The installation of any infrastructure, machinery, and, in general, all the equipment necessary for the operation of housing tourism must be carried out in such a way that noise, vibrations, smoke, or odors are not produced especially ones that are likely to disturb or, in any way, affect the environment of the enterprise and the comfort of the guests (Turismo de Portugal, 2016). Specifically in a country house, the real estate property must have one bathroom for every three-room accommodation, a minimal bedroom square footage of 7 m², and double rooms must be 9 m² (Diário da República, 2008).

Some processes must be followed to qualify for the Country House accomplishment. These requirements are stated in the *Diário da Républica* as Decree-Law No. 73/2009 of March 31, Decree-Law No. 199/2015 of September 16, and Ordinance No. 162/2011 of April 18. Some of the necessary documents are the application to the regional entity of the territorially competent RAN, for a prior opinion, a descriptive report and justification, a photocopy of an identity card or citizen's card, and a person's tax number singular or collective, an updated content certificate from the land registry office with descriptions and all registrations in order, the photocopy of the land register, cadastral plan, and others. RAN entities may request any other documentation that they consider important for the analysis of the process (Direção Regional de Agricultura e Pescas do Algarve, 2022). These extensive requirements must be met to succeed in becoming a country house.

10. Financial Evaluation

The financial evaluation of the company had the support of the IAPMEI tool. For further information and analysis, consult Annex H.

10.1. Financing

The project presents a financing need of 596 431 euros in 2022. Considering the funding sources, 100 000 euros from the capital, and 496 431 euros from bank financing and other credit institutions, repaid in 10 years, with an interest rate of 2.24%. In 2027, the outstanding capital is 242 007 euros.

10.2. Predictive operational critical point

In 2023, the gross contribution margin (sum of sales minus costs of goods sold and materials consumed and variable external supplies and services) is 333 599.34 euros. The critical point in 2023 is 202 786.36 euros which means that the company has money to face fixed costs. In 2027, the gross contribution margin is 461 158.87 euros, and the critical point is 215 855.2 euros.

10.3. Predictive income statement

The net profit of 2022 will be negative in 48 719 euros, justified by the external supplies and services, personnel expenses, expenses with depreciation and amortization, and interest. In 2023, the net profit will be positive, presenting a value of 117 608 euros, increasing over the years (2027 presenting a value of 202 793 euros).

10.4. Cash flows

In the first year (2022), the free cash flow will be negative in 602 632 euros mainly due to the initial investment. In the first year of activity (2023), it will be positive at 159 864 euros, and in 2027, it will present a value of 236 124 euros. Regarding the accumulated cash flow, the first four years (2022-2025), present negative values, in 2026 a value of 173 471 euros, and in 2027, a value of 409 595 euros.

10.5. Finance plan

The cash balance is negative in the first year of 2022. At the beginning of the accommodation activity, in 2023, the balance becomes positive at 106 706 euros, and in 2027, has a value of 777 052 euros.

10.6. Forecast balance sheet

In 2022, the asset value is 565 993 euros (which corresponds to the sum of liability and equity capital). In 2023, the asset value increases to 640 272 euros, mainly due to the section of cash and bank deposits (received payments from customers). In the year 2027, the total asset value is 1 187 013 euros, being composed by its majority from the current asset (778 340 euros, representing 65.57%) and the sum of the equity capital with the liability is composed by its majority from equity capital (73.8%). In conclusion, from 2022 to 2027 it is clear the increase in asset and equity capital (due to positive net profit) and a decrease of liability, due to the decrease in capital outstanding.

10.7. Main indicators

Table 7: Economic Indicators

Economic Indicators	2022	2023	2024	2025	2026	2027
Business growth rate			7%	18%	6%	1%
Net profitability - sales		32%	32%	39%	41%	41%

The business growth rate shows an increase from 2024 to 2025. The value of 2026 starts to show a decrease due to the approaching of the maximum capacity of the accommodation.

Regarding the net profitability of sales, which shows the percentage of profit generated by the company for each euro of sales, the values show a growth from 32% in 2023 to 41%, in 2027, meaning that for each euro of sales, the profits are between 32% and 41%.

Table 8: Financial Economic Indicators

Financial Economic Indicators	2022	2023	2024	2025	2026	2027
Return On Investment (ROI)	-9%	18%	17%	20%	19%	17%
Return on assets	-8%	23%	23%	27%	25%	22%
Asset turnover		57%	53%	52%	47%	42%
Return on Equity (ROE)	-95%	70%	43%	38%	30%	23%

Regarding ROI, in 2023, presents a value of 18% (which means the percentage of profit that the company generates). The value of ROI reaches its peak in 2025, with 20%. Regarding return on assets, they vary from 22% to 27%, showing that the company assets generate a net profit. Regarding ROE, it is clear the decrease over the years, presenting a value of 23% in 2027, mainly due to the increase of equity.

Table 9: Financial Indicators

Financial Indicators	2022	2023	2024	2025	2026	2027
Financial autonomy	9%	26%	40%	54%	65%	74%
Overall solvency	110%	136%	167%	217%	287%	382%
Coverage of financial charges	-4607%	1286%	1633%	2568%	3245%	3821%

Regarding financial autonomy, which shows the ability of the company to face its obligations with its own capital, the company reaches a value of 74% in 2027.

The overall solvency shows values higher than 100%, meaning that the values of equity are superior to liability, showing independence in what concerns third parties' income.

Table 10: Liquidity Indicators

Liquidity Indicators	2022	2023	2024	2025	2026	2027
Current liquidity	0.13	3.51	4.99	6.58	8.73	11.28
Reduced liquidity	0.13	3.5	4.98	6.57	8.73	11.28

The current liquidity shows positive and the same or higher values than reduced liquidity, showing that the company has current assets that can cover current liability.

Table 11: Business risk Indicators

Business risk indicators	2022	2023	2024	2025	2026	2027
Gross margin	-7 700	260 946.54	283 333.17	350 932.02	376 173.85	379 387.5
Operating leverage degree	16%	178%	169%	150%	146%	146%
Degree of financial leverage	98%	108%	106%	103%	102%	101%

The gross margin grows over the years, reaching a value of 379 387.5 euros (sales minus the costs of goods sold and materials consumed and External supplies and services), due to the increase in sales volumes and values. Although the costs also increase, it does not have a growth rate so expressive as sales.

The operating leverage degree shows a decrease from 2023 to 2027, resulting from the increase in operating profit (EBIT). Considering the degree of financial leverage, the values tend to be closer to 100%, meaning a low business risk.

10.8. Project evaluation

Table 12: Project evaluation indicators

Project evaluation indicators	**Investment perspective (pre-financing)**	**Investment perspective (post-financing)**
Net Present Value (NPV)	389 861	509 220
Internal Rate of Return (IRR)	27.81%	27.81%
Pay Back period	4 years	4 years

In both perspectives (pre- and post-financing), the value of NPV is positive and shows positive profitability. The IRR presents a value of 27.81% and the Pay Back period is 4 years.

In conclusion, the company is economically viable, and the implementation and investment of this project should proceed.

11. Conclusion

Portugal established itself as one of the powerful brands from the tourist point of view, being identified worldwide as the best tourist destination and therefore, leading notoriety to the country and its products (República Portuguesa & Turismo de Portugal, 2021).

The Covid-19 pandemic had severe impacts on national tourism. The Algarve region showed values above the total Portuguese mean in overnight stays and is the region of the country that represents most revenues in tourism accommodation establishments, exceeding the pre-pandemic values (Instituto Nacional de Estatística, 2022b).

Rural tourism experienced growth, with a larger number of visitors involved. As studied in the project, the establishments in tourism in rural areas and lodging tourism presented a less severe impact on tourism demand and overnight stays during the Covid-19 pandemic year. The year 2022 presented higher values than 2018 of overnight stays, and the total revenue in tourism in rural areas and lodging tourism was the only type of establishments that saw growth from 2019 to 2021 (Instituto Nacional de Estatística, 2022b). These facts show that tourists are looking for less popular destinations and less crowded places, enriching experiences in small groups or with their families, and that are choosing destinations where local products and sustainable practices are promoted (Guimarães Turismo Portugal, 2022).

Luz de Tavira is known for its intense agricultural activity, harvesting of bivalves, and production of fruits (Município de Tavira, 2021) and it is a region that has a lot to offer to its visitors.

The focus of the present project is the *Monte Rita Mateus* Country House, that has the goal to provide guests with hospitable and genuine treatment, allowing them to participate in exciting experiences and complementary activities, with competitive prices among the competitors and having a frequent online presence. The house is in a rural area, and its proximity to the beach also constitutes the strength of the accommodation. The weaknesses of the accommodation arise from the fact that there is the need to resort to credit, the need to adapt to the fast-changing customer demand, and the fact that there is no prior experience in owning a business. *Monte Rita Mateus*, through market segmentation, targeting and positioning, distribution and communication, and overall marketing decisions, may contribute to the increase in the number of tourists that visit Luz de Tavira.

In-depth interviews were conducted to gain knowledge and capture ideas and experiences of Dr. Ana Martins and Dr. Eurico Palma, that are the President and Vice-President, respectively, of the City Council of Tavira. From these interviews, it was possible to conclude that Luz de Tavira is seen as far from mass tourism, and to develop a greater response in tourism is important to focus on investing in natural resources, gastronomy events, cultural events, and fairs, throughout the year, continuing to invest in quality projects, tourism compatibility, and fighting seasonality, through the investments in the intermediate seasons, to increase attractiveness in Tavira and Luz de Tavira, considering the original activities of the locality. Tourism recovery in 2022 is becoming a reality and the city council focuses on the entrepreneurs and the promotion of the Municipality, by advertising nature tourism and the beaches. The new segment of tourists that visit Luz de Tavira is concerned about sustainability and search for a small accommodation unit that can provide a careful service, with local products. Finally, the bureaucracies and legalities imposed on a country house development are limitations (in terms of RAN) and processes and requirements must be followed for the future rehabilitation of the *Monte Rita Mateus* Country House and its expansion. Phone interviews were directed to four owners of accommodations of Tourism in rural areas in Luz de Tavira. According to the results obtained, the use of social networks such as Facebook and Instagram, the use of specialized websites such as Booking, the use of the institutional website, and the use of mouth-to-mouth are proven to be the main channels used to promote tourist accommodation. The purchase channels used by customers are specialized websites, institutional website, and booked directly through phone (since respondents claimed to have repeated guests, and a guest-owner bond was created, guests feel comfortable about using this method), proving engagement or satisfaction, linked with the importance of hospitality in a tourist accommodation studied in the literature review: managers and employees influence the guest experience (Harkison, 2017), alongside with social interaction, making tourists value the feeling of a hospitable environment (Kastenholz et al., 2013) and customer satisfaction is associated with customer revisit intentions (Li, 2020). Also, all guests present environmental concerns. The main nationalities that seek Luz de Tavira were identified to be from Portugal, the United Kingdom, France, Germany, Netherlands, and Spain. Although the predominant age group of the tourist is between 40 and 49 years old, the respondents also mentioned other ages, accompanied mainly by families with children aged under and over 10 years old and couples, with an average stay of 5 nights, and that show interest for nature and landscape, health and wellness, leisure, beach, knowing the region, interacting with local population and gastronomy and wines.

According to the analyses conducted concerning the feasibility of the future renovation and expansion of the country house *Monte Rita Mateus*, the financial results have proven that the project is viable and should proceed, with an estimated investment of 595 090 euros and a positive NPV, with an IRR of 27.81% and a Pay Back Period of 4 years. Lastly, it is important to mention that the increase in inflation creates the need to be prepared to adapt the business model and manage risks (Veríssimo, 2022).

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Annexes

Annex A

Interview with Mrs. Dr. Ana Paula Martins and Mr. Dr. Eurico Palma

The present interview takes place in the context of the development of a rural tourism project, in the Master's degree where I find myself – Hospitality and Tourism Management - at ISCTE-IUL. It aims to obtain information for the realization of the project and its viability.

Tables 1, 2, and 3 attached will be shown values referring to the number of guests and overnight stays in tourist accommodation establishments in the Algarve and, more specifically, in Tavira. Tables 4 and 5 show the number of country houses and their number of rooms in the Algarve.

The interview is composed of 9 questions.

1. **In a held interview, Mrs. Dr. President mentions that "a significant part of Tavira's economy is based on the tourism sector. With the pandemic, this activity was forced to stop, being one of the most affected in the region and the country (...) tourism has seen its supply chain interrupted, making these last times the most difficult times ever (...) companies in the industry are expected to continue to face the challenges of a slow recovery" (Entrevista Presidente CM Tavira | O Impacto Provocado Pela Pandemia Com Foco No Concelho de Tavira, 2021).**

How do you consider, in terms of growth and trend, Tourism, in particular Tourism in Rural Areas in Tavira? And more specifically in Luz de Tavira?

Dr. Eurico Palma: "With the crisis, we have been going through in the latest years - the Covid pandemic crisis the tourist recovery of our county is becoming a reality. Despite the difficult times, the year of 2022 in Tavira is growing the number of occupations in rural tourist accommodation. We continue to invest in natural resources, gastronomy, the focus of the Mediterranean diet, routes, and cultural responses such as "*Verão em Tavira*" and the different events that we have sought to perform. We do have a Natural Heritage and a built Heritage and the trend that is happening is a trend of growth and in particular also in rural areas, around Tavira, not only specifically in the Luz de Tavira, but also in the other parishes (higher incidence in the parishes around the large urban center that is Tavira)."

Dr. Ana Paula Martins: "The equipment that was born has proven itself with quality and, therefore, allows to attract a niche market. The issue of tourism in rural areas is foreseen in our

Municipality director plan (PDM). It has ended up deserving the interest of several promoters: the fact that projects with some quality are developed also increases the attractiveness of a niche with more quality. Therefore, I see this expansion and this development as important to the city and it has also originated a significant increase in tourist beds."

2. **Given uncontrollable external factors, are there measures designed to decrease possible negative impacts on the tourism sector in the region of Tavira and Luz de Tavira?**

Dr. Eurico Palma: "Tourism must be compatible with the original activities of each locality. Undoubtedly, this is an additional motivation for the tourist. That is, if we have compatibility, we will have a greater attractiveness for the tourist himself. In neighboring localities, investments in tourism are sometimes relatively lower than within the city itself. In any case, it is important to have a high management capacity in this area and answers must be presented with a balance, for example, in terms of the environment. In the border areas of our county, there are more and more foreigners looking for walks/hikes, cycle tours, environmental tours, etc. This is a reality that is increasingly present in the daily lives of different locations outside the city and nature tourism can increasingly be an answer and a reality for the development of the tourism sector and in a concrete way also in Luz de Tavira, undoubtedly."

Dr. Ana Paula Martins: "At the time of Covid-19 we had a significant program to support entrepreneurs, where we had exemptions from some taxes, and the Chamber itself also created a regulation to support those activities that had reduced their turnover by more than 30% and therefore basically all companies operating in this area of tourism and hospitality, in general, were beneficiaries. We are talking about 800,000 EUROS that the City Council has allocated in support and obviously, we have continued to maintain some dynamic in the cultural sector, always trying to have reasons to increase the attractiveness of the Municipality, with the commitment to publicizing our beaches (all of them of quality of gold) and the promotion not only of sun and sea tourism but also of nature tourism.

We are the Portuguese representative city of the Mediterranean diet and therefore have created some measures to try to minimize these impacts, especially the negative impacts of the reduced activity with covid-19 (also nowadays with the war, although the war at the moment is not having a direct relation with tourism). At the moment, we have returned to 2019 values and the prospect is that we can reach the 2019 values and even surpass them, which is good, after 2 years of working in a more reduced way. There were several supports we made: direct support to entrepreneurs, economic activity, and support to invest in the promotion of the Municipality, increasing its attractiveness, both in the sun and sea, but also in nature and culture."

3. **Several projects were approved in 2017.**

The "*Tourism Promotion and Cultural Events Project - Central Algarve"* and the "*Qualification and touristic and cultural Promotion of Tavira All year Project*" aim to diversify the touristic supply and the promotion of activities oriented to tourism segments, to contribute to the increase of tourists. (Município de Tavira, 2016).

What is the return of these projects? (2017-2022)

The future: relatively to this type of project, what investments have been made up to date or are expected? What concrete measures are in place to support this sector, as it presents itself as a significant part of the region's economy?

Dr. Eurico Palma: "The diversification of tourist supply is fundamental. The more diversification, the better response and better adherence on the part of the tourist and consequently, a better quality of tourism. The promotion of different targeted activities undoubtedly contributes to the increase in tourists. Betting, for example, in the gastronomy festival, betting on the focus of thematic fairs during the summer (the "*Verão em Tavira*"). The commitment to the recovery of cultural and built heritage, the bet on the different churches, the routes, the municipal museum... all the ranges of routes are essential for concrete measures to take place on a day-to-day date and to develop a greater response in tourism. The tendency will be to overcome seasonal occupation and create responses during the year so that the tourist who comes to us, not only seek us in the summer season, but to look for us all year and especially in low season periods so that we get tourist responses and to not be just sun and sea, but let us be sun, sea, nature, and environmental heritage throughout the year. In winter we are betting on sporting events, cultural events and increasingly we are betting on events that allow us not to have seasonality."

Dr. Ana Paula Martins: "The bet of "*Tavira todo o ano*" was a bet in which we wanted to combat seasonality. We were always very crowded in August and then in the winter months, much fewer people. The general idea would be for us to try, in intermediate seasons, when we already have good weather, to be able to enhance attractiveness, not only with the issue of good weather (as already mentioned) but by taking advantage and trying to create reasons for attractiveness. Being certain that Tavira is a city of heritage and culture, we tried to promote this issue of culture, either through the creation of cultural events, namely a cultural event we created called "Viva a Primavera", but also these cultural events of the Central Algarve, which are networked and that allow bringing projects of some quality to the various municipalities that are part of the Central Algarve project.

We started to give some relevance, even before 2017, to the question of the opening of the churches: we have a very large religious heritage and therefore we managed, through projects with young people, etc., to maintain the openness in the summer and we tried with the brotherhoods and the owners of the churches, also to have the churches open, creating here some complementary attractiveness to those who visit us. And it is certain that, in 2019, the intermediate seasons and seasonality were much better.

In February 2019 we had occupancy rates of 60% in hotels, and it was going very well. This dynamic was a *little* interrupted by Covid, in 2020 and 2021 because there were still many limitations, many restrictions on opening. In 2021 we were more open, but still with a lot of impact at the time of winter therefore, this year, from May, have resumed these cultural activities based on these programs that we have and others that we are creating, always to beat seasonality and create attractiveness on the territory, very much in the middle seasons. Do not focus entirely on winter and after Christmas and New Year's Eve: it is necessary to give rest to the staff, it is necessary for hotels to remodel, to do maintenance, etc.

Bet in September, in October, the month of May, the month of April and I think with good results since 2017."

4. **How is the management aimed at tourism in Luz de Tavira and how does the promotion of the area is made?**

Dr. Eurico Palma: "There is no management directed directly to tourism in Luz de Tavira. The answers to what we have are answers at the county level, certainly more centered on each city. There is management directed to tourism in the area of the municipality. It is done through the continuous promotion of the dissemination of our natural heritage, the built heritage, gastronomy, cultural and environmental heritage, which we are exceptional in this matter. We hold a varied set of proposals and answers that allow the tourist, not only in Luz de Tavira but in any parish of the municipality, to participate in the different events that the municipality promotes in cultural, environmental, and sports terms.

We have a division, under my direct responsibility, the division of communication and administrative modernization. Within this administrative division, it is incumbent to make all the disclosure of our entire offer. For example, at the moment we have the "*Verão em Tavira*": the advertising and communication of "*Verão em Tavira*" are done through digital media, but it is also done, and I use the expression "catalog and paper" - people keep asking us for it. All the promotion of events is done through billboards, digitally, and in paper format. The level of adherence to the events is indeed enormous. For example, we had "*Viva a Primavera*", and now the "*Cenas da Rua*" and then begins the "*Verão em Tavira*" and in fact, the level of adherence is very, very high. It is interesting to realize that the foreign tourist himself, is part of the volume, already in large numbers. We have jazz, theater, a panoply of offers and events that are notorious and that allow people to join."

Dr. Ana Paula Martins: "Luz de Tavira, despite having an interesting urban part, had no construction. In recent years and 2011 and 2012, construction began in Luz de Tavira. This construction, and perhaps because of the real estate crisis that occurred when these properties were built, ended up being converted into local accommodation or hotel units, and, therefore, from there, a pole was created with some significant beds for the Municipality of accommodation. I think it also ends up responding to those who do not want to be in the confusion of the city (although it is not a city with much confusion, August and July always ends up having a *little* more) and some people do not want to be in the center and who prefer to be more relocated. We ended up having that answer in Luz de Tavira and I think it ended up happening as a response from the promoters, perhaps, to the lack of housing for sale at the time. Maybe made with an intention and today eventually ended up being converted.

The promotion we do is the promotion of the Municipality, we do not distinguish. These cultural events, as a rule, happen a lot in Tavira, but we have been trying to diversify them also in the parishes, especially in summer, and this happens a lot: we already have several parties, folklore festivals, etc., in the parishes. In winter, we try to ensure that cultural programming can also take place in the parishes as a way to promote those who visit but also to promote the dynamics of the parishes themselves.

Therefore, we do not specifically target Luz de Tavira, as we do not target Santa Luzia, for example. The promotion of the Council is usually done by the whole. There are specific characteristics, such as the proximity of the beach, which leans more to some and, for others, that will depend on other issues such as nature... although Luz de Tavira has a privileged relationship with the *D'Aires* tower and all that area, we do nothing specific to the county, it is always very generic. Trying to look for the added value of each one, to show that it has a diversified touristic supply and that it meets several audiences, several niche markets, which have different pretensions."

5. **How would you describe the tourists that seek Luz de Tavira?**

Dr. Eurico Palma: "The type of tourist who seeks Luz de Tavira has a lot to do with the availability of the accommodation itself. The type is quite diverse, usually more foreigners than Portuguese. The Portuguese are looking for the city and the coastal areas, closer to the beach. The participation of foreigners: in the peak of the summer season but we often realize that the foreigners are more looking for the low season. In other words, the incidence in Luz de Tavira is in fact foreign population in the low season - they often seek us to rest and to discover our county in the low season.

In housing tourism or rural tourism, there are 2 types of tourists: either very young or older. In winter there is a much greater demand from the elderly. Interestingly, we have residents or those who have a holiday home, and who end up getting involved and participating in the activities of the municipality that we propose, which we do not consider to be tourists because they are semi-residents and when the high season arrives, they leave. We realize that there is indeed the winter period and in the lower season, a higher incidence of foreigners in rural areas, specifically in Luz de Tavira."

Dr. Ana Paula Martins: "Overall, those looking for Tavira are looking for different tourism. The tourist does not seek mass tourism, seeks tourism that bets a *little* more on quality, cultural offer, the offer of the city and what it has to offer: gastronomy, leisure periods... all our beaches are barrier islands and therefore massification is also difficult because it is always conditioned to the capacity of transport and I think that those who seek us are those who do not like the massification of tourism. It is who is willing to pay a *little* more to have a quality and to have a slightly different vacation.

We are making a marketing plan for tourism and making a diagnosis: we have surveyed several stakeholders, several local authors, and also several tourists, and, therefore, we are now to present this diagnosis. I think it will go a lot to meet this that I am saying. Those who come to us, usually fall in love, because the city is beautiful, because they were well received and because it is a different Algarve.

In the middle seasons, I notice very familiar tourism, and we are talking about couples between their 30s and their mid-40s. Many foreigners too, of various nationalities, and after winter, we also have senior tourism. We even have some hotels that specialize in senior tourism, in the winter month. In what we have invested in these intermediate seasons, I very much see this family tourism with younger children, seeking quality, and peace of mind, because Luz de Tavira has some quality to offer. Young families with some quality of life and with some purchasing power are the profile of the tourist."

6. **What measures do you consider most attractive for captivating tourists (i.e., what activities contribute to local development that consequently bring more tourists)?**

Dr. Eurico Palma: "The measures That I find most attractive are: a wide range of cultural programs, a vast set of responses in the context of gastronomy. We are the county of the Mediterranean diet and we have invested heavily in the Mediterranean diet with the different festivals and this is an important attraction for the tourist. The tourist seeks us already: we have the octopus route, we have Santa Luzia as the capital of the octopus, and people are looking for gastronomy based mainly on the diversity of sea products. Then, quality responses, i.e. we want integrated tourism and not mass tourism. Mass tourism is in the Western Algarve. We have special conditions, we have the islands, we are inserted in the Ria Formosa, we have a beautiful mountain area, we have a barrocal, heritage in each of the parishes that are also quite visitable and we work for integrated tourism and not mass tourism. In any case, what is most appealing for the tourist himself to discover is the attractiveness of our destinations, that is, we try to advertise the destinations, for example in the magazine *Evasões* or *Expresso* newspaper. Our offers, in terms of tourism and terms of our response as a municipality, make it essential to communicate and, therefore, to bet on what we have best and communicate this best. Because of that, the more natural our destination is, the greater the possibility of attraction. There is a new segment of tourists that no longer seeks the city, but rather seeks places that have environmental conditions. Many tourists come to us, concerned about the carbon footprint, who are willing to go for walks, and seek us in that direction.

We are committed to the importance of the sustainability of the municipality itself and believe that the accommodations and all the answers that we give, or will give, in terms of tourism are promoters of the importance of sustainability. The tourist is increasingly aware regarding sustainability and we, as a municipality, increasingly have our response projects in which we must present sustainable tourist solutions that respect the environment in which we are located."

Dr. Ana Paula Martins: "The summer program, with the "*Verão em Tavira*", the Diet Fair, the "*Mostra da Primavera*", the cultural program "*Viva a Primavera*". The cultural dynamics that the city has printed in recent years are a reason for its attractiveness and many have visited us in times. I am talking about a lot of foreigners who visit us and then end up buying a house and living here, many moments of the year. We had a large population growth and also a growth in the senior resident population, so to speak, who like the calm and all the cultural offers and dynamics the city gives them. Also, this issue of the attractiveness of the opening of the churches, the cultural part, gastronomy, and the Mediterranean diet. The fact that the recognition of the diet has also created a demand for quality in restaurants has been important because we already had very good restaurants and today we have even more (all those that open also have great quality). The fact that we are a land that welcomes and welcomes those who visit us ends up being reasons for people to come back."

7. **What do you consider the biggest future challenges for the Eastern Algarve, in terms of tourism?**

Dr. Eurico Palma: "Integration and sustainability, that is, being capable of providing an integrated response that respects the environment and that we do not become a municipality or an Eastern

Algarve that promotes a mass culture that does not respect the sustainability of the territory. I think that is the big challenge it presents us with. Although we have a very high level of pressure during August, we want to be a tourist response throughout the year and not just during the sun and sea season."

Dr. Ana Paula Martins: "I think the Eastern Algarve has been discovered as this other Algarve that does not have the tourist pressure of the Western Algarve, where, despite everything and having a lot of people in August, we manage to go out to dinner and walk around.
In my opinion, the Eastern Algarve should escape the real estate pressure it has. We must continue to maintain our identity, which is the main asset of a city like Tavira, and preserve it because what people ask us, what people love, is the fact that we have maintained our identity a lot, our cultural traits, and our history. We are proud of it and proud to show it, so the big bet in the Eastern is a *little* of that, at least for Tavira I think that is it. It is about maintaining our identity and being able to take steps, to be able to grow even more, because we continue to depend on tourism, the Algarve depends heavily on tourism and the pandemic has shown that, but, at the same time, without losing quality. We want to have quality establishments.

The other challenge is this constant fight against seasonality, and we have all the conditions, especially because we have very mild temperatures throughout the year, to bet on these intermediate seasons. It is also necessary to make an effort for those who work in these areas, that is worth to bet and to have the equipment working. I am even talking about the beaches because the concessions work a lot during what is defined as the bathing season. But it makes sense and the Eastern should bet so that, over a longer period, we can also have answers on our beaches or beach restaurants. The beach bars must be open because many of the foreigners who visit us in the "20 degrees" that we have here in October and November or in May, go to the beach with these temperatures.
Continuing to invest in quality, in the positive differentiation of those who come to us without succumbing to the pressure that exists from the real estate agency, and, above all, a commitment to this identity, because nature is also important. For example, in Tavira we have the Serra, we have nature tourism, we have trails, we have spectacular landscapes, we have streams, etc. We have those who are looking for this type of tourism and we must also make it known, although it is a *little* more hidden, I think that the challenges pass through that."

8. **Regarding the development of a project to create a country house, what do you consider the biggest challenges in its development? Are you aware of the successes/failures of country house projects in the area?**

Dr. Eurico Palma: "Sustainability: Whenever it integrates with nature and the environment. We have several units in the municipality that are synonymous with sustainability. This is one of the development challenges. Tourists and this new concept of tourism do not look for the big hotel in the middle of the mountains, but rather for the small unit that provides them with a more careful service, which presents them with products from the land, which has a unique relationship with the surroundings. That is why there are projects and country houses in this area. I just remembered an accommodation that opened about 15 days ago and that has all the conditions for sustainability in environmental terms. The biggest challenge is the integration of the unit in the place where it is located, assuming the characteristics of the locality itself.
Failures: there are major limitations, for example, in terms of RAN (National Agricultural Reserve), REN (national ecological network), and the geographic position to a hydrographic network. To be successful in creating a country house, you have to insert yourself and respect all legality, and often it is not possible."

Dr. Ana Paula Martins: "I think it is always the approval of the project. We are a municipality that has many conditions. We have the River and the Riverbanks, which are already conditioning factors. We have the Ria Formosa and then we also have the *Rede Ecológica Nacional* (National Ecological Network) the *Reserva Ecológica Nacional* (National Ecological Reserve), the *Rede Natura* (Natura Network) and the *Reserva Agrícola Nacional* (National Agricultural Reserve). And all these are constraints of the territory and I think the main problem to develop a project is to overcome these constraints, therefore, it turns out to be the urban project and all the answers it has to give to all the entities that have this jurisdiction over the territory. Then we enter the APA (Portuguese environment agency), the CCDR (Commission for Coordination and Regional Development), in the municipality, in the *Direção Regional de Agricultura* (Regional Directorate of Agriculture). These are the big challenges and the big obstacles: the part of the architectural project and responding to all constraints. Nowadays we know that for any investment, a lot of money is needed, especially if there is a construction from scratch or even a recovery. The materials are very expensive, so there must be an economic and financial capacity to do so. Trying to find funding with the bank and, obviously, with community funds from the PRR (Recovery and Resilience Plan). I think these are the big challenges, especially for those who do not have that economic capacity, but who want to bet.

We have several successful projects, with very, very good occupancy rates, with high quality and recognized services. We, the municipality, do not have financial support directly, but there is financial support from community frameworks. The municipality itself does not have it, but it exists and the next community framework, I think, will also bring support. There has also been a lot from tourism, especially to enhance the interior, etc. We have a rural hotel, we have several country houses... fortunately, we have many that are very successful and maybe even many that nowadays want to expand and end up having these constraints that I have already said about the territory that cannot be more than 2,000 m². We have these success stories that sometimes they would like to have more responsiveness."

8.1 What financial support do you provide in the development of a project?

Dr. Eurico Palma: "In the case of the municipality it does not exist. We worried, for example in the pandemic, to support closed units and support for trade and created lines of credit and support. In the development of a project, we usually do not have financial support for it. Usually state financial support lines, through different measures. There is *Cresce Algarve*, through CCDR Algarve (support tourist units and country house projects)."

Dr. Ana Paula Martins: "We do not have it directly. It will always be the support of trying to help the promoters in the viability of the project."

Interview's attachments:

Guests in tourist accommodation establishments, Algarve, nº				
Year	2019	2020	2021	2022
Total	5 064 067	1 991 835	2 731 033	
January	139 694	151 333	27 735	89,706
February	182 270	216 370	15 145	157,724
March	271 715	106 878	22 457	220,592
April	457 321	3 512	44 306	
May	522 740	11 313	165 536	
June	599 968	95 105	312 827	
July	659 986	251 988	381 226	
August	776 771	514 432	620 783	

September	623 254	345 504	462 793	
October	458 486	198 564	398 559	
November	202 140	49 160	174 016	
December	169 722	47 676	105 650	

Table 1: Guests in tourist accommodation establishments, Algarve, nº

Overnight stays in tourist accommodation establishments, Algarve, nº				
Year	2019	2020	2021	2022
Total	20 900 495	7 890 711	10 885 242	
January	548 686	560 368	106 588	344 634
February	739 981	844 247	66 478	590 122
March	1 078 918	513 360	84 800	876 077
April	1 795 494	25 614	141 050	
May	1 990 529	40 932	504 530	
June	2 425 834	330 393	1 168 937	
July	2 988 668	1 035 732	1 555 680	
August	3 439 271	2 090 569	2 766 732	
September	2 573 527	1 418 185	1 874 918	
October	1 930 852	696 087	1 585 533	
November	785 875	181 873	652 402	
December	602 860	153 351	377 594	

2021:
6 197 330
From July to September;
August to October 2021:
6 237 183

Table 2: Overnight stays in tourist accommodation establishments, Algarve, nº

Overnight stays in tourist accommodation establishments in Tavira, nº				
Year	2019	2020	2021	2022
Total	726 992	326 431	427 059	
January	16 216	19 306	2 964	12 588
February	23 720	35 359	1 623	21 649
March	38 509	21 870	3 284	33 190
April	56 617	5 019	7 331	53 068
May	68 044	5 343	21 943	
June	84 363	17 514	43 042	
July	100 673	46 782	74 910	
August	126 721	79 198	111 813	
September	99 463	59 259	71 214	
October	67 926	27 396	54 625	
November	25 106	4 780	20 563	
December	19 634	4 605	13 747	

Table 3: Overnight stays in tourist accommodation establishments in Tavira, nº

Number of country houses establishments by NUTS II Regions.

NUTS II	2018	2019	2020
	Country Houses		
PORTUGAL	**810**	**976**	**796**
MAINLAND	**700**	**867**	**744**
North	276	343	286
Center	198	248	208
AM Lisbon	9	10	8
Alentejo	170	203	190

Number of rooms in country houses, by NUTS II Regions.

NUTS II	2018	2019	2020
	Country Houses		
PORTUGAL	**4 904**	**5 749**	**5 015**
MAINLAND	**4 440**	**5 239**	**4 763**
North	1 555	1 823	1 611
Center	1 244	1 492	1 340
AM Lisbon	49	51	43
Alentejo	1 231	1 421	1 412

Algarve	47	63	52
AR AZORES	**76**	**76**	**34**
AR MADEIRA	**34**	**33**	**18**

Algarve	361	452	357
AR AZORES	**...**	**...**	**164**
AR MADEIRA	**...**	**...**	**88**

Table 4: Number of country houses establishments by NUTS II Regions

Table 5: Number of rooms in country houses, by NUTS II Regions

Annex B

Questionnaire

This questionnaire is carried out within the scope of the investigation of the development of a Rural Tourism project, in the master's I am enrolled in – Hospitality and Tourism Management – at ISCTE-IUL.

The goal is to obtain information on the future viability of the Rural Tourism project and to outline a tourist profile in Luz de Tavira.

To facilitate the completion of the questionnaire, I propose that the answers be delivered via phone call.

I- Information about the Tourist Accommodation Unit

Characterization and performance

1. Number of rooms available in the unit

Answer: __________

2. Number of beds available in the unit

Answer: __________

3. Average price per night, during low season, in euros

Choose one option

- ❑ 50-74
- ❑ 75-99
- ❑ 100-124
- ❑ 125-149
- ❑ 150-174
- ❑ 175-199
- ❑ 200 or more

4. Average price per night, during high season, in euros

Choose one option

- ❑ 50-74
- ❑ 75-99
- ❑ 100-124
- ❑ 125-149
- ❑ 150-174
- ❑ 175-199
- ❑ 200 or more

5.1 Average room occupancy rate, at New Year's Eve

Choose one option

- ❑ 0% - 9%
- ❑ 10% - 19%
- ❑ 20% - 29%
- ❑ 30% - 39%
- ❑ 40% - 49%
- ❑ 50% - 59%
- ❑ 60% - 69%
- ❑ 70% - 79%
- ❑ 80% - 89%
- ❑ 90% - 100%
- ❑ No information

5.2 Average room occupancy rate, at Easter

Choose one option

- ❑ 0% - 9%
- ❑ 10% - 19%
- ❑ 20% - 29%
- ❑ 30% - 39%
- ❑ 40% - 49%
- ❑ 50% - 59%

- ❑ 60% - 69%
- ❑ 70% - 79%
- ❑ 80% - 89%
- ❑ 90% - 100%
- ❑ No information

5.3 Average room occupancy rate, in June

Choose one option

- ❑ 0% - 9%
- ❑ 10% - 19%
- ❑ 20% - 29%
- ❑ 30% - 39%
- ❑ 40% - 49%
- ❑ 50% - 59%
- ❑ 60% - 69%
- ❑ 70% - 79%
- ❑ 80% - 89%
- ❑ 90% - 100%
- ❑ No information

5.4 Average room occupancy rate, in July

Choose one option

- ❑ 0% - 9%
- ❑ 10% - 19%
- ❑ 20% - 29%
- ❑ 30% - 39%
- ❑ 40% - 49%
- ❑ 50% - 59%
- ❑ 60% - 69%
- ❑ 70% - 79%
- ❑ 80% - 89%
- ❑ 90% - 100%

- ❑ No information

5.5 Average room occupancy rate, in August

Choose one option

- ❑ 0% - 9%
- ❑ 10% - 19%
- ❑ 20% - 29%
- ❑ 30% - 39%
- ❑ 40% - 49%
- ❑ 50% - 59%
- ❑ 60% - 69%
- ❑ 70% - 79%
- ❑ 80% - 89%
- ❑ 90% - 100%
- ❑ No information

5.6 Average room occupancy rate, in September

Choose one option

- ❑ 0% - 9%
- ❑ 10% - 19%
- ❑ 20% - 29%
- ❑ 30% - 39%
- ❑ 40% - 49%
- ❑ 50% - 59%
- ❑ 60% - 69%
- ❑ 70% - 79%
- ❑ 80% - 89%
- ❑ 90% - 100%
- ❑ No information

5.7 Average room occupancy rate, in October

Choose one option

- ❑ 0% - 9%
- ❑ 10% - 19%
- ❑ 20% - 29%
- ❑ 30% - 39%
- ❑ 40% - 49%
- ❑ 50% - 59%
- ❑ 60% - 69%
- ❑ 70% - 79%
- ❑ 80% - 89%
- ❑ 90% - 100%
- ❑ No information

5.8 Average room occupancy rate, at Christmas

Choose one option

- ❑ 0% - 9%
- ❑ 10% - 19%
- ❑ 20% - 29%
- ❑ 30% - 39%
- ❑ 40% - 49%
- ❑ 50% - 59%
- ❑ 60% - 69%
- ❑ 70% - 79%
- ❑ 80% - 89%
- ❑ 90% - 100%
- ❑ No information

5.9 Average room occupancy rate, during weekends

Choose one option

- ❑ 0% - 9%

- ❑ 10% - 19%
- ❑ 20% - 29%
- ❑ 30% - 39%
- ❑ 40% - 49%
- ❑ 50% - 59%
- ❑ 60% - 69%
- ❑ 70% - 79%
- ❑ 80% - 89%
- ❑ 90% - 100%
- ❑ No information

5.10 Average room occupancy rate, during other holidays

Choose one option

- ❑ 0% - 9%
- ❑ 10% - 19%
- ❑ 20% - 29%
- ❑ 30% - 39%
- ❑ 40% - 49%
- ❑ 50% - 59%
- ❑ 60% - 69%
- ❑ 70% - 79%
- ❑ 80% - 89%
- ❑ 90% - 100%
- ❑ No information

6. Communication channels used to promote the tourist accommodation unit

Tick all that apply

- ❑ Social networks (Facebook, Instagram)
- ❑ Specialized websites (Booking Platform, HomeAway, Airbnb ...)
- ❑ Institutional website
- ❑ Travel agencies
- ❑ Participation in local fairs and events

- ❑ Mouth to mouth
- ❑ Other option: _______

7. Purchase channels used by customers

Tick all that apply

- ❑ Specialized websites (Booking Platform, HomeAway, Airbnb ...)
- ❑ Institutional website
- ❑ Phone (book directly)
- ❑ Travel agencies
- ❑ Other option: _______

8. What is the characteristic of your accommodation unit that you think is more attractive and can captivate your customers the most?

Answer: ________

II - Characterization of the tourist

9. Main nationalities

Tick all that apply

- ❑ Portugal
- ❑ Germany
- ❑ UK
- ❑ Netherlands
- ❑ France
- ❑ Spain
- ❑ Belgium
- ❑ USA
- ❑ Other option: _____

10. Customer age group

Tick all that apply

- ❑ Less than 20

- ❑ 20-29
- ❑ 30-39
- ❑ 40-49
- ❑ 50-59
- ❑ 60 or more

11. Description of the travel group

Tick all that apply

- ❑ Alone
- ❑ Couple
- ❑ Family with children under 10 years old
- ❑ Family with children aged 10 and over
- ❑ Other family members
- ❑ Friends
- ❑ Organized trip

12. Average stay in tourist accommodation

Choose one option

- ❑ 1 night
- ❑ 2 nights
- ❑ 3 nights
- ❑ 4 nights
- ❑ 5 nights
- ❑ 6 nights
- ❑ 7 nights
- ❑ 8 or more nights

13. Returning customers

Choose one option

- ❑ Yes
- ❑ No

14. Main characteristics of the TER (Tourism in a rural area) tourist profile (select the most important ones)

Tick all that apply

- ❑ Knowing the region (History/Culture/Tradition)
- ❑ Search for cultural events
- ❑ Interaction with local population
- ❑ Beach
- ❑ Nature and landscapes (e.g., observation of fauna and flora)
- ❑ Participation in rural activities (e.g., agricultural/food production)
- ❑ Health and wellness
- ❑ Leisure - Rest and comfort
- ❑ Gastronomy and wines
- ❑ Sport and adventure
- ❑ Night animation
- ❑ Search for workshops
- ❑ Other option: ______

15. Environmental concerns from the guests

Choose one option

- ❑ Yes
- ❑ No
- ❑ I do not know

16. What characteristic of the customers who stay at your tourist accommodation unit would you highlight the most?

Answer: ________

III- Challenges and opportunities of accommodation in the area of Luz de Tavira

17. What do you consider to be the biggest challenges and opportunities for your tourist accommodation in the area?

Answer: _______

Annex C

Table 1: INE DATA, Guests in the Algarve, in Country Houses establishment, by country of residence, 10^3

Countries of Residence	2018 Country houses	2019 Country houses	2020 Country houses
ALGARVE	**30.34**	**35.45**	**18.13**
PORTUGAL	10.61	13.14	11.95
ABROAD	19.73	22.31	6.19
EUROPE	17.58	19.92	5.80
European Union	16.76	19.05	4.73
Germany	4.09	5.05	1.19
Austria	0.25	0.32	0.03
Belgium	1.33	1.63	0.44
Czechia	0.06	0.06	0.02
Denmark	0.11	0.14	0.06
Spain	2.03	2.42	1.15
Finland	0.04	0.04	0.01
France	2.29	2.45	0.63
Irland	0.20	0.28	0.04
Italy	0.63	0.86	0.15
Netherlands	2.36	2.22	0.84
Poland	0.18	0.25	0.06
UK	2.80	2.79	0.01
Romania	0.04	0.03	0.06
Sweden	0.20	0.31	0.04
Other	0.17	0.2	0.00
Norway	0.14	0.10	0.85
Russia	0.04	0.06	0.01
Switzerland	0.61	0.68	0.17
Others Europe	0.04	0.0	0.04

AFRICA	0.05	0.08	0.03
Angola	0.00	0.02	0.01
Others Africa	0.05	0.1	0.01
AMERICA	1.73	1.87	0.19
Brazil	0.19	0.18	0.04
Canada	0.46	0.50	0.05
USA	1.05	1.15	0.09
Others America	0.05	0.0	0.01
ASIA	0.15	0.23	0.15
China (without HK)	0.01	0.03	0.01
Korea (Republic of)	0.01	0.02	0.00
Israel	0.08	0.09	0.01
Japan	0.00	0.02	0.01
Others Asia	0.05	0.1	0.13
OCEANIA / n.e.	0.22	0.20	0.02
Australia	0.17	0.16	0.02
Others Oceania / n. e.	0.05	0.0	0.00

Annex D

Phone Interviews Responses

I - Information about the Tourist Accommodation Unit

Question	Count
1. Number of rooms available in the unit	
3	2
4	1
9	1
2. Number of beds available in the unit	**Answer**
Accommodation Unit 1	5
Accommodation Unit 2	4
Accommodation Unit 3	6
Accommodation Unit 4	18
3. Average price per night, during low season, in euros	**Count**
50-74	1
75-99	1
100-124	0
125-149	0
150-174	2
175-199	0
200 or more	0
4. Average price per night, during high season, in euros	**count/score**
50-74	0
75-99	0
100-124	0
125-149	0
150-174	1
175-199	0
200 or more	3
5.1 Average room occupancy rate, at New Year's Eve	**count/score**
0% - 9%	0

10% - 19%	0
20% - 29%	0
30% - 39%	0
40% - 49%	1
50% - 59%	0
60% - 69%	0
70% - 79%	0
80% - 89%	0
90% - 100%	1
No information	2

Question	Count
5.2 Average room occupancy rate, at Easter	**count/score**
0% - 9%	0
10% - 19%	0
20% - 29%	0
30% - 39%	0
40% - 49%	1
50% - 59%	0
60% - 69%	0
70% - 79%	1
80% - 89%	0
90% - 100%	1
No information	1
5.3 Average room occupancy rate, in June	**count/score**
0% - 9%	0
10% - 19%	0
20% - 29%	0
30% - 39%	0
40% - 49%	0
50% - 59%	0
60% - 69%	0
70% - 79%	0

80% - 89%	0
90% - 100%	4
No information	0
5.4 Average room occupancy rate, in July	**count/score**
0% - 9%	0
10% - 19%	0
20% - 29%	0
30% - 39%	0
40% - 49%	0
50% - 59%	0
60% - 69%	0
70% - 79%	0
80% - 89%	0
90% - 100%	4
No information	0
5.5 Average room occupancy rate, in August	**count/score**
0% - 9%	0
10% - 19%	0
20% - 29%	0
30% - 39%	0
40% - 49%	0
50% - 59%	0
60% - 69%	0
70% - 79%	0
80% - 89%	0
90% - 100%	4
No information	0

Question	Count
5.6 Average room occupancy rate, in September	**count/score**
0% - 9%	0
10% - 19%	0
20% - 29%	0
30% - 39%	0
40% - 49%	0
50% - 59%	0
60% - 69%	0
70% - 79%	0
80% - 89%	0
90% - 100%	4
No information	0
5.7 Average room occupancy rate, in October	**count/score**
0% - 9%	0
10% - 19%	0
20% - 29%	0
30% - 39%	0
40% - 49%	1
50% - 59%	0
60% - 69%	0
70% - 79%	1
80% - 89%	0
90% - 100%	1
No information	1
5.8 Average room occupancy rate, at Christmas	**count/score**
0% - 9%	1
10% - 19%	0
20% - 29%	0
30% - 39%	0
40% - 49%	1
50% - 59%	0
60% - 69%	0

70% - 79%	0
80% - 89%	0
90% - 100%	1
No information	1
5.9 Average room occupancy rate, during weekends	**count/score**
0% - 9%	0
10% - 19%	0
20% - 29%	0
30% - 39%	0
40% - 49%	0
50% - 59%	1
60% - 69%	0
70% - 79%	0
80% - 89%	0
90% - 100%	0
No information	3
Question	**Count**
5.10 Average room occupancy rate, during other holidays	**count/score**
0% - 9%	0
10% - 19%	0
20% - 29%	0
30% - 39%	0
40% - 49%	0
50% - 59%	1
60% - 69%	0
70% - 79%	0
80% - 89%	0
90% - 100%	0
No information	3
6. Communication channels used to promote the tourist accommodation unit	**count/score**
Social networks (Facebook, Instagram)	3
Specialized websites (Booking Platform, HomeAway, Airbnb...)	3

Institutional website	3
Travel agencies	1
Participation in local fairs and events	1
Mouth to mouth	3
7. Purchase channels used by customers	**count/score**
Specialized websites (Booking Platform, HomeAway, Airbnb...)	3
Institutional website	3
Phone (book directly)	2
Travel agencies	1

Question	**Answer**
8. What is the characteristic of your accommodation unit that you think is more attractive and can captivate your customers the most?	
Accommodation Unit 1	Quiet area, saltwater swimming pool, proximity to the beach, relaxing and calm
Accommodation Unit 2	Swimming Pool
Accommodation Unit 3	Calm in rural area
Accommodation Unit 4	Very personalized service, attention to the customer and details

II - Characterization of the tourist

Question	**Count**
9. Main nationalities	
Portugal	4
Germany	3
UK	4
Netherlands	2
France	4
Spain	2
Belgium	0
USA	0
10. Customer age group	
Less than 20	0

20-29	1
30-39	3
40-49	4
50-59	3
60 or more	2
11. Description of the travel group	
Alone	0
Couple	2
Family with children under 10 years old	2
Family with children aged 10 and over	3
Other family members	1
Friends	1
Organized trip	0
12. Average stay in tourist accommodation	
1 night	0
2 nights	0
3 nights	0
4 nights	0
5 nights	2
6 nights	0
7 nights	1
8 or more nights	1
13. Returning customers	
Yes	4
No	0

Question	Count
14. Main characteristics of the TER (Tourism in a rural area) tourist profile (select the most important ones)	
Knowing the region (History/Culture/Tradition)	3
Search for cultural events	0
Interaction with the local population	2
Beach	3
Nature and landscapes (e.g., observation of fauna and flora)	4
Participation in rural activities (e.g., Agricultural/food production)	0
Health and wellness	4
Leisure - Rest and comfort	4
Gastronomy and wines	2
Sport and adventure	1
Night animation	0
Search for workshops	0
15. Environmental concerns from the guests	
Yes	4
No	0
I do not know	0

Question	Answer
16. What characteristics of the customers staying at your tourist accommodation unit would you highlight the most?	
Accommodation Unit 1	People want to be more secluded and relaxed, far from crowds. In the summer people have 15 hectares of orange grove to enjoy, a door-to-door baker, cleaning assistance, fast wi-fi, keeping guest wellness in mind. With the pandemic, people showed that they are looking for a secluded place to enjoy themselves with the family
Accommodation Unit 2	Passion for nature
Accommodation Unit 3	To relax and to rest
Accommodation Unit 4	Educated, international and traveled

III - Challenges and opportunities of accommodation in the area of Luz de Tavira

Question	Answer
17. What are the biggest challenges and opportunities for your tourist accommodation in the area?	
Accommodation Unit 1	Challenges: Possible competitors, keeping the occupancy rate. Opportunities: keep investing in houses and retain the guests
Accommodation Unit 2	Challenge: Facing the lack of water in the Algarve Opportunity: Growing interest in Ria Formosa
Accommodation Unit 3	Challenges: Provide good comfort and offer different activities to guests. Opportunity: Provide a calm space for guests.
Accommodation Unit 4	Challenge: Lack of access to services causes difficulties with our own service. Opportunities: Location, type of service, attention to guests.

Annex E

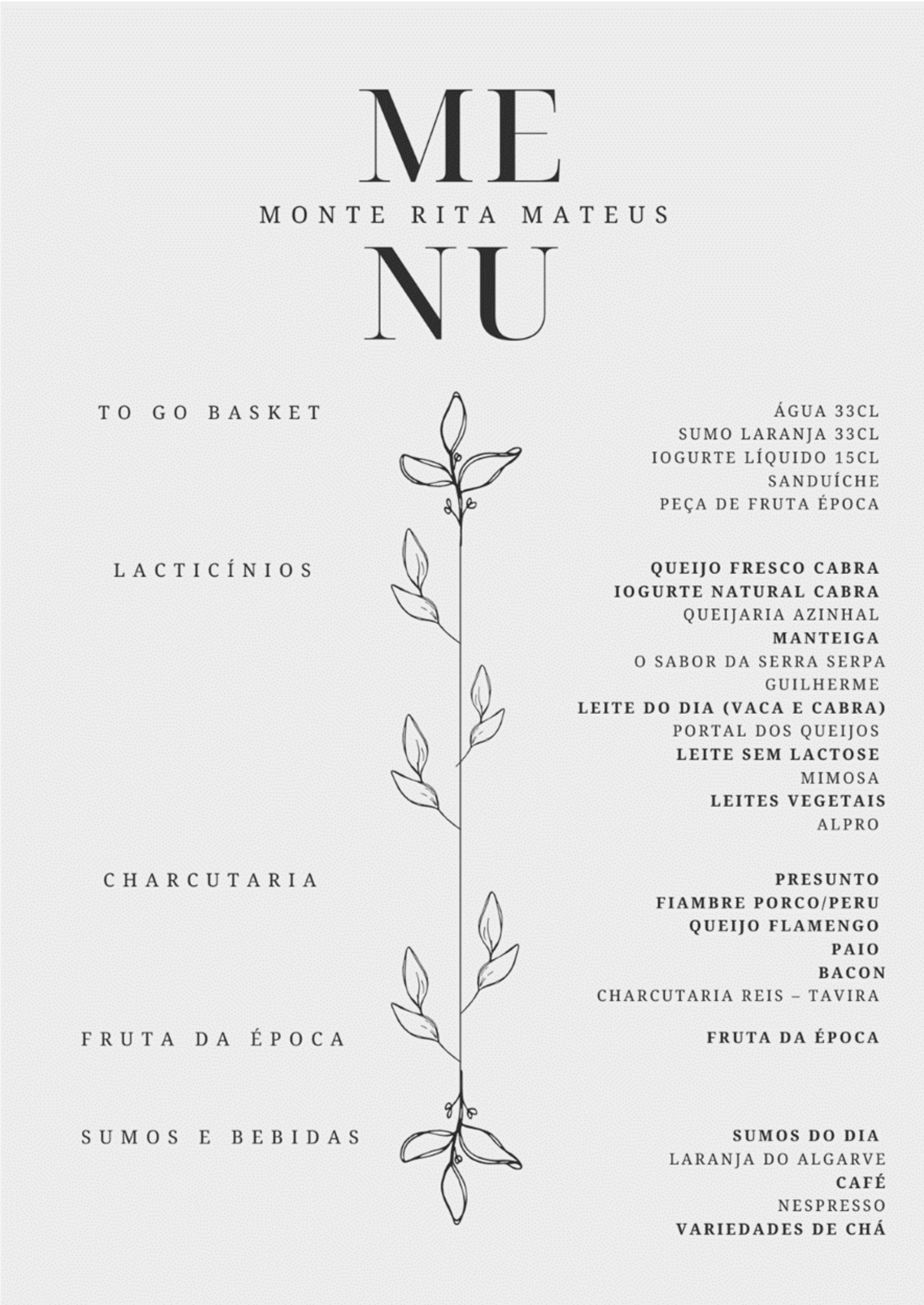
Table 2: Number of country houses establishments by NUTS II Regions.

NUTS II	2018	2019	2020
	Country Houses		
PORTUGAL	**810**	**976**	**796**
MAINLAND	**700**	**867**	**744**
North	276	343	286
Center	198	248	208
AM Lisbon	9	10	8
Alentejo	170	203	190
Algarve	47	63	52
AR AZORES	**76**	**76**	**34**
AR MADEIRA	**34**	**33**	**18**

Table 3: Number of rooms in country houses, by NUTS II Regions.

NUTS II	2018	2019	2020
	Country Houses		
PORTUGAL	**4 904**	**5 749**	**5 015**
MAINLAND	**4 440**	**5 239**	**4 763**
North	1 555	1 823	1 611
Center	1 244	1 492	1 340
AM Lisbon	49	51	43
Alentejo	1 231	1 421	1 412
Algarve	361	452	357
AR AZORES	**...**	**...**	**164**
AR MADEIRA	**...**	**...**	**88**

Annex F


ME
MONTE RITA MATEUS
NU

TO GO BASKET

ÁGUA 33CL
SUMO LARANJA 33CL
IOGURTE LÍQUIDO 15CL
SANDUÍCHE
PEÇA DE FRUTA ÉPOCA

LACTICÍNIOS

QUEIJO FRESCO CABRA
IOGURTE NATURAL CABRA
QUEIJARIA AZINHAL
MANTEIGA
O SABOR DA SERRA SERPA
GUILHERME
LEITE DO DIA (VACA E CABRA)
PORTAL DOS QUEIJOS
LEITE SEM LACTOSE
MIMOSA
LEITES VEGETAIS
ALPRO

CHARCUTARIA

PRESUNTO
FIAMBRE PORCO/PERU
QUEIJO FLAMENGO
PAIO
BACON
CHARCUTARIA REIS – TAVIRA

FRUTA DA ÉPOCA

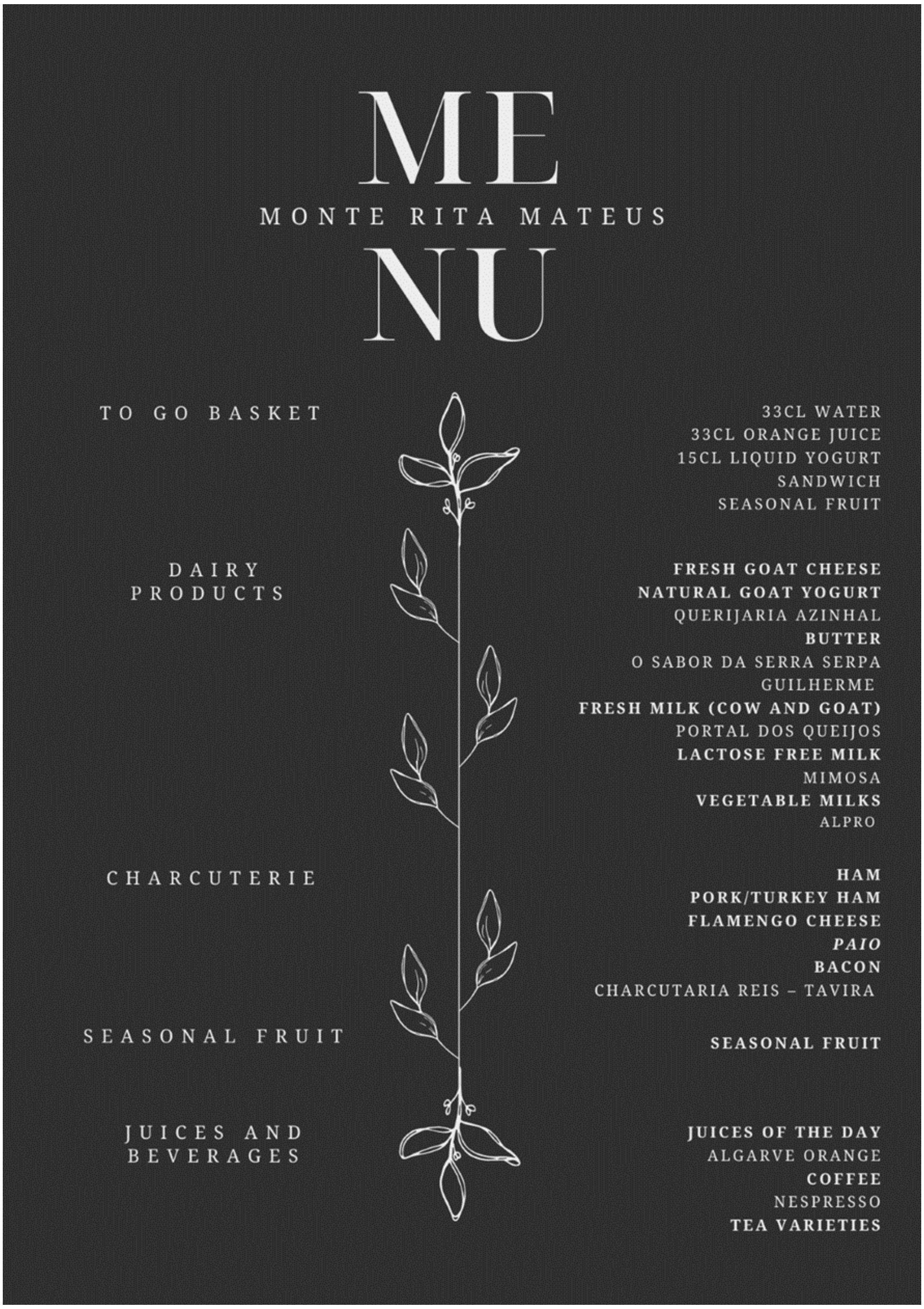
FRUTA DA ÉPOCA

SUMOS E BEBIDAS

SUMOS DO DIA
LARANJA DO ALGARVE
CAFÉ
NESPRESSO
VARIEDADES DE CHÁ

ME
MONTE RITA MATEUS
NU

CEREAIS DERIVADOS	**PÃO DA CASA (FATIADO)** **PÃO DE ÁGUA** **CROISSANT FOLHADO** **PASTEIS DE NATA MINI** **TORTA DE LARANJA MINI** **QUEIJINHOS DE AMENDOA MINI** **BOLO DE ALFARROBA MINI** **SAZONAL (FOLAR DE OLHÃO)** **NUTELLA E MANTEIGA DE AMENDOIM** PASTELARIA KUBIDOCE **CORNFLAKES** **AVEIA** NACIONAL
HOMEMADE	**COMPOTA/DOCE** **-TOMATE** **-ABOBORA** **-LARANJA** **-FIGO** **MUESLI** **MEL** **FRUTOS SECOS** **-AMENDOAS** **-FIGOS SECOS** **-NOZES**
OVOS	**ESTRELADOS** **MEXIDOS** **OMELETE**



ME
MONTE RITA MATEUS
NU

TO GO BASKET

33CL WATER
33CL ORANGE JUICE
15CL LIQUID YOGURT
SANDWICH
SEASONAL FRUIT

DAIRY PRODUCTS

FRESH GOAT CHEESE
NATURAL GOAT YOGURT
QUERIJARIA AZINHAL
BUTTER
O SABOR DA SERRA SERPA
GUILHERME
FRESH MILK (COW AND GOAT)
PORTAL DOS QUEIJOS
LACTOSE FREE MILK
MIMOSA
VEGETABLE MILKS
ALPRO

CHARCUTERIE

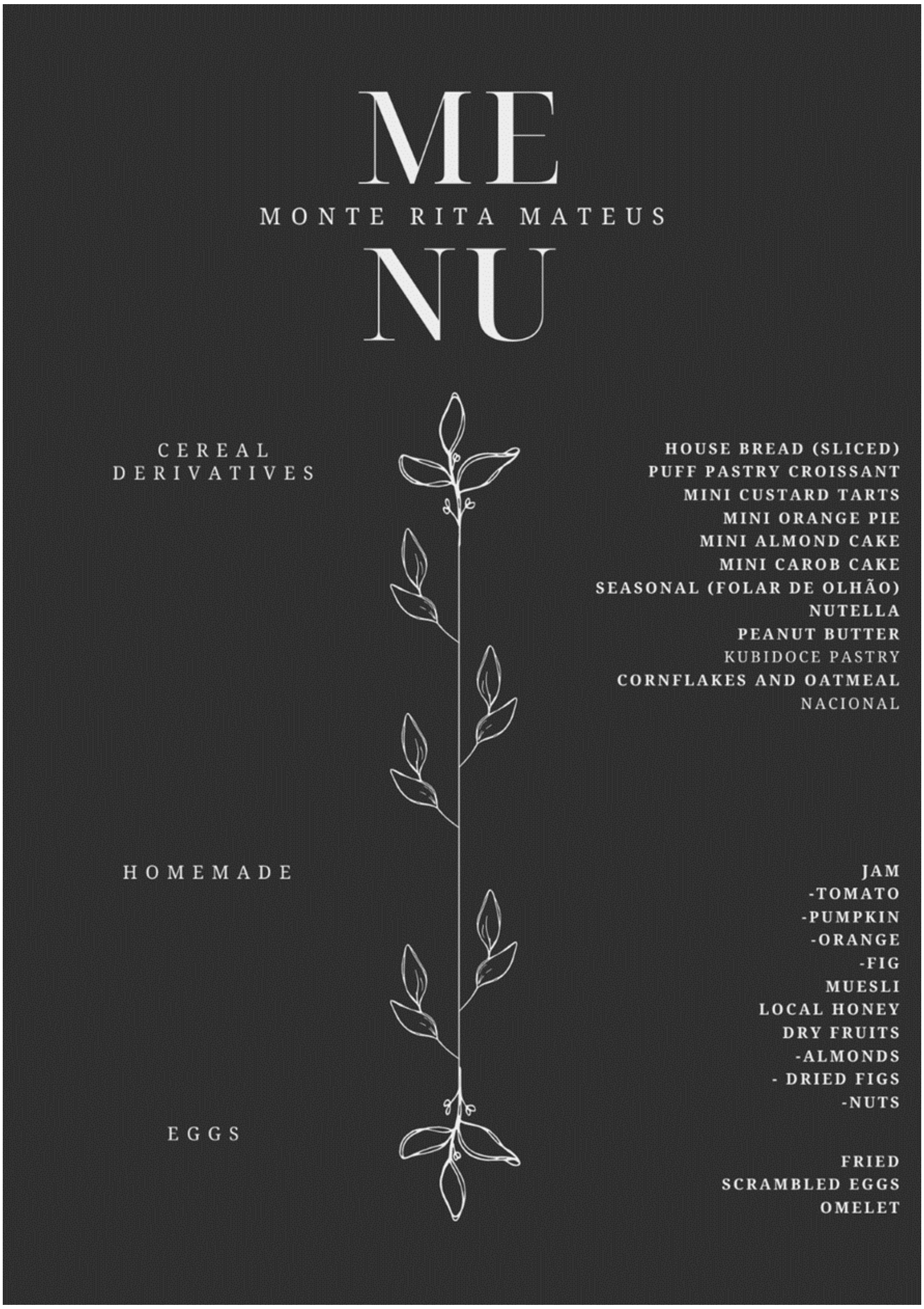
HAM
PORK/TURKEY HAM
FLAMENGO CHEESE
PAIO
BACON
CHARCUTARIA REIS – TAVIRA

SEASONAL FRUIT

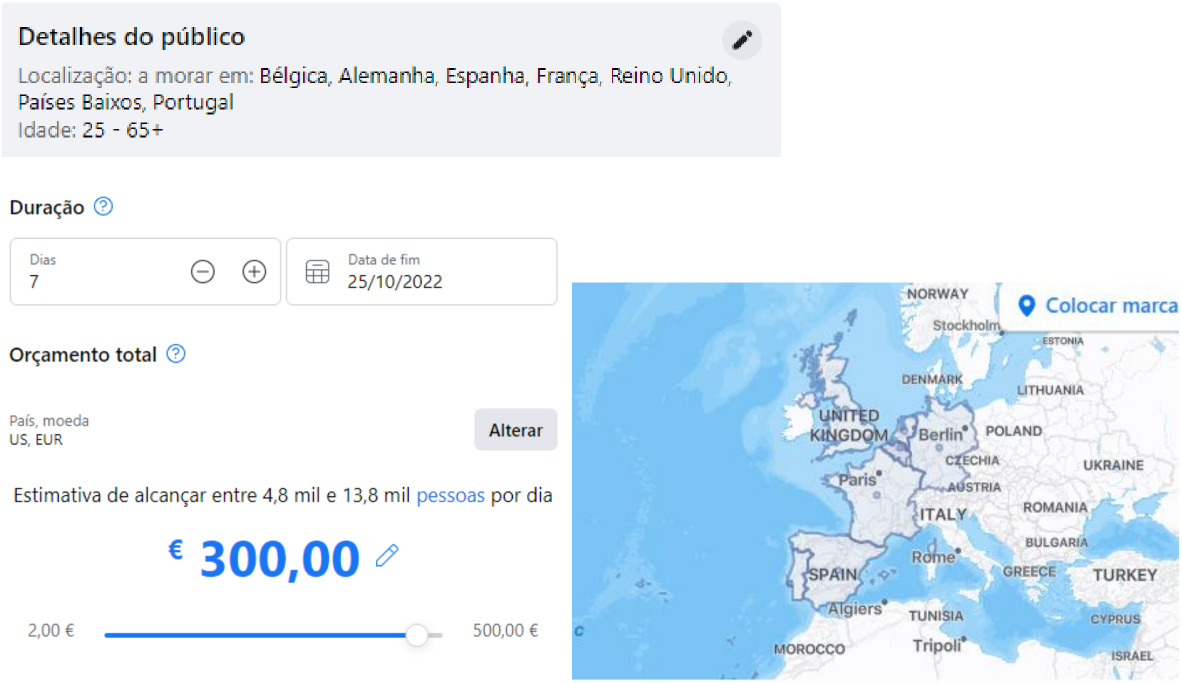
SEASONAL FRUIT

JUICES AND BEVERAGES

JUICES OF THE DAY
ALGARVE ORANGE
COFFEE
NESPRESSO
TEA VARIETIES


MENU
MONTE RITA MATEUS
CEREAL DERIVATIVES
HOUSE BREAD (SLICED)
PUFF PASTRY CROISSANT
MINI CUSTARD TARTS
MINI ORANGE PIE
MINI ALMOND CAKE
MINI CAROB CAKE
SEASONAL (FOLAR DE OLHÃO)
NUTELLA
PEANUT BUTTER
KUBIDOCE PASTRY
CORNFLAKES AND OATMEAL
NACIONAL
HOMEMADE
JAM
-TOMATO
-PUMPKIN
-ORANGE
-FIG
MUESLI
LOCAL HONEY
DRY FRUITS
-ALMONDS
- DRIED FIGS
-NUTS
EGGS
FRIED
SCRAMBLED EGGS
OMELET

Annex G


Detalhes do público
Localização: a morar em: Bélgica, Alemanha, Espanha, França, Reino Unido, Países Baixos, Portugal
Idade: 25 - 65+
Duração
Dias
7
Data de fim
25/10/2022
Orçamento total
País, moeda
US, EUR
Alterar
Estimativa de alcançar entre 4,8 mil e 13,8 mil pessoas por dia
€ 300,00
2,00 €
500,00 €
Colocar marca
NORWAY
Stockholm
ESTONIA
DENMARK
LITHUANIA
UNITED KINGDOM
Berlin
POLAND
CZECHIA
UKRAINE
Paris
AUSTRIA
ROMANIA
ITALY
BULGARIA
Rome
SPAIN
GREECE
TURKEY
Algiers
TUNISIA
CYPRUS
Tripoli
MOROCCO
ISRAEL

Empresa:	Alojamento

Annex H

Pressupostos Gerais

Valide os pressupostos aqui indicados e ajuste-os de acordo com o seu projeto

Unidade Monetária	Euros		
Ano Inicial do Projeto (Ano 0)	2022	= ano em que inicia o investmento e poderá ou não haver exploração	
Início da Produção ano/meses de produção (DEPRECIAÇÕES)	**Folha Investimento - Linha 31**	Meses	
Prazo Médio de Recebimento (dias) / (meses)	0	0.0	A definir em função da prática da empresa e do setor, assim como da política a prosseguir.
Prazo Médio de Pagamento (dias) / (meses)	30	1.0	
Prazo Médio de Stockagem (dias) / (meses)	5	0.2	
Prazo de Pagamento de IVA **(trim = 4; mensal =12)**	4	4.0	**4 = trim; 12 = mensal**
Taxa de IVA - Vendas	6.00%	Em função do tipo de produtos e serviços	
Taxa de IVA - Prestação Serviços	23.00%		
Taxa de IVA - CMVMC	23.00%		
Taxa de IVA - FSE	23.00%		
Taxa de IVA - Investimento	23.00%		
Taxa de Segurança Social - Entidade - Órgãos Sociais	23.75%	Em vigor no ano base	
Taxa de Segurança Social - Entidade - Colaboradores	23.75%		
Taxa de Segurança Social - Pessoal - Órgãos Sociais	11.00%		
Taxa de Segurança Social - Pessoal - Colaboradores	11.00%		
Taxa Média de IRS	15.00%	A definir em função da Lei e do valor dos rendimentos do trabalho.	
Taxa de IRC	21.00%	Definido por Lei - ter em conta a localização e condições específicas da atividade.	
Taxa de Aplicações Financeiras Curto Prazo	0.50%	Ver condições de mercado e risco da empresa na ótica bancária.	
Taxa de Juro de Empréstimo Curto Prazo	6.00%		
Taxa de Juro de Empréstimo ML Prazo	4.00%		
Taxa de Juro de Ativos Sem Risco - Rf (Obrig.Tesouro)	4.00%	**NOTA:** Quando não se aplica *Beta* , colocar:	
Prémio de Risco de Mercado = (Rm*-Rf) **	5.00%	Um valor para o prémio de risco (pº) adequado ao projeto	
Beta U a partir de BL de Empresa(s) de Referência	114.00%	Beta = 100% se não utilizar Beta (não utilizar BL de empresa de referência)	
Taxa de Crescimento dos Cash Flows na Perpetuidade	0.00	Na maioria dos projetos, considerar 0% e utilizar não a perpetuidade mas sim o valor residual = valor do Ativo Fixo não Amortizado e o Valor Residual do F. Maneio no último ano. Na folha 'Avaliação' existem as 2 hipóteses.	

* Rm - Rendimento esperado de mercado (entenda-se mercado acionista de referência)

** *Em Portugal 2019 será razoável em investimentos "normais" 6% a 8%*

Metodologias de avaliação	**(Para ver, abrir linha 44 até final do texto, com 2 clicks na célula)**

O método dos fluxos de caixa descontados consiste em estimar os fluxos de caixa futuros do projeto e atualizá-los para o momento de avaliação, utilizando uma taxa de desconto (= taxa de atualização = custo do capital desejado pelo investidor) adequada em função do risco do projeto.

IAPMEI
Parcerias para o Crescimento

Empresa:	Alojamento

Euros

Vendas + Prestações de Serviços

	2022	2023	2024	2025	2026	2027
Taxa de Variação dos Preços		8.00%	1.50%	1.50%	1.50%	1.50%

VENDAS - MERCADO NACIONAL	2022	2023	2024	2025	2026	2027
Accommodations	-	**284,483.54**	**303,228.93**	**371,774.00**	**396,274.27**	**402,218.38**
Quantidades Vendidas	-	2,134.00	2,241.00	2,353.00	2,471.00	2,471.00
Taxa de Crescimento das Unidades Vendidas			5.00%	5.00%	0.05	0.00%
Preço Unitário	-	133.31	135.31	158.00	160.37	162.78
Breakfast	-	**40,968.00**	**43,032.00**	**45,180.00**	**47,448.00**	**47,448.00**
Quantidades Vendidas		3,414.00	3,586.00	3,765.00	3,954.00	3,954.00
Taxa de Crescimento das Unidades Vendidas						
Preço Unitário		12.00	12.00	12.00	12.00	12.00
To Go Basket	-	**6,832.00**	**7,168.00**	**7,528.00**	**7,904.00**	**7,904.00**
Quantidades Vendidas		854.00	896.00	941.00	988.00	988.00
Taxa de Crescimento das Unidades Vendidas						
Preço Unitário		8.00	8.00	8.00	8.00	8.00
Tours	-	**29,880.00**	**34,520.00**	**34,580.00**	**36,320.00**	**36,320.00**
Quantidades Vendidas		1,494.00	1,726.00	1,729.00	1,816.00	1,816.00
Taxa de Crescimento das Unidades Vendidas			10.00%	5.00%	5.00%	5.00%
Preço Unitário		20.00	20.00	20.00	20.00	20.00
TOTAL	**0**	**362,164**	**387,949**	**459,062**	**487,946**	**493,890**

VENDAS - EXPORTAÇÃO	2022	2023	2024	2025	2026	2027
Accommodations	-	-		-	-	-
Quantidades Vendidas		-	-	-	-	-
Taxa de Crescimento das Unidades Vendidas						
Preço Unitário		-	-	-	-	-
Breakfast	-	-	-	-	-	-
Quantidades Vendidas		-	-	-	-	-
Taxa de Crescimento das Unidades Vendidas						
Preço Unitário		-	-	-	-	-

TOTAL	**0**	**0**	**0**	**0**	**0**	**0**

* Produtos / Famílias de Produtos / Mercadorias

NOTA: Caso não tenha conhecimento das quantidades, colocar o valor das vendas na linha das 'Quantidades Vendidas' e o valor 1 na linha do 'Preço Unitário'.

Empresa:	Alojamento

Euros

Vendas + Prestações de Serviços

PRESTAÇÕES DE SERVIÇOS - MERCADO NACIONAL	2022	2023	2024	2025	2026	2027
Aluguer Alojamento		-	-	-	-	-
Taxa de Crescimento						
Contratos de Consultoria e Assistência Técnica		-	-	-	-	-
Taxa de Crescimento						
Serviços Diversos Não Especificados		-	-	-	-	-
Taxa de Crescimento						
Outros Serviços Diversos Não Especificados		-	-	-	-	-
Taxa de Crescimento						
TOTAL	0	0	0	0	0	0

IAPMEI
Parcerias para o Crescimento

Empresa:	Alojamento

Euros

Vendas + Prestações de Serviços

PRESTAÇÕES DE SERVIÇOS - EXPORTAÇÕES	2022	2023	2024	2025	2026	2027
Aluguer Alojamento		-	-	-	-	-
Taxa de Crescimento						
Contratos de Consultoria e Assistência Técnica		-	-	-	-	-
Taxa de Crescimento						
Serviços Diversos Não Especificados		-	-	-	-	-
Taxa de Crescimento						
Outros Serviços Diversos Não Especificados		-	-	-	-	-
Taxa de Crescimento						
TOTAL	0	0	0	0	0	0

TOTAL VENDAS - MERCADO NACIONAL		-	362,163.54	387,948.93	459,062.00	487,946.27	493,890.38
TOTAL VENDAS - EXPORTAÇÕES		-	-	-	-	-	-
TOTAL VENDAS		-	362,163.54	387,948.93	459,062.00	487,946.27	493,890.38
IVA VENDAS	6.00%	-	21,729.81	23,276.94	27,543.72	29,276.78	29,633.42

TOTAL PRESTAÇÕES DE SERVIÇOS - MERCADO NACIONAL		-	-	-	-	-	-
TOTAL PRESTAÇÕES DE SERVIÇOS - EXPORTAÇÕES		-	-	-	-	-	-
TOTAL PRESTAÇÕES SERVIÇOS		-	-	-	-	-	-
IVA PRESTAÇÕES DE SERVIÇOS	23.00%	-	-	-	-	-	-

TOTAL VOLUME DE NEGÓCIOS	0	362,164	387,949	459,062	487,946	493,890

IVA	0	21,730	23,277	27,544	29,277	29,633

TOTAL VOLUME DE NEGÓCIOS + IVA	0	383,893	411,226	486,606	517,223	523,524

Perdas por Imparidade %	0.00%	0	0	0	0	0	0

CMVMC - Custo das Mercadorias Vendidas e Matérias Consumidas

CMVMC	Margem Bruta %	2022	2023	2024	2025	2026	2027
MERCADO NACIONAL			**17,925**	**18,825**	**19,766**	**20,757**	**20,757**
Accommodations							
Breakfast	62.50%		15,363	16,137	16,943	17,793	17,793
To Go Basket	62.50%		2,562	2,688	2,823	2,964	2,964
Tours							
MERCADO EXTERNO							
Accommodations							
Breakfast							
TOTAL CMVMC			**17,925**	**18,825**	**19,766**	**20,757**	**20,757**
IVA	23.00%		4,123	4,330	4,546	4,774	4,774
TOTAL CMVMC + IVA			**22,048**	**23,155**	**24,312**	**25,531**	**25,531**

NOTA 1: Mapa construído caso a caso:

a) Introduzir a Margem Bruta diretamente, quando conhecida e passível de ser utilizada, ou efetuar a respetiva fórmula de cálculo;

b) Efetuar os cálculos auxiliares considerados necessários para alcançar o nível de matéria-prima por unidade produzida e introduzir manualmente os valores;

c) Caso não seja possível alcançar o nível do consumo de matéria-prima por produto, introduzir o valor do custo total, após a realização dos respetivos cálculos auxiliares.

NOTA 2: Está disponível uma folha para cálculos auxiliares. Contém mapas para cálculo do CMVMC de projetos industriais.

FSE - Fornecimentos e Serviços Externos

	2022	2023	2024	2025	2026	2027
N.º Meses de produção		12	12	12	12	12
Taxa de Crescimento %		10.00%	3.00%	3.00%	3.00%	3.00%

	Tx IVA	CF %	CV %	Valor Mensal	2022	2023	2024	2025	2026	2027
Subcontratos	23.0%	100.0%		3,000.00		39,600.00	40,788.00	42,011.64	43,271.99	44,570.15
Serviços Especializados										
Trabalhos Especializados	23.0%	100.0%								
Publicidade e Propaganda	23.0%	100.0%		600.00	7,200.00	7,920.00	8,157.60	8,402.33	8,654.40	8,914.03
Vigilância e Segurança	23.0%	100.0%		100.00		1,320.00	1,359.60	1,400.39	1,442.40	1,485.67
Honorários	23.0%	100.0%								
Comissões	23.0%	100.0%								
Conservação e Reparação	23.0%	50.0%	50.0%	500.00		6,600.00	6,798.00	7,001.94	7,212.00	7,428.36
Materiais										
Ferramentas e Utensílios de Desgaste Rápido	23.0%	100.0%								
Livros e Documentação Técnica	23.0%	60.0%	40.0%	200.00		2,640.00	2,719.20	2,800.78	2,884.80	2,971.34
Material de Escritório	23.0%	60.0%	40.0%	15.00		198.00	203.94	210.06	216.36	222.85
Artigos para Oferta	23.0%	100.0%								
Energia e Fluidos										
Eletricidade	23.0%	60.0%	40.0%	875.00	100.00	11,550.00	11,896.50	12,253.40	12,621.00	12,999.63
Combustíveis	23.0%	100.0%								
Água	6.0%	60.0%	40.0%	300.00	50.00	3,960.00	4,078.80	4,201.16	4,327.20	4,457.01
Deslocações, Estadas e Transportes										
Deslocações e Estadas	23.0%	100.0%								
Transportes de Pessoal	23.0%	100.0%								
Transportes de Mercadorias	23.0%	100.0%								
Serviços Diversos										
Rendas e Alugueres	23.0%	100.0%								
Comunicação	23.0%	100.0%		300.00		3,960.00	4,078.80	4,201.16	4,327.20	4,457.01
Seguros		100.0%		70.00		924.00	951.72	980.27	1,009.68	1,039.97
Royalties	23.0%	100.0%								
Contencioso e Notariado	23.0%	100.0%								
Despesas de Representação	23.0%	100.0%								
Limpeza, Higiene e Conforto	23.0%	100.0%		350.00	350.00	4,620.00	4,758.60	4,901.36	5,048.40	5,199.85
Outros Serviços	23.0%	100.0%								
TOTAL FSE					**7,700.00**	**83,292.00**	**85,790.76**	**88,364.48**	**91,015.42**	**93,745.88**

	2022	2023	2024	2025	2026	2027
FSE - Custos Fixos	**7,640.00**	**72,652.80**	**74,832.38**	**77,077.36**	**79,389.68**	**81,771.37**
FSE - Custos Variáveis	**60.00**	**10,639.20**	**10,958.38**	**11,287.13**	**11,625.74**	**11,974.51**
TOTAL FSE	**7,700.00**	**83,292.00**	**85,790.76**	**88,364.48**	**91,015.42**	**93,745.88**
IVA	1,762.50	18,271.44	18,819.58	19,384.17	19,965.70	20,564.67

FSE + IVA	9,462.50	101,563.44	104,610.34	107,748.65	110,981.11	114,310.55

Empresa:	Alojamento

Euros

Gastos com o Pessoal

	2022	2023	2024	2025	2026	2027
N.º Meses (pagos em ano normal)	14	14	14	14	14	14
Incremento Anual (Vencimentos + Sub. Almoço) %		2.00%	2.00%	2.00%	2.00%	2.00%
Meses de atividade da empresa (incluindo paragem em férias)		12	12	12	12	12

Quadro de Pessoal (N.º Pessoas)	2022	2023	2024	2025	2026	2027
Management / Supervision / Receptionist	1	1	1	1	1	1
HouseKeeping	1	2	2	2	2	2
Maintenance	1	1	1	1	1	1
Cook		1	1	1	1	1
TOTAL	**3**	**5**	**5**	**5**	**5**	**5**

Quadro de Pessoal (Meses de Trabalho incluindo Tempo Férias)						
Management / Supervision / Receptionist	3	14	14	14	14	14
HouseKeeping	1	14	14	14	14	14
Maintenance	3	14	14	14	14	14
Cook		14	14	14	14	14

Remuneração Base Mensal	2022	2023	2024	2025	2026	2027
Management / Supervision / Receptionist	950	969	988	1,008	1,028	1,049
HouseKeeping	750	765	780	796	812	828
Maintenance	750	765	780	796	812	828
Cook	500	510	520	531	541	552

IAPMEI
Parcerias para o Crescimento

Empresa: Alojamento
Euros

Gastos com o Pessoal

Remuneração Base Anual - TOTAL Colaboradores	2022	2023	2024	2025	2026	2027
Management / Supervision / Receptionist	3,325	15,827	16,144	16,466	16,796	17,132
HouseKeeping	875	24,990	25,490	26,000	26,520	27,050
Maintenance	2,625	12,495	12,745	13,000	13,260	13,525
Cook		8,330	8,497	8,667	8,840	9,017
TOTAL	**6,825**	**61,642**	**62,875**	**64,132**	**65,415**	**66,723**

Outros Gastos		2022	2023	2024	2025	2026	2027
Segurança Social							
Órgãos Sociais	23.75%	790	3,759	3,834	3,911	3,989	4,069
Pessoal	23.75%	831	10,881	11,099	11,321	11,547	11,778
Seguros Acidentes de Trabalho	1.00%	68	616	629	641	654	667
Subsídio Alimentação - N.º Dias Úteis/Mês x Subsídio/	104.94		5,772	5,772	5,772	5,772	5,772
N.º Meses Subsídio Alimentação (Meses)			11.00	11.00	11.00	11.00	11.00
Comissões & Prémios							
Órgãos Sociais							
Pessoal							
Formação							
Outros Custos com Pessoal							
TOTAL OUTROS GASTOS		**1,689**	**21,028**	**21,333**	**21,644**	**21,962**	**22,286**

TOTAL GASTOS COM PESSOAL	2022	2023	2024	2025	2026	2027
TOTAL GASTOS COM PESSOAL	**8,514**	**82,670**	**84,208**	**85,777**	**87,377**	**89,009**

QUADRO RESUMO	2022	2023	2024	2025	2026	2027

Gastos com o Pessoal

Remunerações						
Órgãos Sociais	3,325	15,827	16,144	16,466	16,796	17,132
Pessoal	3,500	45,815	46,731	47,666	48,619	49,592
Encargos sobre Remunerações	1,621	14,640	14,933	15,231	15,536	15,847
Seguros Acidentes de Trabalho e Doenças Profissionais	68	616	629	641	654	667
Gastos de Ação Social		5,772	5,772	5,772	5,772	5,772
Outros Gastos com Pessoal						
TOTAL GASTOS COM PESSOAL	**8,514**	**82,670**	**84,208**	**85,777**	**87,377**	**89,009**

Retenções Colaboradores		2022	2023	2024	2025	2026	2027
Retenção SS Colaborador							
Gerência / Administração	11.00%	366	1,741	1,776	1,811	1,848	1,884
Outro Pessoal	11.00%	385	5,040	5,140	5,243	5,348	5,455
Retenção IRS Colaborador	15.00%	1,024	9,246	9,431	9,620	9,812	10,008
TOTAL Retenções		**1,775**	**16,027**	**16,347**	**16,674**	**17,008**	**17,348**

Empresa:	Alojamento

Euros

Investimento em Fundo Maneio Necessário

	2022	2023	2024	2025	2026	2027
Necessidades Fundo Maneio						
Reserva Segurança Tesouraria (valor fixo)	1,000	1,000	1,000	1,000	1,000	1,000
Clientes						
Inventários		249	261	275	288	288
Estado	1,372	166				
*						
*						
TOTAL	**2,372**	**1,415**	**1,261**	**1,275**	**1,288**	**1,288**
Recursos Fundo Maneio						
Fornecedores	789	10,301	10,647	11,005	11,376	11,653
Estado	243	2,190	2,266	3,136	3,459	3,445
*						
TOTAL	**1,031**	**12,491**	**12,913**	**14,141**	**14,835**	**15,098**

Fundo Maneio Necessário	**1,341**	**-11,076**	**-11,652**	**-12,867**	**-13,547**	**-13,810**
Investimento em Fundo de Maneio	**1,341**	**-12,417**	**-575**	**-1,215**	**-680**	**-263**

** A considerar caso seja necessário*

Investimento

Investimento por Ano	2022	2023	2024	2025	2026	2027
Propriedades de Investimento						
Terrenos e Recursos Naturais						
Edifícios e Outras Construções						
Outras Propriedades de Investimento						
Total Propriedades de Investimento						
Ativos Fixos Tangíveis						
Terrenos e Recursos Naturais						
Edifícios e Outras Construções	578,890					
Equipamento Básico	13,000					
Equipamento de Transporte						
Equipamento Administrativo	2,000			800		
Equipamentos Biológicos						
Outros Ativos Fixos Tangíveis						
Total Ativos Fixos Tangíveis	**593,890**			**800**		
Ativos Intangíveis						
Goodwill						
Projetos de Desenvolvimento						
Programas de Computador	1,200					
Propriedade Industrial						
Outros Ativos Intangíveis						
Total Ativos Intangíveis	**1,200**					
Total Investimento	**595,090**			**800**		

N.º Meses Atividade/Produção	**12**	**12**	**12**	**12**	**12**	**12**

IVA	23%	**3,726**			**184**		

Valores Acumulados	2022	2023	2024	2025	2026	2027
Propriedades de Investimento						
Terrenos e Recursos Naturais						
Edifícios e Outras Construções						
Outras Propriedades de Investimento						
Total Propriedades de Investimento						
Ativos Fixos Tangíveis						
Terrenos e Recursos Naturais						
Edifícios e Outras Construções	**578,890**	578,890	578,890	578,890	578,890	578,890
Equipamento Básico	**13,000**	13,000	13,000	13,000	13,000	13,000
Equipamento de Transporte	IAPMEI					

Equipamento Administrativo	**2,000**	2,000	2,000	2,800	2,800	2,800
Equipamentos Biológicos						
Outros Ativos Fixos Tangíveis						
Total Ativos Fixos Tangíveis	**593,890**	**593,890**	**593,890**	**594,690**	**594,690**	**594,690**
Ativos Intangíveis						
Goodwill						
Projetos de Desenvolvimento						
Programas de Computador	1,200	1,200	1,200	1,200	1,200	1,200
Propriedade Industrial						
Outros Ativos Intangíveis						
Total Ativos Intangíveis	**1,200**	**1,200**	**1,200**	**1,200**	**1,200**	**1,200**
Total	**595,090**	**595,090**	**595,090**	**595,890**	**595,890**	**595,890**

Taxas de Depreciações e Amortizações	
Propriedades de Investimento	
Edifícios e Outras Construções	4.00%
Outras Propriedades de Investimento	20.00%
Ativos Fixos Tangíveis	
Edifícios e Outras Construções	5.00%
Equipamento Básico	12.50%
Equipamento de Transporte	25.00%
Equipamento Administrativo	25.00%
Equipamentos Biológicos	20.00%
Outros Ativos Fixos Tangíveis	25.00%
Ativos Intangíveis	
Projetos de Desenvolvimento	33.333%
Programas de Computador	33.333%
Propriedade Industrial	33.333%
Outros Ativos Intangíveis	33.333%

Utilizar tabela "legal" de amortizações e se necessário calcular Taxa médias por tipo de investimento

**** Nota: se a taxa a utilizar for 33,33%, colocar mais uma casa decimal, considerando 33,333%***

Depreciações e amortizações	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Total Depreciações e Amortizações	**31,470**	**31,470**	**31,470**	**31,270**	**30,770**	**30,770**

IAPMEI
Parcerias para o Crescimento

Empresa:	Alojamento

Euros

Financiamento

	2022	2023	2024	2025	2026	2027
Investimento	596,431	-12,417	-575	-415	-680	-263
Margem de Segurança						
Necessidades de Financiamento	**596,431**	**-12,417**	**-575**	**-415**	**-680**	**-263**

Fontes de Financiamento	2022	2023	2024	2025	2026	2027
Meios Libertos		147,447	163,917	216,039	234,611	235,861
Capital	100,000					
Outros Instrumentos de Capital						
Empréstimos de Sócios						
Financiamento Bancário e Outras Inst. Crédito	496,431	-6,209				
Subsídios						
TOTAL	**596,431**	**141,238**	**163,917**	**216,039**	**234,611**	**235,861**

N.º de Anos Reembolso	10.00
Taxa de Juro Associada	2.24%
N.º Anos de Carência	

2022

Capital em Dívida (Início Período)	496,431	496,431	446,788	397,145	347,502	297,859
Taxa de Juro	2%	2%	2%	2%	2%	2%
Juro Anual		11,120	10,008	8,896	7,784	6,672
Reembolso Anual		49,643	49,643	49,643	49,643	49,643
Imposto Selo (4%)		445	400	356	311	267
Serviço da Dívida		61,208	60,051	58,895	57,738	56,582
Valor em Dívida	496,431	446,788	397,145	347,502	297,859	248,216

N.º de Anos Reembolso	10.00
Taxa de Juro Associada	2.24%
N.º Anos de Carência	

2023

Capital em Dívida (Início Período)		-6,209	-6,209	-6,209	-6,209	-6,209
Taxa de Juro		2%	2%	2%	2%	2%
Juro Anual		-139	-139	-139	-139	-139
Reembolso Anual						
Imposto Selo (4%)		-6	-6	-6	-6	-6
Serviço da Dívida		-145	-145	-145	-145	-145
Valor em Dívida		-6,209	-6,209	-6,209	-6,209	-6,209

N.º de Anos Reembolso	10.00
Taxa de Juro Associada	2.24%
N.º Anos de Carência	

2024

Capital em Dívida (Início Período)						
Taxa de Juro			2%	2%	2%	2%

Empresa: Alojamento

Euros

Financiamento

Juro Anual						
Reembolso Anual						
Imposto Selo (4%)						
Serviço da Dívida						
Valor em Divida						

N.º de Anos Reembolso	10.00
Taxa de Juro Associada	2.24%
N.º Anos de Carência	

2025

Capital em Dívida (Início Período)						
Taxa de Juro				2%	2%	2%
Juro Anual						
Reembolso Anual						
Imposto Selo (4%)						
Serviço da Dívida						
Valor em Dívida						

N.º de Anos Reembolso	10.00
Taxa de Juro Associada	2.24%
N.º Anos de Carência	

2026

Capital em Dívida (Início Período)						
Taxa de Juro					2%	2%
Juro Anual						
Reembolso Anual						
Imposto Selo (4%)						
Serviço da Dívida						
Valor em Dívida						

N.º de Anos Reembolso	10.00
Taxa de Juro Associada	2.24%
N.º Anos de Carência	

2027

Capital em Dívida (Início Período)						
Taxa de Juro						2%
Juro Anual						
Reembolso Anual						
Imposto Selo (4%)						
Serviço da Dívida						
Valor em Dívida						

Capital em Dívida	496,431	440,579	390,936	341,293	291,650	242,007

Juros Pagos com Imposto Selo Incluído		11,420	10,264	9,107	7,951	6,794

IAPMEI
Parcerias para o Crescimento

Empresa:	Alojamento
	Euros

Financiamento

Reembolso		49,643	49,643	49,643	49,643	49,643

Ponto Crítico Operacional Previsional

	2022	2023	2024	2025	2026	2027
Vendas e Serviços Prestados		362,163.54	387,948.93	459,062.00	487,946.27	493,890.38
Variação nos Inventários da Produção						
CMVMC		17,925.00	18,825.00	19,765.50	20,757.00	20,757.00
FSE Variáveis	60.00	10,639.20	10,958.38	11,287.13	11,625.74	11,974.51
Margem Bruta de Contribuição	**-60.00**	**333,599.34**	**358,165.55**	**428,009.37**	**455,563.53**	**461,158.87**
Ponto Crítico		**202,786.36**	**206,351.87**	**208,207.56**	**211,577.49**	**215,855.20**

Empresa: Alojamento

Euros

Demonstração de Resultados Previsional

	2022	2023	2024	2025	2026	2027
Vendas e Serviços Prestados		362,164	387,949	459,062	487,946	493,890
Subsídios à Exploração						
Ganhos/Perdas Imputados de Subsidiárias, Associadas e Empreendimentos Conjuntos						
Variação nos Inventários da Produção						
Trabalhos para a Própria Entidade						
CMVMC		17,925	18,825	19,766	20,757	20,757
Fornecimento e Serviços Externos	7,700	83,292	85,791	88,364	91,015	93,746
Gastos com o Pessoal	8,514	82,670	84,208	85,777	87,377	89,009
Imparidade de Inventários (Perdas/Reversões)						
Imparidade de Dívidas a Receber (Perdas/Reversões)						
Provisões (Aumentos/Reduções)						
Imparidade de Investimentos Não Depreciáveis/Amortizáveis (Perdas/Reversões)						
Aumentos/Reduções de Justo Valor						
Outros Rendimentos e Ganhos						
Outros Gastos e Perdas						
EBITDA (Resultado antes de Depreciações, Gastos de Financiamento e Impostos)	**-16,214**	**178,276**	**199,125**	**265,155**	**288,797**	**290,379**
Gastos/Reversões de Depreciação e Amortização	31,470	31,470	31,470	31,270	30,770	30,770
Imparidade de Ativos Depreciáveis/Amortizáveis (Perdas/Reversões)						
EBIT (Resultado Operacional)	**-47,684**	**146,807**	**167,656**	**233,886**	**258,027**	**259,609**
Juros e Rendimentos Similares Obtidos		534	1,147	2,024	2,961	3,885
Juros e Gastos Similares Suportados	1,035	11,420	10,264	9,107	7,951	6,794
RESULTADO ANTES DE IMPOSTOS	**-48,719**	**135,920**	**158,539**	**226,803**	**253,037**	**256,700**
Imposto sobre o Rendimento do Período		18,312	33,293	47,629	53,138	53,907
RESULTADO LÍQUIDO DO PERÍODO	**-48,719**	**117,608**	**125,245**	**179,174**	**199,899**	**202,793**

-48,719

IAPMEI
Parcerias para o Crescimento

Empresa: Alojamento

Euros

Mapa de Cash Flows Operacionais

	2022	2023	2024	2025	2026	2027
Meios Libertos do Projeto						
Resultados Operacionais (EBIT) x (1-IRC)	-37,670	115,977	132,448	184,770	203,842	205,091
Depreciações e Amortizações	31,470	31,470	31,470	31,270	30,770	30,770
Provisões do Exercício						
	-6,201	**147,447**	**163,917**	**216,039**	**234,611**	**235,861**
Investim./Desinvest. em Fundo Maneio						
Fundo de Maneio	-1,341	12,417	575	1,215	680	263
CASH FLOW de Exploração	**-7,542**	**159,864**	**164,493**	**217,254**	**235,291**	**236,124**
Investim./Desinvest. em Capital Fixo						
Capital Fixo	-595,090			-800		
Free Cash Flow	**-602,632**	**159,864**	**164,493**	**216,454**	**235,291**	**236,124**
CASH FLOW Acumulado	**-602,632**	**-442,767**	**-278,274**	**-61,820**	**173,471**	**409,595**

IAPMEI
Parcerias para o Crescimento

Empresa: Alojamento

Euros

Plano de Financiamento

	2022	2023	2024	2025	2026	2027
ORIGENS DE FUNDOS						
Meios Libertos Brutos	-16,214	178,276	199,125	265,155	288,797	290,379
Capital Social (Entrada de Fundos)	100,000					
Outros Instrumentos de Capital						
Empréstimos Obtidos	496,431	-6,209				
Desinvest. em Capital Fixo						
Desinvest. em FMN		12,417	575	1,215	680	263
Proveitos Financeiros		534	1,147	2,024	2,961	3,885
Total das Origens	580,217	185,019	200,847	268,395	292,437	294,527
APLICAÇÕES DE FUNDOS						
Inv. Capital Fixo	595,090			800		
Inv. Fundo de Maneio	1,341					
Imposto sobre os Lucros			18,312	33,293	47,629	53,138
Pagamento de Dividendos						
Reembolso de Empréstimos		49,643	49,643	49,643	49,643	49,643
Encargos Financeiros	1,035	11,420	10,264	9,107	7,951	6,794
Total das Aplicações	597,466	61,063	78,219	92,843	105,222	109,575
Saldo de Tesouraria Anual	-17,249	123,955	122,628	175,551	187,215	184,952
Saldo de Tesouraria Acumulado	-17,249	106,706	229,334	404,885	592,100	777,052
Aplicações/Empréstimo Curto Prazo	-17,249	106,706	229,334	404,885	592,100	777,052
Soma Controlo	0					

Acerto do modelo

Empresa:	Alojamento

Euros

Balanço Previsional

	2022	2023	2024	2025	2026	2027
ATIVO						
Ativo Não Corrente	**563,621**	**532,151**	**500,682**	**470,212**	**439,443**	**408,673**
Ativos Fixos Tangíveis	562,821	531,751	500,682	470,212	439,443	408,673
Propriedades de Investimento						
Ativos Intangíveis	800	400				
Investimentos Financeiros						
Ativo Corrente	**2,372**	**108,121**	**230,596**	**406,160**	**593,388**	**778,340**
Inventários		249	261	275	288	288
Clientes						
Estado e Outros Entes Públicos	1,372	166				
Acionistas/Sócios						
Outras Contas a Receber						
Diferimentos						
Caixa e Depósitos Bancários	1,000	107,706	230,334	405,885	593,100	778,052
TOTAL ATIVO	**565,993**	**640,272**	**731,277**	**876,372**	**1,032,831**	**1,187,013**
CAPITAL PRÓPRIO						
Capital realizado	100,000	100,000	100,000	100,000	100,000	100,000
Ações (Quotas Próprias)						
Outros Instrumentos de Capital Próprio						
Reservas		-48,719	68,889	194,135	373,309	573,208
Excedentes de Revalorização						
Outras Variações no Capital Próprio						
Resultado Líquido do Período	-48,719	117,608	125,245	179,174	199,899	202,793
TOTAL DO CAPITAL PRÓPRIO	**51,281**	**168,889**	**294,135**	**473,309**	**673,208**	**876,001**
PASSIVO						
Passivo Não Corrente	**496,431**	**440,579**	**390,936**	**341,293**	**291,650**	**242,007**
Provisões						
Financiamentos Obtidos	496,431	440,579	390,936	341,293	291,650	242,007
Outras Contas a Pagar						
Passivo Corrente	**18,280**	**30,804**	**46,206**	**61,770**	**67,973**	**69,005**
Fornecedores	789	10,301	10,647	11,005	11,376	11,653
Estado e Outros Entes Públicos	243	20,503	35,559	50,765	56,597	57,352
Acionistas/Sócios						
Financiamentos Obtidos	17,249					
Outras Contas a Pagar						
TOTAL PASSIVO	**514,711**	**471,383**	**437,142**	**403,063**	**359,623**	**311,012**
TOTAL PASSIVO + CAPITAIS PRÓPRIOS	**565,993**	**640,272**	**731,277**	**876,372**	**1,032,831**	**1,187,013**

IAPMEI
Parcerias para o Crescimento

Empresa: Alojamento

Avaliação do Projeto / Empresa

Na Perspetiva do Investimento (pré-financiamento = 100% CP)	2022	2023	2024	2025	2026	2027	2028
Free Cash Flow to Firm	-602,632	159,864	164,493	216,454	235,291	236,124	394,863
Free Cash Flow to Firm + Valor Residual	-602,632	159,864	164,493	216,454	235,291	630,987	
Taxa de Atualização Rcp = Ru = RF+Bu*(Rm-Rf)	9.70%	10.02%	10.08%	10.15%	10.22%	10.29%	
Fator de Atualização	1.00	1.100	1.211	1.334	1.470	1.622	
Fluxos Atualizados	-602,632	145,305	135,815	162,248	160,018	389,106	
Fluxos Atualizados Acumulados	-602,632	-457,327	-321,512	-159,263	755	389,861	
Valor Atual Líquido (VAL)	389,861						
Taxa Interna de Rendibilidade	27.81%						
Pay Back Period (Arred. Ano Inteiro) Anos	4	Meses					
			Cálc. Manual				

Na Perspetiva do Investimento (pós-financiamento)	2022	2023	2024	2025	2026	2027	2028
Free Cash Flow to Firm	-602,632	159,864	164,493	216,454	235,291	236,124	394,863
Free Cash Flow to Firm + Valor Residual	-602,632	159,864	164,493	216,454	235,291	630,987	
Custo médio ponderado capital = Rcp*CP%+Rca*(1-ti)*CA% *(Rcp com BP 100%CP)*	3.75%	5.06%	6.13%	7.22%	8.08%	8.74%	
Fator de Atualização	*1.000*	*1.051*	*1.115*	*1.196*	*1.292*	*1.405*	
Fluxos Atualizados	-602,632	152,163	147,521	181,047	182,082	449,038	
Fluxos Atualizados Acumulados	-602,632	-450,468	-302,947	-121,900	60,182	509,220	
Valor Atual Líquido (VAL)	509,220						
Taxa Interna de Rendibilidade	27.81%						
Pay Back Period (Arred. Ano Inteiro) Anos	4	Meses					
			Cálc. Manual				

Na Perspetiva do Investidor/accionista - Ótica do Cap. Próprio	2022	2023	2024	2025	2026	2027	2028
Free Cash Flow do Equity = *CF operac + CF investimento + CF financiamento*	-107,018	94,991	106,741	159,616	179,367	181,113	394,863
Free Cash Flow do Equity = *Valor Residual*	-107,018	94,991	106,741	159,616	179,367	575,977	
Taxa de Atualização = Rcp = Ru = RF+Bu*(Rm-Rf)	9.70%	10.02%	10.08%	10.15%	10.22%	10.29%	
Fator de Atualização	1	1.100	1.211	1.334	1.470	1.622	
Fluxos Atualizados	-107,018	86,339	88,132	119,644	121,985	355,183	
Fluxos Atualizados Acumulados	-107,018	-20,679	67,453	187,097	309,082	664,266	
Valor Atual Líquido (VAL)	664,266		*Valor Residual = Cap. Próprio no último ano*				
Taxa Interna de Rendibilidade	112.54%						
Pay Back Period (Arred. Ano Inteiro) Anos	2	Meses					
			Cálc. Manual				

TAXAS DE ATUALIZAÇÃO

Custo do capital próprio (CAPM) = Rcp = Rf + Bu*(Rm-Rf)

Taxa de Juro de Ativos Sem Risco	4.00%	4.32%	4.38%	4.45%	4.52%	4.59%
Prémio de Risco de Mercado	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Taxa de Atualização Rcp = Rf + Bu*(Rm-Rf) com Bu	9.70%	10.02%	10.08%	10.15%	10.22%	10.29%
Fator de Atualização	1	1.100	1.211	1.334	1.470	1.622

Financiamento

Custo Financiamento	j	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Custo Financiamento com Efeito Fiscal	(1-t)*j	3.16%	3.16%	3.16%	3.16%	3.16%	3.16%

Cálculo do CMPCP (wacc) (ótica do investimento)

Annex I

ART.	DESIGNAÇÃO	QUANT.	UN	TOTAL CAP.
1	**ESTALEIRO**			**24 000,00 €**
1.1	Execução de estaleiro, adequado à dimensão da obra. Tudo de modo a salvaguardar as condições de higiene, salubridade e segurança no trabalho, cumprir o previsto nos Regulamentos e Normas de segurança no trabalho, no Caderno de Encargos e nas determinações para este tipo de Instalações. Mobilização dos meios humanos e equipamentos necessários ao normal desenvolvimento dos trabalhos.			
2	**SEGURANCA E AMBIENTE**			**6 000,00 €**
2.1	Execução de todos os trabalhos e implementação das medidas previstas nas Normas e Regulamentos em vigor sobre segurança e saúde e/ou Plano de Segurança e Saúde, quer para o estaleiro, quer para os trabalhos constantes da obra, incluindo todos os fornecimentos e montagem de equipamentos e serviços.			
2.2	Execução de todos os trabalhos e implementação das medidas previstas no Plano de Prevenção e Gestão dos Resíduos de Construção e Demolição (RCD), incluindo a recolha, separação, armazenamento temporário, montagem na obra de um sistema de acondicionamento adequado que permita a gestão selectiva da RCD, aplicação em obra de metodologia de triagem da RCD, ou nos casos que tal não seja possível o seu encaminhamento para operador de gestão licenciado tendo em vista a sua posterior utilização, valorização ou eliminação por esta ordem de prioridade através de operadores de transporte e gestão licenciados, assegurando igualmente que os RCD são mantidos na obra o menos tempo possivel, bem como a promoção da reutilização de materiais e a incorporação de reciclados de RCD na obra, sendo que ainda deverão ser cumpridos os registos previstos no Sistema Integrado de Registo Electrónico de Residuos (SIRER), incluindo-se também no âmbito deste artigo o pagamento de todas as taxas relativas à gestão e tratamento de residuos inertes para depósito em aterro.			
3	**IMPLANTAÇÃO E TOPOGRAFIA**			**650,00 €**
3.1	Trabalhos de marcação e implantação da obra com apoio topográfico			
4	**DEMOLIÇÕES E MOVIMENTOS DE TERRAS**			**15 305,00 €**
4.1	Desmatação, limpeza e regularização da área de implantação dos trabalhos, incluindo detritos, lixos, materiais orgânicos e inorgânicos, bem como remoção a vazadouro situado fora da zona da obra e outras, sem aproveitamento, incluindo todo o equipamento existente e que não tenha aproveitamento, bem como triagem (por tipologia de materiais), carga, transporte e encaminhamento e descarga em destino final adequado, de acordo com o Plano de Prevenção e Gestão dos Resíduos.			
4.2	Escavação em terreno para abertura de caixa para implantação de fundacões (sapatas e VF) com 0,50m de altura			
4.3	Aterro , com terras provenientes da escavação, após betonagem das sapatas , para levar camada de piso terreo , com 0,40m de espessura			
4.3	Remoção e transporte de terras sobrantes a vazadouro, bem como triagem (por tipologia de materiais), carga, transporte e encaminhamento e descarga em destino final adequado, de acordo com o Plano de Prevenção e Gestão dos Resíduos (PPG). (Vg)			
4.4	Execução de escavação e aterro de valas exteriores para redes enterradas de aguas, esgotos, eletricidade, telecomunicações, gás			
4.5	Demolições de paredes existentes de acordo com planta de alterações (amarelos e vermelhos)			
5	**ESTABILIDADE**			**85 150,00 €**
	Execução de estrutura de betão armado , de acordo com projeto da especialidade, incluindo fornecimentos de todos os materiais e equipamentos necessários , à cofragem , escoramento , moldagem de aço .			
5.1	Camada de betão de limpeza C12/15 X0(P)			
5.2	Execução de piso terreo , constituido por enrocamento com brita 25/40 com 0,10m de espessura, sobre terreno compactado, massame de betao C16/20 X0(P) , com 0,12m de espessura , armado com malha sol AQ50 , barreira de vapor de filme LDPE			
5.3	Fornecimento e execução de estrutura de betao armado , incluindo, betão C25/30 XC2(P) 0,40 Dmax20 S3. cofragen com moldagem, enchimento e desmoldagem e armaduras de aco A400NR em sapatas, vigas fundação pilares, vigas , lajes, lajes de escada, platibandas			
5.3.1	Betão			
5.3.2	Cofragem			
5.3.3	Aço			
5.4	Impermeabilização de elementos enterrados de betõ armado, (sapatas e VF) com pintura de emulsão betuminosa "Imperkote F" .			
6	**ALVENARIAS**			**29 175,00 €**
6.1	Parede tipo 1 - parede exterior em alvenaria de tijolo térmico 24cm com isolamento térmico EPS 8cm			

ART.	DESIGNAÇÃO	QUANT.	UN	TOTAL CAP.
	Alvenaria de tijolo furado, térmico da Preceram com 24cm de espessura, assente com argamassa de cimento e areia ao traço 1:5 em volume, incluindo montagem e desmontagem de andaimes se necessário, bem como execução de vergas de portas e janelas em betão C16/20 armado com aço A400NR, incluindo ainda cofragem, escoramento, descofragem e vibração mecânica. (conforme mapa de paredes, pormenorização de paredes e mapa de acabamentos PE.4.03). Espessura no Limpo: 0,35m			
6.2	Parede tipo 2 - parede ext. tijolo térmico 24cm + isolamento térmico EPS 8cm + cx ar com 10cm + tijolo 11cm			
	Alvenaria de tijolo furado, térmico da Preceram com 29x19x24cm, assente com argamassa de cimento e areia ao traço 1:5 em volume, incluindo montagem e desmontagem de andaimes se necessário, bem como execução de vergas de portas e janelas em betão C16/20 armado com aço A400NR, incluindo ainda cofragem, escoramento, descofragem e vibração mecânica. Inclui parede de alvenaria com 7cm de espessura para embutir portadas de correr (conforme mapa de paredes, pormenorização de paredes e mapa de acabamentos - PE.4.03) Espessura no Limpo: 0,56m			
6.3	Parede tipo 3 - parede ext. tijolo térmico 24cm + isolamento termico 8cm + parede nichos cozinha			
	Alvenaria de tijolo furado, térmico da Preceram 29x19x24cm, dupla com alvenaria de tijolo30x20x15, 1ª. qualidade, assente com argamassa de cimento e areia ao traço 1:5 em volume, incluindo montagem e desmontagem de andaimes se necessário, bem como execução de vergas de portas e janelas em betão C16/20 armado com aço A400NR, incluindo ainda cofragem, escoramento, descofragem e vibração mecânica. (conforme mapa de paredes, pormenorização de paredes e mapa de acabamentos - PE.4.03) Espessura no Limpo: 0,50m			
6.4	Parede tipo 4 - parede interior de alvenaria tijolo 11cm			
	Alvenaria de tijolo furado, 30x20x11, assente com argamassa de cimento e areia ao traço 1:5 em volume, incluindo montagem e desmontagem de andaimes se necessário, bem como execução de vergas de portas e janelas em betão C16/20 armado com aço A400NR, incluindo ainda cofragem, escoramento, descofragem e vibração mecânica. (conforme mapa de paredes, pormenorização de paredes e mapa de acabamentos - PE.4.03) Espessura no Limpo: 0,15m			
6.5	Parede tipo 5 - parede interior dupla de alvenaria tijolo 11cm + caixa de ar + tijolo 11cm			
	Alvenaria dupla com caixa de ar no interior, de tijolo furado, 30x20x11 e 30x20x11, assente com argamassa de cimento e areia ao traço 1:5 em volume, incluindo montagem e desmontagem de andaimes se necessário, bem como execução de vergas de portas e janelas em betão C16/20 armado com aço A400NR, incluindo ainda cofragem, escoramento, descofragem e vibração mecânica com caixa de ar no interior das paredes (conforme mapa de paredes, pormenorização de paredes e mapa de acabamentos - PE.4.03) Espessura no Limpo: 0,30m			
6.6	Parede tipo 6 - parede interior dupla de alvenaria tijolo 7cm, com isolamento acústico com 7cm no interior			
	Alvenaria dupla com caixa de ar no interior preenchida com isolamento acústico, de tijolo furado, 30x20x7 e 30x20x7, assente com argamassa de cimento e areia ao traço 1:5 em volume, incluindo montagem e desmontagem de andaimes se necessário, bem como execução de vergas de portas e janelas em betão C16/20 armado com aço A400NR, incluindo ainda cofragem, escoramento, descofragem e vibração mecânica com caixa de ar no interior das paredes (conforme mapa de paredes, pormenorização de paredes e mapa de acabamentos - PE.4.03) Espessura no Limpo: 0,25m			
6.7	Parede tipo 7 - parede interior dupla de alvenaria tijolo 11cm, com isolamento acústico com 9cm no interior			
	Alvenaria dupla com caixa de ar no interior preenchida com isolamento acústico no interior, de tijolo furado, 30x20x11 e 30x20x11, assente com argamassa de cimento e areia ao traço 1:5 em volume, incluindo montagem e desmontagem de andaimes se necessário, bem como execução de vergas de portas e janelas em betão C16/20 armado com aço A400NR, incluindo ainda cofragem, escoramento, descofragem e vibração mecânica com caixa de ar no interior das paredes (conforme mapa de paredes, pormenorização de paredes e mapa de acabamentos - PE.4.03) Espessura no Limpo: 0,35m			
6.8	Parede tipo 8 - exterior simples de alvenaria tijolo 15cm, com isolamento térmico com 8cm			
	Alvenaria de tijolo furado, 30x20x15 , assente com argamassa de cimento e areia ao traço 1:5 em volume, incluindo montagem e desmontagem de andaimes se necessário, bem como execução de vergas de portas e janelas em betão C16/20 armado com aço A400NR, incluindo ainda cofragem, escoramento, descofragem e vibração mecânica. (conforme mapa de paredes, pormenorização de paredes e mapa de acabamentos - PE.4.03) Espessura no Limpo: 0,35m			
6.10	Execução de grelhagem assente em paredes de alvenaria, executadas com a configuração do proJeto, em ladrilho de Santa Catarina em muretes da cobertura e muros do pátio, incluindo todos os trabalhos e segundo as normas do fabricante.			
7	**CANTARIAS**			**4 500,00 €**

ART.	DESIGNAÇÃO	QUANT.	UN	TOTAL CAP.
7.1	Fornecimento e assentamento de cantarias, em Pedra de Escarpão, em soleiras e peitoris, com batente e canal, devidamente assente com argamassa de cimento e areia ao traço 1:3 em volume, incluindo enchimento necessário de modo a garantir as cotas do limpo do projecto, bem como refechamento das juntas. Cantaria: Pedra Escarpão Acabamento: amaciado Espessura : 0,03 m			
8	**COBERTURAS E IMPERMEABILIZAÇÕES**			**45 325,00 €**
8.1	Fornecimento e execução de coberturas e escadas descobertas , incluindo sistema de impermeabilização composto por betonilha e camada de forma em betão leve criando pendentes e caleiras, regularização da face superior, pintura a duas demãos primário de emulsão betuminosa do tipo "IMPERKOTE F", membrana de betume polímero APP de 3.0 kg/m2, com armadura de fibra de vidro com 50g/m2, protegida a polietileno, tipo "POLYPLAS 30", membrana de betume polímero APP de 4.0 kg/m2 armada com armadura de poliester com 180g/m2, protegida a polietileno, tipo "POLYSTER 40 Garden", bocal em Dutral, incluindo dobras, entregas, sobreposições e remates, isolamento termico com XPS de mm , manta geotextil e betonilha de protecao pronta para levar revestimento final e tijoleira para acabamento final			
8.1.1	Camada de forma para pendentes			
8.1.2	Betonilha de regularização para levar telas			
8.1.3	Impermeabilização com primário +2 telas betuminosas			
8.1.4	Isolamento térmico XPS + manta geotexteil			
8.1.5	Betonilha de regularização para levar revestimento			
8.1.6	Pavimento final em tijoleira , incluindo revestimento de escadas			
8.2	Fornecimento e execução de sistema de impermeabilização de zona de soleiras, composto por pintura a duas demãos primário de emulsão betuminosa do tipo "IMPERKOTE F", membrana de betume polímero APP de 3.0 kg/m2, com armadura de fibra de vidro com 50g/m2, protegida a polietileno, tipo "POLYPLAS 30" e lâmina granular em polietileno de alta densidade com geotêxtil fixado aos grânulos, tipo "AGUADRAIN GEO".			
8.3	Fornecimento e execução de sistema de drenagem , composto por camada drenante com brita 3/4, tubo de drenagem em PVC, corrulado e com ranhuras, envolvido com tecido geotêxtil tipo "Imperdreno" de diâmetro 100. (alcados norte e nascente)			
8.4	Execução de revestimento de telhado em telha regional tipo Santa Catarina, assente com argamassa de cal e areia, incluindo beirados, todos os remates e trabalhos inerentes, tudo executado por pessoal especializado.			
9	**VÃOS INTERIORES E EXTERIORES**			**58 825,00 €**
9.1	Fornecimento e assentamento de vãos interiores em madeira de cor clara (carvalho ou tola) , incluindo ferragens em :			
9.2	Fornecimento e assentamento de vãos de caixilharia exterior , em madeira , com vidro duplo , incluindo ferragens em:			
9.3	Fornecimento e assentamento de porta de entrada principal , de segurança VE01 1 Folha Batente com 1,20 x 2,10			
9.4	Fornecimento e assentamento de porta metalica , simples, lisa , pintada na cor branca VE09 com 0,80 x 2,10			
9.5	Fornecimento e assentamento de grades metalicas exteriores para segurança de vãos :			
10	**REVESTIMENTO DE PAVIMENTOS E RODAPÉS**			**47 550,00 €**
10.1	Fornecimento e execução de camada de enchimento em pavimentos para cobrir tubagens de instalação técnicas , executado em material leve com propriedades de isolamento térmico (betão celular ou argila expandida "Leca")			
10.2	Fornecimento e execução de betonilha de regularização para receber pavimentos finais			
10.3	Fornecimento e execução de camada de enchimento em piso exterior , com toutvenat compactado para receber revestimento final			
10.4	Fornecimento e Execução de revestimento de pavimento interior em **microcimento** com acabamento à cor natural, preparação das superfícies, aplicação de todos os produtos recomendados pelo fabricante para a correcta execução deste trabalho, todos os trabalhos preparatórios. (conforme mapa de acabamentos)			
10.5	Execução de revestimento de pavimento interior **mosaico hidraulico**, preparação das superfícies com camada de enchimento e camada de betonilha, todos os trabalhos preparatórios. (conforme mapa de acabamentos)			

ART.	DESIGNAÇÃO	QUANT.	UN	TOTAL CAP.
10.6	Fornecimento e assentamento de Pavimento em **calçada** em pedra da calcarea, assentes em base de camada de toutvenant com 15cm de altura e 10 cm de camada de pó de pedra, misturado com cimento. Todos os trabalhos e fornecimentos que se tornem necessários. Tudo devidamente executado por pessoal especializado. (conforme mapa de acabamentos, pormenorização dos pavimentos e respectiva rectificação de cotas do pavimento).(Considerado área de ocupação da Pérgula e um passeio de 1,00m de largura em redor da habitação, conforme desenho nºA02			
10.7	Pavimento em **lajetas** de betão branco, assentes em base cimentícia , incluindo selagem de sistemas antiderrapantes, camada de regularização às cotas de projecto. Todos os trabalhos e fornecimentos que se tornem necessários. Tudo devidamente executado por pessoal especializado. **(**conforme mapa de acabamentos, pormenorização dos pavimentos e respectiva rectificação de cotas do pavimento.			
10.9	Execução de revestimento de escadas de acesso aos terraços de coberturas em tijoleira regional de Santa Catarina, com as dimensões 30x15, asssente com cimento cola Weber Flex, refechamento de juntas, incluindo todos os trabalhos necessários e inerentes. Tudo devidamente executado por pessoal especializado. (conforme mapa de acabamentos, pormenorização dos pavimentos e respectiva rectificação de cotas do pavimento.			
	RODAPÉS			
10.10	Execução de assentamento de rodapés em tijoleira de Santa Catarina, assentes com cimento cola Weber Flex, em zonas de pavimentos da mesma natureza, terraços, degraus de escadas e patins.			
10.11	Assentamento de rodapés em zonas de pavimento em microcimento, (a defenir)			
12	**REVESTIMENTO DE PAREDES E TETOS**			**58 730,00 €**
	REVESTIMENTO DE PAREDES			
12.1	Reboco de paredes interiores , com argamassa de areia e cimento , incluindo salpisco e emboço , aplicação de rede de fibra nas zonas de ligação entre estrutura e alvenaria , com acabamento "à costa da colher" .			
12.2	Reboco de paredes exteriores , com argamassa de areia e cimento , incluindo salpisco e emboço , aplicação de rede de fibra nas zonas de ligação entre estrutura e alvenaria , com acabamento "à costa da colher" .			
12.3	Execução de revestimento de parede interior com azulejo cerâmico vidrado branco 13x13, até 1,82m de altura, incluindo camada de reboco de base, aplicação de todos os produtos recomendados pelo fabricante para a correcta execução deste trabalho, todos os trabalhos preparatórios, bem como montagem e desmontagem de andaimes. (conforme mapa de acabamentos e de paredes)			
12.4	Execução de soco (reboco saliente), com 0,60 m de altura, em paredes exteriores, revestido com isolamento térmico pelo exterior, incluindo todos os trabalhos inerentes e acessórios.			
12.5	Reboco de pilares redondos com acabamento irregular, á costa da colher			
	REVESTIMENTO DE TECTOS			
12.6	Fornecimento e execução de reboco em tetos interiores , incluindo salpisco e emboço, a argamassa de cimento e areia , com acabamento afagado			
12.7	Fornecimento e montagem de barrotes de madeira em tecto , com fixação oculta, incluinto tratamento para aspecto envelhecido, incluindo todos os acessórios e equipamentos.			
12.8	Fornecimento e execução de reboco em tetos exteriores , incluindo salpisco e emboço, a argamassa de cimento e areia , com acabamento afagado			
13	**PROTECÇÃO À CONSTRUÇÃO**			**45 620,00 €**
13.1	Execução de revestimento térmico pelo exterior, capoto em EPS, com 6cm de espessura, incluindo prévia preparação das superfícies, aplicação de todos os produtos recomendados pelo fabricante para a correcta execução deste trabalho, todos os trabalhos preparatórios, com barramento com argmasssa branca para isolamento térmico, bem como montagem e desmontagem de andaimes. Tudo devidamente executado por pessoal especializado. (conforme mapa de acabamentos e de paredes.) Côr: Branco RAL 9010			
13.2	Execução de pintura em paredes e tetos , interiores e exteriores , com tinta plástica aquosa 100% acrilica, na cor branco, incluindo prévia preparação das superfícies, aplicação de isolante, aplicação de todos os produtos recomendados pelo fabricante para a correcta execução deste trabalho, todos os trabalhos preparatórios, bem como montagem e desmontagem de andaimes. (conforme mapa de acabamentos e de paredes)			
14	**EQUIPAMENTO SANITARIO**			**13 215,00 €**
14.1	Fornecimento e assentamento de equipamentos sanitários Sanindusa, incluindo ligações , acessórios , bem como todos os acessórios indispensáveis a uma boa instalação e utilização.			
15	**CARPINTARIAS PERGOLA EXTERIOR**			**6 000,00 €**
15.1	Execução de pérgula em madeira tratada e envernizada, assente sobre pilares circulares e apoiada na fachada da casa nas secções conforme alçados do projeto , incluindo esteira de canas sobre as vidas de madeira			
16	**DIVERSOS**			**20 250,00 €**

ART.	DESIGNAÇÃO	QUANT.	UN	TOTAL CAP.
16.1	Execução de **chaminés**, executadas em alvenaria, rebocadas e pintadas com as dimensões previstas em projecto e adequadas á sua função de futura utilização.			
16.2	Execução de lareiras e recuperador de calor			
16.3	Execução de conjunto de **bancos**, na zona de circulação, executados em alvenaria de tijolo cerâmico furado, rebocados e pintados a tinta acrilica na cor branca Ral 9010, no corredor, no interior da habitação.			
16.4	Execução de **bancos** executados em alvenaria de tijolo cerâmico furado, rebocados e pintados a tinta acrilica na cor branca Ral 9010, no corredor, no exterior da habitação.			
16.5	Execução de movel **prateleiras** executadas em betão pré-fabricado, rebocado e pintado na cor branca Ral 9010, na sala TV, incluindo todos os trabalhos inerentes.			
16.6	Execução de movel **prateleiras** executadas em betão pré-fabricado, rebocado e pintado na cor branca Ral 9010, na sala TV, incluindo todos os trabalhos inerentes.			
16.7	Execução de movel **prateleiras** executadas em betão pré-fabricado, rebocado e pintado na cor branca Ral 9010, na sala de estar e jantar, incluindo todos os trabalhos inerentes.			
17	**EQUIPAMENTO E MOBILIÁRIO-COZINHA E LAVANDARIA**			**9 900,00 €**
	Equipamento de Cozinha:			
17.1	Fornecimento e execução de moveis de cozinha, executados em paredes de alvenaria de tijolo cerâmico furado, e betão, rebocado e revestido, tendo a bancada o acabamento na superficie superior a microcimento , incluíndo os equipamentos e todos os acessórios necessários para a execução das ligações. . Conforme as dimensões de projecto. Todos os equipamentos e produtos devem conter os respectivos acessórios para a sua instalação, assim como para uma boa utilização dos mesmos. Tudo conforme pormenor de projecto (conforme desenho PE.09.05).			
17.2	Lava-loiças sob tampo Teka BE Linea RS 15 2C 860 INOX			
17.3	Lava-loiças sob tampo TeKa Maestro BE LINEA RS 15 40.40 INOX			
17.4	Misturadora de cozinha de Cano Alto Teka Maestro ARK 938 I inox			
17.5	Chaminé Decorativa Ilha com Motor Ecopower A EM 90cm Teka Total DSB 985 Ilha			
	Equipamentos Despensa Lavandaria:			
17.6	Execução de conjunto de nichos executados nas paredes de alvenaria de tijolo cerâmico e betão armado, com a configuração e dimensões do projecto, incluindo todos os trabalhos necessários e inerentes.			
17.7	Lava-loiças encastre Teka Total Stena 2C 1E Inox			
17,8	Misturadora de cozinha de cano alto giratório e flexivel Teka Maestro IN 939 Cromada			
18	**LIMPEZA DA OBRA**			**1 600,00 €**
18.1	Execução da limpeza final da obra, incluindo o fornecimento de todos os materiais, consumíveis, equipamentos de apoio e de elevação necessários à limpeza de pavimentos, paredes, tectos, rodapés, mobiliário móvel e fixo, louças sanitárias, escadas, portas e janelas, acessos, bem como tudo o que fez parte da presente empreitada. Tudo devidamente executado por pessoal especializado e adequado às tarefas a realizar			
19	**TELAS FINAIS**			**500,00 €**
19.1	Execução e entrega ao Dono da obra, de uma colecção actualizada, inscrevendo na legenda "TELAS FINAIS" e data de execução, entrega digital.			
20	**REDE ELÉTRICA**			**24 575,00 €**
	Execução de Instalação eletrica de acordo com o projeto de especialidade , incluindo:			
20.1	Quadros Eletricos / alimentações / terras			
	portinholas P100 equipada			
	caixa de contador			
	caixa de medição de terras e eletrodo			
	execução de terras de proteção/terras estruturas metalicas/ligações equipotências suplementares nos wc´s			
	Q.Geral Entrada			
	Q.Parcial			
20.2	Alimentação de Quadros			
	XV-R 3x70+35 / VD90			
	XV-R 5G10 / VD63			
	XV-U5G4 /VD40			
	Tubo Corrugado diam. 90			
	caixas de vista			
20.3	Tomadas de Uso Geral			
	Caixas aparelhagem fundas			
	H07V-U 3G2,5 / ERM20			

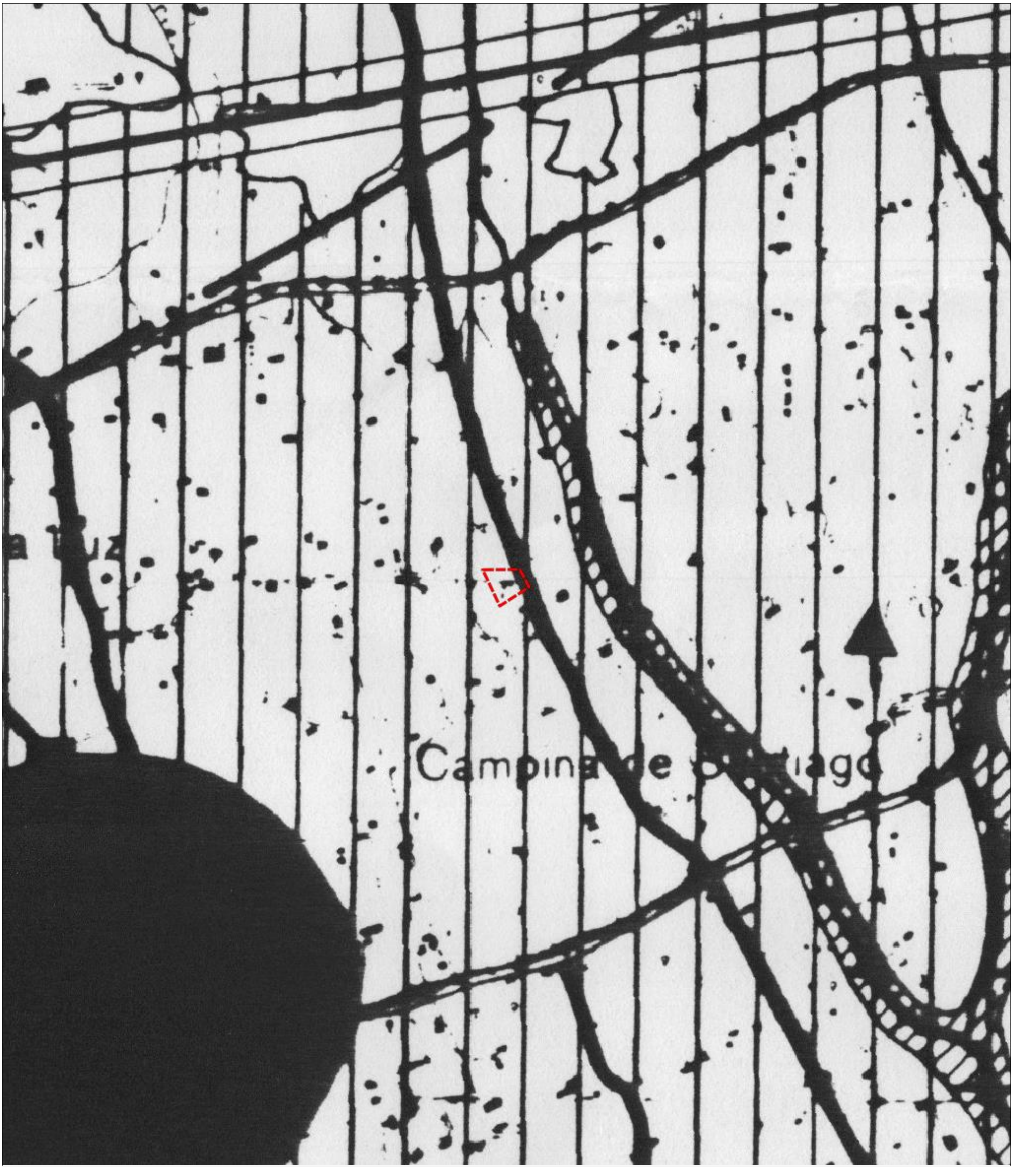
ART.	DESIGNAÇÃO	QUANT.	UN	TOTAL CAP.
	Tomadas 2P+T com alveolos protegidos			
	Tomadas 2P+T com tampa IP44			
	Tomadas 2P+T estanque saliente ou embebida IP55			
	Alimentação para carregador de Veiculos Elétricos executada a XV 5G6 / ERM40 a terminar em caixa			
	Alimentação para Placa Vitrocerâmica eceutada a H07V-U 5G4 / ERM32 a terminar em caixa			
	Alimentação para Forno executada a H07V-U 3G4 / ERM25 a terminar em caixa			
20.4	Iluminação normal interior			
	caixas de aparelhagem fundas			
	caixas de derivação			
	pontos de aplique parede			
	pontos de aplique parede exterior			
	pontos de luz no teto a terminar em barras de junção			
	H07V-U 3G1,5 / ERM16			
	H07V-U 4G1,5 / ERM20			
	H07V-U 2x1,5 / ERM16			
	Interruptores serie Logus 90 da EFAPEL			
	Inversores serie Logus 90 da EFAPEL			
	Lustres serie Logus 90 da EFAPEL			
	Comutadores de escada serie Logus 90 da EFAPEL			
	Comutadores de escada duplos serie Logus 90 da EFAPEL			
20.5	Certificação das Instalações Eletricas			
21	**REDE DE TELECOMUNICAÇÕES ITED**			**3 640,00 €**
	Execução de rede de telecomunicações de acordo com o projeto de especialidade , incluindo:			
	caixas de visita de multioperador em alvenaria com tampa CVM			
	caixas de visita de multioperador em alvenaria com tampa 60x60			
	caixa tipo I1 de montagem embebida			
	caixa de passagem tipo I3 de montagem embebida			
	Armário ATI_RACK da Quitérios			
	Tubos Corrugado 50mm			
	Tubos Corrugados 40mm			
	Tubos ERM 25			
	UTP 4/cat6			
	T100 (214102) TELEVES			
	Cabo FO G657			
	H05V-U1G6mm2 / VD25			
	Tomada TV da serie Logos 90 da EFAPEL			
	Tomadas RJ45 Cat6 UTP 8 contactos 1 saidas da serie Logos 90 da EFAPEL			
	Tomada FO			
	Ensaios e certificação da instalação ITED 3ªedição			
22	**SISTEMA DETEÇÃO DE INCÊNDIO**			**1 350,00 €**
	Instalação de sistema de deteção de incêndio			
	Cabos JE 8H) stH 2x2x0,80 /VD20			
	caixas de aparelhagem			
	central de incendio convencional			
	detetor de fumos			
	botoneira de alarme			
	sirene exterior			
	armadura de iluminação de emergencia			
	extintor de pó quimico ABC - 6kg			
	central d eincêndio 150x150			
	Extintor 150x150			
	Extintor agente 240x85			
23	**REDE DE ABASTECIMENTO DE ÁGUA**			**4 650,00 €**
	Execução da rede de abastecimento de agua incluindo:			
	Ligações para instalação de contador			

ART.	DESIGNAÇÃO	QUANT.	UN	TOTAL CAP.
	Tubagem PEAD para alimentação de agua apartir do contador			
	Fornecimento e assentamento de tubagem Multicamada, incluindo acessórios, ligações, tês, joelhos de angulo, fixações, isolamento térmico das águas quentes e de retorno e todos os trabalhos necessários à sua perfeita execução.			
	caixas coletoras			
	valvulas de corte			
	Fornecimento e assentamento de tubagem Pex, na distribuição incluindo acessórios e ligações			
	Fornecimento e assentamento de tubagem Multicamada , para abstecimento de sistema solar			
	Fornecimento e assentamento de rede de retorno AQS incluindo isolamento tubagem 10mm			
	Apoio de Construção Civil			
	Fornecimento de Telas Finais de toda a rede			
24	**REDE DE ESGOTOS RESIDUAIS E PLUVIAIS**			**3 330,00 €**
	Execução da Rede de Águas Residuais Domésticas e pluviais			
	Tugabens e acessórios PVC-PN4 / PVC-PN6			
	caixas de vista			
	caixas de sifão			
	ventilação			
	ligações a fossa existente			
	Apoio de Construção Civil			
	Fornecimento de Telas Finais de toda a rede			
25	**VENTILAÇÕES e EXAUSTÂO**			**850,00 €**
	Execução de ventilações de instalaçõe sanitárias e arrumos			
	Execução de exaustões de casas de maquinas e cozinhas			
	Apoio de Construção Civil			
26	**AQUECIMENTO DE AGUAS e PISO RADIANTE**			**14 750,00 €**
26.1	Fornecimento e montagem de sistema de aquecimento de agua , para uso sanitário e produção e distribuição de agua quente para piso radiante , incluindo:			
	Painel solar na cobertura , Deposito de agua quente , bomba de calor , placas e tubagem de piso radiante , caixas, valvulas, ligações e controladores			
27	**REDE DE GÁS**			**1 200,00 €**
	Fornecimento e execução de instalação para rede de gás de acordo com o projeto da especailidade			
28	**CLIMATIZAÇÃO**			**12 500,00 €**
	Fornecimento e instalação de equipamentos para ar condicionado , incluindo			
28.1	Pré Instalação de ar condicionado , incluindo rede de esgotos , tubegens de cobre e tubagens para alimentações eletricas			
29	**PISCINA**			**39 750,00 €**
	Construção de piscina exterior com 8,00 x 5,00 m , incluindo, movimentos de terras, estrutura em betão armado , impermeabilizações , revestimentos , bordadura e pavimento envolvente . Inclui ainda esquipamento eletromecanico, tubagens , filtros e tratamento de agua.			
	TOTAL GERAL S/IVA			**578 890,00 €**

aos valores apresentados acresce o iva à taxa legal em vigor

31/ago/22

Annex J



MUNICÍPIO DE TAVIRA

DIVISÃO DE DISTEMAS DE INFORMAÇÃO E CARTOGRAFIA

Título: Plano Diretor Municipal | Condicionantes

Requerente: Catarina

Data: 03-11-2022		Escala: 1:25000

N

Sistema de Referência: PT-TM06/ETRS89 - European Terrestrial Reference System 1989 | Elipsoide de Referência: GRS80 | Projeção Cartográfica: Transversa de Mercator

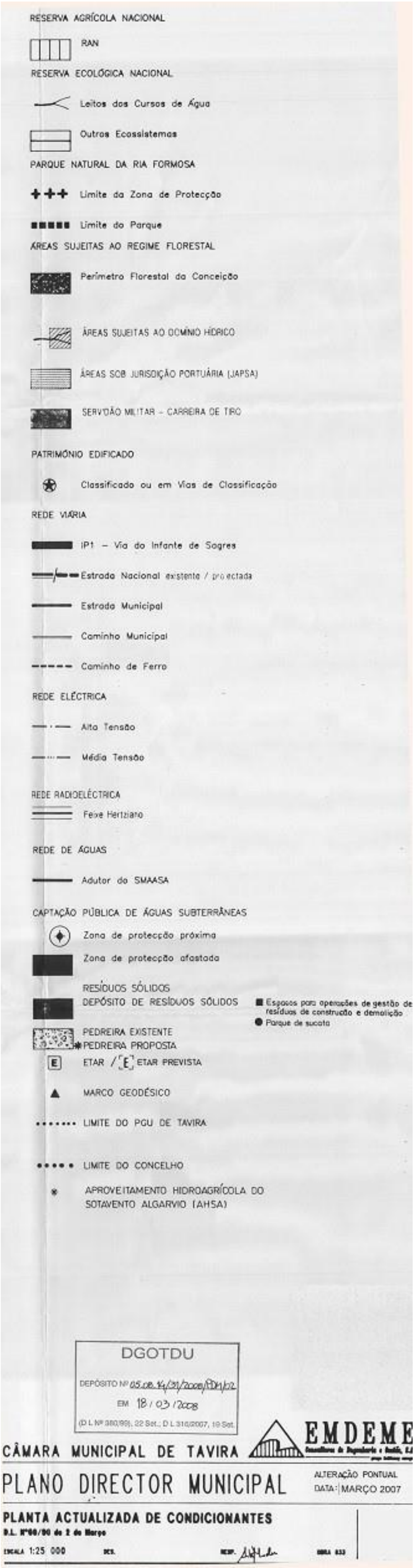
Coordenadas do Ponto Central: 38446.4351107653,-283868.07235533

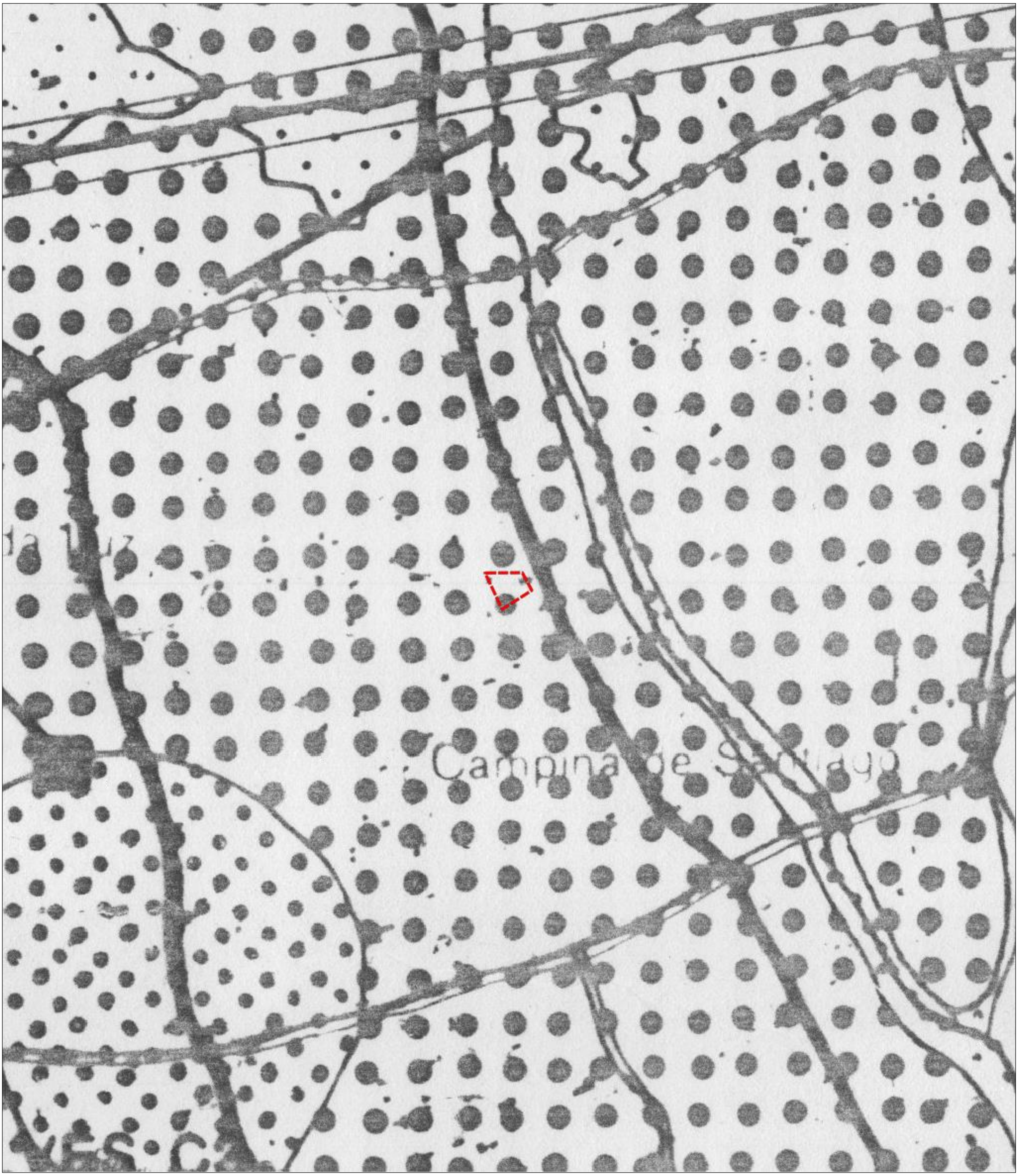
Base cartográfica: Não aplicável

A delimitação da área constante neste documento é da responsabilidade do utilizador do tavira.mapas

Legenda:

Área delimitada





MUNICÍPIO DE TAVIRA

DIVISÃO DE DISTEMAS DE INFORMAÇÃO E CARTOGRAFIA

Título: Plano Diretor Municipal | Ordenamento

Requerente: Catarina

Data: 03-11-2022

Escala: 1:25000

N

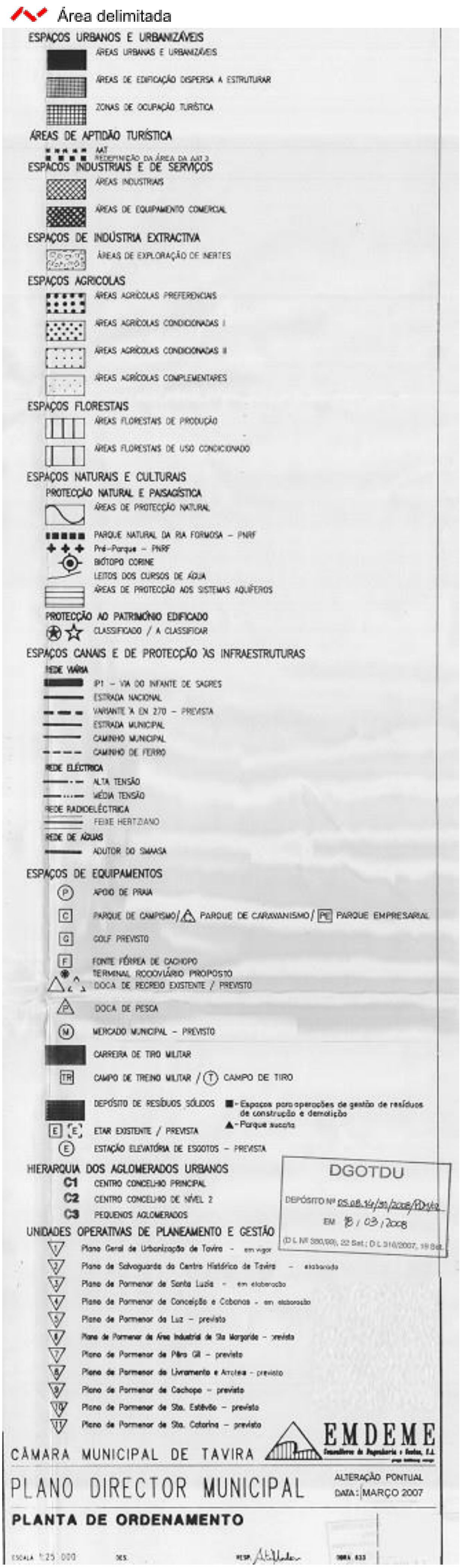
Sistema de Referência: PT-TM06/ETRS89 - European Terrestrial Reference System 1989 | Elipsoide de Referência: GRS80 | Projeção Cartográfica: Transversa de Mercator

Coordenadas do Ponto Central: 38446.4351107653,-283868.07235533

Base cartográfica: Não aplicável

A delimitação da área constante neste documento é da responsabilidade do utilizador do tavira.mapas

Legenda:


Área delimitada
ESPAÇOS URBANOS E URBANIZÁVEIS
ÁREAS URBANAS E URBANIZÁVEIS
ÁREAS DE EDIFICAÇÃO DISPERSA A ESTRUTURAR
ZONAS DE OCUPAÇÃO TURÍSTICA
ÁREAS DE APTIDÃO TURÍSTICA
AAT
ESPAÇOS INDUSTRIAIS E DE SERVIÇOS
ÁREAS INDUSTRIAIS
ÁREAS DE EQUIPAMENTO COMERCIAL
ESPAÇOS DE INDÚSTRIA EXTRACTIVA
ÁREAS DE EXPLORAÇÃO DE INERTES
ESPAÇOS AGRICOLAS
ÁREAS AGRÍCOLAS PREFERENCIAIS
ÁREAS AGRÍCOLAS CONDICIONADAS I
ÁREAS AGRÍCOLAS CONDICIONADAS II
ÁREAS AGRÍCOLAS COMPLEMENTARES
ESPAÇOS FLORESTAIS
ÁREAS FLORESTAIS DE PRODUÇÃO
ÁREAS FLORESTAIS DE USO CONDICIONADO
ESPAÇOS NATURAIS E CULTURAIS
PROTECÇÃO NATURAL E PAISAGÍSTICA
ÁREAS DE PROTECÇÃO NATURAL
PARQUE NATURAL DA RIA FORMOSA – PNRF
Pré-Parque – PNRF
BIÓTOPO CORINE
LEITOS DOS CURSOS DE ÁGUA
ÁREAS DE PROTECÇÃO AOS SISTEMAS AQUÍFEROS
PROTECÇÃO AO PATRIMÓNIO EDIFICADO
CLASSIFICADO / A CLASSIFICAR
ESPAÇOS CANAIS E DE PROTECÇÃO ÀS INFRAESTRUTURAS
REDE VIÁRIA
IP1 – VIA DO INFANTE DE SAGRES
ESTRADA NACIONAL
VARIANTE À EN 270 – PREVISTA
ESTRADA MUNICIPAL
CAMINHO MUNICIPAL
CAMINHO DE FERRO
REDE ELÉCTRICA
ALTA TENSÃO
MÉDIA TENSÃO
REDE RADIOELÉCTRICA
FEIXE HERTZIANO
REDE DE ÁGUAS
ADUTOR DO SMAASA
ESPAÇOS DE EQUIPAMENTOS
APOIO DE PRAIA
PARQUE DE CAMPISMO / PARQUE DE CARAVANISMO / PE PARQUE EMPRESARIAL
GOLF PREVISTO
FONTE FÉRREA DE CACHOPO
TERMINAL RODOVIÁRIO PROPOSTO
DOCA DE RECREIO EXISTENTE / PREVISTO
DOCA DE PESCA
MERCADO MUNICIPAL – PREVISTO
CARREIRA DE TIRO MILITAR
CAMPO DE TREINO MILITAR / CAMPO DE TIRO
DEPÓSITO DE RESÍDUOS SÓLIDOS
- Espaços para operações de gestão de resíduos de construção e demolição
- Parque sucata
ETAR EXISTENTE / PREVISTA
ESTAÇÃO ELEVATÓRIA DE ESGOTOS – PREVISTA
HIERARQUIA DOS AGLOMERADOS URBANOS
C1 CENTRO CONCELHIO PRINCIPAL
C2 CENTRO CONCELHIO DE NÍVEL 2
C3 PEQUENOS AGLOMERADOS
UNIDADES OPERATIVAS DE PLANEAMENTO E GESTÃO
1 Plano Geral de Urbanização de Tavira – em vigor
2 Plano de Salvaguarda do Centro Histórico de Tavira – elaborado
3 Plano de Pormenor de Santa Luzia – em elaboração
4 Plano de Pormenor de Conceição e Cabanas – em elaboração
5 Plano de Pormenor da Luz – previsto
6 Plano de Pormenor da Área Industrial de Sta Margarida – previsto
7 Plano de Pormenor de Pêro Gil – previsto
8 Plano de Pormenor de Livramento e Arroteia – previsto
9 Plano de Pormenor de Cachopo – previsto
10 Plano de Pormenor de Sta. Estêvão – previsto
11 Plano de Pormenor de Sta. Catarina – previsto
DGOTDU
DEPÓSITO Nº 05.08.14/31/2008/PDMAO
EM 18 / 03 / 2008
CÂMARA MUNICIPAL DE TAVIRA
EMDEME
PLANO DIRECTOR MUNICIPAL
ALTERAÇÃO PONTUAL
DATA: MARÇO 2007
PLANTA DE ORDENAMENTO
ESCALA 1:25 000