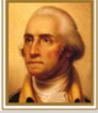


# DOURO VALLEY

2010



THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON DC



DOURO ESTRUTURA DE MISSÃO



The Douro River winds through the terraced valley - a UNESCO World Heritage Site.

## The George Washington University Tourism Consulting Practicum 2010

## Recommendations for Enhancement of Tourism in the Douro Valley

September 2010

# DOURO VALLEY

## **The George Washington University** **Tourism Consulting Practicum 2010**

This report is the final deliverable of The George Washington University Tourism Consulting Practicum 2010, conducted in collaboration with the Escola Hotelaria e Turismo do Douro-Lamego at the request of two client organizations: the Comissao de Coordenacao e Desenvolvimento Regional do Norte (CCDR-N) and the Douro Mission Structure. It includes the team's detailed findings and recommendations for increasing the yield of tourism in the Douro Valley, Portugal. Please contact Dr. Kristin Lamoureux at [klam@gwu.edu](mailto:klam@gwu.edu) with any questions.

September 2010

# Executive Summary



The following report is the final deliverable by the George Washington Tourism Consulting Practicum Team for a tourism project conducted in the Douro Valley at the request of the Comissao de Coordenacao e Desenvolvimento Regional do Norte (CCDR-N). The Team spent one month researching in Washington, DC and two weeks in the field. The goal of the project was to offer solutions to three key problems identified by the CCDR-N:

- Extending length of stay and decreasing the effects of seasonality
- Improving access to the North American market
- Marking recommendations for improving trails and circuits

The team chose to frame their recommendations in three sections to address the weaknesses and challenges faced by the tourism sector in the Douro Valley.

- 1) **Product Enhancement** (Four recommendations): The team found no lack of activities available for all types of tourists in the Douro Valley. However, there were opportunities to enhance and improve the existing offer. To this end, seasonal campaigns and themed itineraries are suggested as a tool to unify marketing and product development efforts.
- 2) **Marketing** (Eleven recommendations):
  - a. **Online Strategy:** The team found that lack of information about the Douro Valley is a key weakness that affects length of stay and is a barrier to attracting North American tourists. The report details the components that should be included in a destination-level online strategy, and examines effective ways to drive traffic to a destination website through marketing and social media strategies. It also introduces an innovative solution to assisting travelers via mobile phone.
  - b. **Offline Marketing:** The team recognizes that an online strategy is not enough to lure tourists into the Douro Valley and has proposed several offline solutions, including tactics to draw tourists into the Valley from Porto. In addition, the team has looked at ways to engage intermediaries who have influence over the consumer-decision making process such as wine retailers and tour operators.
- 3) **Capacity Building** (Four recommendations): In order to foster entrepreneurship and engage youth in the tourism sector, the team suggests solutions to building capacity in the Douro Valley. These include developing a business incubator, increasing relationships between tourism educational institutions and industry, and enhancing relationships with alumni of hospitality-education institutions.

The team has also identified five profiles of tourists who are especially interested in the products of the Douro Valley. Their demographic, psychographic and behavioral tendencies are described in the “Target Market Profiles.”

# Executive Summary

## Summary of Recommendations for Tourism Development in the Douro Valley

Recommendation	Responsible Party	Budget	Page
<b>PRODUCT ENHANCEMENT</b>			
Perception Survey of North American Wine Consumers	Turismo do Douro	4 hours/week of 1 employee's duties	47 - 48
Cruise Ship Meet & Greet Volunteer Program	Turismo do Douro	€5.000; 10 hours/week of 1 employee's duties	49 - 51
Market Research in Support of Themed Itineraries	Turismo do Douro	€25.000	52 - 54
Seasonal Promotions	Turismo do Douro	€120.000	55 - 57
Leveraging Manor Houses	Turismo do Douro	50% of 1 employee's duties	58 - 59
<b>MARKETING</b>			
Four Tactics for Website Optimization	Turismo do Douro	€27.000 annually	60 - 63
Social Media Strategy	Turismo do Douro	8 hours/week of 1 employee's duties	64 - 66
Douro Application for Smartphones	Turismo do Douro	1st year: €32.560 subsequent years €22.560	67 - 69
National Geographic LIVE!	Turismo do Douro; CCDR-N	variable	70 - 71
Photo Exhibitions	Turismo do Douro	variable	72 - 73
Retailer Familiarization Trip	Turismo do Douro	€2.700 per participant; 8 hours/week 1 employee	74 - 75
Bartender Port Cocktail Contest	Turismo do Douro; ViniPortugal	16.000; 200 hours of employee time	76 - 77
Building Relationships with North American Tour Operators	Turismo do Douro	2.500 per participant; 8 hours/week 1 employee	78 - 79
Mobile Concierge	Turismo do Douro	Hardware: €13.750-18.300 Staff: €11.400	80 - 81
Kiosk Information Centers	Turismo do Douro	variable	82 - 84
Improving Communication Among Stakeholders	Turismo do Douro	€12.000	85 - 87
<b>CAPACITY BUILDING</b>			
Building Alumni Networks	Educational Institutions	10 hours/month of 1 employee's duties	88 - 89
Business Incubation	Turismo do Douro	1 full-time employee	90 - 91
Professional Education Programs	Turismo de Portugal	variable	92 - 94
Mentoring the Next Generation of Tourism Professionals	Educational Institutions	variable	95 - 96
<b>The cost of implementing all of the recommendations will vary widely based on the scale and scope of the individual components.</b>			

# Table of Contents



EXECUTIVE SUMMARY.....	01
TABLE OF CONTENTS.....	03
INTRODUCTION.....	04
Consulting Team.....	08
OVERVIEW.....	14
SWOT Analysis.....	16
INITIAL FINDINGS.....	17
North American Market.....	18
Length of Stay/Seasonality.....	23
Circuits.....	26
TARGET MARKET PROFILES.....	31
Domestic Tourist.....	31
Cultural Heritage Tourist.....	34
Deliberate Culinary Tourist.....	37
Deliberate Wine Tourist.....	39
European Short Haul.....	41
TRANSITION TO KEY CHALLENGES.....	43
RECOMMENDATIONS.....	45
Product Enhancement.....	47
Marketing.....	60
Capacity Building.....	88
CONCLUSION.....	97
REFERENCES.....	98
ANNEXES.....	99

# Introduction



## **Tourism Development in the Douro Valley, Portugal**

Recommendations on Product Enhancement, Marketing, and Capacity Building  
The George Washington University – 2010 Consulting Team

### **Introduction**

As a tourism destination, Portugal has many assets and attractions to offer international and domestic visitors, but the country faces significant challenges in tourism development. The Portuguese government recognizes the importance of tourism's contribution to the economy and at all levels is working to create an enabling environment for tourism to flourish. Recent reorganization of the tourism sector has created a decentralized system of tourism development and administration, empowering local governments to structure tourism management in a way that best suits local needs. This arrangement is in line with what tourists are seeking, which are authentic, local experiences and products that can only be created and executed by those with an intimate knowledge of their own place. Similarly, the government's focus on raising the quality of the tourism workforce has resulted in the creation of a network of tourism and hospitality schools, laying a strong, sustainable foundation from which the sector can grow.

The Douro Valley, famously recognized as the first demarcated wine-producing region in the world and the home of Port wine, faces tremendous challenges in economic development. One of the poorest regions of the country, the Douro Valley has experienced high levels of emigration as young people seek opportunities elsewhere. In response, the national government has prioritized the development of tourism, citing the region's natural assets and gastronomic heritage.

Small villages, nestled between terraced hills in the Douro Valley, have conserved traditional Portuguese culture. Villages are connected by meandering scenic roads and the eponymous river that stretches into neighboring Spain. Tourists can enjoy wine tasting at vineyards, stay in stately manor homes, visit Baroque-era villas or watch a lively football game in the square. The countryside, dotted with terracotta roofs, is poised and ready to welcome tourists with an avid interest in culture, gastronomy, nature and adventure. These are the tourists who will bring the most economic and social benefit to the region, not the mass market. The development of small-scale, niche tourism can increase local incomes, support infrastructure development, and spur stakeholder collaboration.

However, for tourism to have a positive economic impact and create employment, local tourism authorities must provide strong leadership and establish sound plans to lay the foundation for the Douro Valley's tourism development in the coming years. This requires strong communication between the various levels of tourism institutions and collaboration with stakeholders. The threats that can arise from poorly managed and poorly developed tourism must also be recognized and addressed. Without clear policies for development, tourism, even the sustainable tourism approach that is

# Introduction

appropriate for the Douro Valley and suggested in this report, can easily weaken the very resources on which it is built.

In 2010, fifteen students from The George Washington School of Business and nine students from the Escola de Hotelaria e Turismo de Douro-Lamego collaborated over the course of six weeks to analyze the challenges facing the development of tourism in the Douro Valley and made recommendations to overcome them. The following document is the final outcome of this study.

The team investigated three areas, as was defined in the Scope of Work from the CCDR-N. First, was the **short length of stay and seasonality**, which represents a missed opportunity to capture more money from tourism. One of the biggest issues facing the Douro Valley is the short length of stay. The majority of tourists that visit the Douro Valley stay an average of 1.5 days. Length of visitor stay has become an important determinant of overall visitor expenditure and consumption of local resources in a destination because it is associated with higher occupancies and revenues that filter back into the destination. Length of stay is determined during a visitor's planning and decision-making process, and it is usually one of the choices that is made before departing to the destination. The Douro Valley is seeking to increase the length of stay of their tourists and encourage off-season visitation to create more sustainable employment.

One of the main reasons for short length of stay in the Douro Valley is that the vast majority of visitors are domestic, with around 82% of visitors being national tourists who may visit during the weekend or on short holidays. Furthermore, for many markets the Douro Valley has a weak brand image, resulting in low levels of awareness. It is important to strengthen the Douro Valley brand by emphasizing the destination's attributes, attractions and to create emotional appeals to potential markets to peak interest in visiting the destination.

An additional cause for the short length of stay is the difficulty for potential visitors in accessing information about the destination. To plan their visit, tourists need convenient and easy access to information on attractions, transportation, events, natural features, and cultural aspects of the destination. If this information is difficult to find or poorly organized, it is difficult to attract new visitors.

The second area of investigation was more narrow, and focused on **accessing the North American market**, especially the niche markets - those tourists with a special interest in the Douro Valley's points of differentiation, such as wine, culinary or river cruising.

The team found that wine-growing regions all over the world have seen tourism arrivals grow as travelers increasingly select holiday destinations based on these niche motivations such as, exploring and learning about wine and gastronomy. For many

# Introduction

travelers, wine and cuisine are no longer just one aspect of their travel but have become the centerpiece and principal motivation. Culinary tourism has grown into a large niche travel market with impressive economic impact. According to the Travel Industry Association (TIA), almost 8% of United States leisure travelers, a market of 12.6 million, report that wine and food are key reasons for choosing a destination, a group they label “deliberate” culinary travelers (2007). Research has shown that wine and gastronomy tourists tend to stay longer and spend more. They are also more interested in cultural and historical tourism as well as, the variety of activities collectively referred to as “soft adventure” travel.

The Douro Valley is well positioned to capitalize on these trends as it possesses the assets necessary to attract the North American wine and culinary tourist. Despite this, the Douro Valley is not attracting North American wine tourists. According to research from Turismo de Portugal, tourist visits to the Douro Valley represent around 1.5% of all tourism activity in the entire country, and of this number, only 1% of visitors are from the United States and fewer from Canada (Fazenda, 2004). According to the World Tourism Organization (WTO), about 11,617,000 tourists visited Portugal in 2004 (2005). Using the percentages above, the calculation indicates less than 2,000 North Americans visited the Douro Valley that year.

The United States Office of Tourism and Travel Industries (OTTI) reports that in 2004, 137,000 Americans traveled to Portugal, or just 1.2% of all Americans who visited anywhere in Europe that year (2009). If 1.5% visited the Douro Valley, that equals less than 2,000 American visitors. Although these are estimates, they underscore the reality that the Douro Valley is not benefiting from North American interest in wine tourism. The reasons for this are varied and complex, and there may be many causes. Perhaps North Americans are not aware of the tourism offerings of the Douro Valley. Perhaps they have heard negative opinions of it and are not motivated to go. Perhaps the barriers to travel such as, time, distance, and lack of information are too great to consider a holiday in the destination. Although Porto is as close as North Americans can get to North America while standing on continental Europe, direct flights to Porto are only available from New York City and Toronto and are infrequent and expensive (Aerportos de Portugal, 2010). For most North American travelers, visiting Porto will involve at least one layover. It may be that for many potential tourists, the information that they do know about the Douro Valley is not persuasive enough to overcome such barriers. It could be any one of these reasons or a combination of them, but the exact causes remain unknown. Overall, the destination is not benefiting from this market as much as it should.

In order to understand the complete relationship between the North American market and the Douro Valley, it is necessary to understand the component linkages between the two. The consulting team conducted research on the following aspects of the Douro Valley from a North American perspective:

# Introduction

- Existing perceptions of the destination, assessed through an online survey of wine consumers
- Wine imports from the destination, evaluated through interviews with wine retailers
- Media coverage of the destination, assessed through an inventory and analysis of a two-year period
- Tour operator penetration, assessed through an online inventory

The findings section of the report explores each of these avenues in detail.

The third area the team examined was the state and potential of **trails, routes, and circuits** within the Douro Valley. Trails, routes and circuits refer to the paths that tourists take as they move through a destination. A trail, route or circuit consists of attractions, sites, and accommodations that tourists visit as well as the modes of transportation they utilize. To maximize a destination's attractiveness and meet or exceed tourist expectations, tourists must be provided with viable transportation options, easy access to information, and convenient routes that allow efficient access to the destination's main attractions. Barriers and disincentives are created if transportation appears difficult to navigate and the destination difficult to access. This is a lost opportunity for the destination to capitalize on longer lengths of stay and deeper engagement of the tourist.

The consulting team investigated the transportation, internal movement, and accessibility characteristics of the Douro Valley and evaluated existing trails, routes, and circuits. A recurring observation throughout the research process was a need to improve access to different modes of transportation and create better communication channels between the public and private sectors in order to effectively and efficiently improve existing trails and circuits, develop new products, and respond to the needs and expectations of tourists.

The findings section of the report provides in depth analysis of each of the three areas, and the recommendations section provides solutions or actions to address the main challenges that exist in the Douro Valley related to tourism development.

# Introduction



## The George Washington University/Escola de Hotelaria e Turismo Douro-Lamego Consulting Team

**Russell Cronkhite** is an MBA candidate (Summer 2010) and earned his B.A. in Communications from Thomas Edison State College. His interests include international development, fair trade, sustainable agriculture, and food safety. An accomplished chef and food writer, with an extensive background in hospitality management, he managed the kitchens of Blair House, The United States Presidential Guest House, from 1988 through 1999.

**Muxian Ding** is set to graduate in August 2011 with a Master in Tourism Administration, concentrating in Sustainable Destination Management. She is originally from Shanghai, China. She graduated in 2007 from Shanghai Normal University with a degree in tourism management and worked at Walt Disney World in Orlando, Florida. Muxian looks forward to working in a nonprofit environment for sustainable tourism.

**Carolina Escolan** has worked in hospitality for 5 years in the areas of Marketing and Corporate Image in El Salvador, her native country. She decided to continue her career path by coming to Washington DC to pursue her Masters Degree in Tourism Administration. She is also a member of the board of directors of non-profit organization such as Vital Voices (which trains and empowers emerging women leaders) and Salvanatura (which focuses on the field of environmental conservation). After graduating she is interested to continue working in hospitality and tourism development.

**Jamie Faulkner** is completing her Masters of Business Administration this summer. With more than seven years of experience in both the private and public sector, her

# Introduction

experience includes working as an analyst and account manager for a customer experience research firm and her current position as a program consultant for the U.S. Census Bureau. She is looking for new career opportunities in the tourism/hospitality industry upon graduating.

**Jacqueline Garrett** is an MBA candidate at the George Washington University School of Business, concentrating in organizational development. When she is not pursuing her studies, Jacqueline is an associate consultant with Dare Mighty Things, Inc., a management consulting firm with offices in Arlington, Virginia and Portsmouth, New Hampshire. Jackie currently oversees the training and technical assistance activities for two nonprofit capacity building programs and has extensive training and consulting experience with outcome measurement, partnerships, online tools, and sustainability.

**Kate Gersh** is set to graduate August 2010 with a Masters in Tourism Administration, concentration in Sustainable Destination Management. After graduation she plans to continue working in the international nonprofit development sector to use Sustainable Tourism development as an international economic development tool. Kate currently works for the African Wildlife Foundation as a Program Development Associate.

**Cristina Hernandez** worked for a web start up in San Francisco for two years prior to returning to school to complete her Masters in International Affairs, with an emphasis on Economics and Trade. Cristina is also the principal organizer for a policy retreat called Dialog held in Utah every year. Cristina has studied and traveled throughout Latin America, with a particular interest in Brazil, and will be spending 9 months in Japan on a Boren Fellowship to further her understanding of Brazil Japan relations.

**Scott Kircher** is originally from northern California. He graduated in 2007 from Southern Methodist University in Dallas, Texas with a double major in Economics and Markets & Culture. Scott's career in hospitality management began in San Francisco and most recently landed him in the Caribbean where he was involved in operations of a high-end boutique hotel. Scott currently is pursuing a Masters in Tourism Administration from the George Washington University

**Donald Leadbetter** has worked in tourism and hospitality for over a decade in a variety of positions. He spent seven years working on small cruise ships and has worked as a guide leading adventure tours across the United States. He is now pursuing a Masters Degree in Tourism Administration and hopes to work in the field of international exchange, fostering global communication and cooperation.

**Jeffrey Lee** works as a research assistant in the U.S. Travel Association and mainly collects economic data and writes state-level tourism economic impact reports in collaboration with a chief economist. He is studying in the Tourism Administration program and looking forward to working in the airline industry after graduation.

# Introduction

**Natasha Martin** worked in adventure tourism for three years prior to beginning a Masters Degree in Tourism Administration. She has worked on long-term tourism development projects in India, Peru and Greenland and edits the travel website [www.travelofftheradar.com](http://www.travelofftheradar.com). After graduation she will work for Xola Consulting, continuing a career of tourism development in emerging economies.

**SungHa Park** has a background in journalism, having worked for daily newspapers and magazines for more than six years. While covering various beats, including tourism, she got a strong belief that tourism can help eliminating poverty particularly in developing countries, and decided to dedicate herself to that. Her concentration is Sustainable Destination Management in the Master of Tourism Administration program at George Washington.

**Melanie Soules** is passionate about culinary/agricultural tourism and online travel marketing. Her interests developed while working for the International Culinary Tourism Association, where she enjoyed discussing culinary travel initiatives with tourism professionals around the world. She is currently pursuing a Masters Degree in Tourism Administration and working as a Project Manager for PICnet Inc., a web development firm specializing in working with nonprofit organizations.

**Jennifer Stange** is concentrating on Sustainable Tourism Development and also has a Bachelor of Arts in Art History, and a Master of Business Administration in International Studies. Ms. Stange has seven years of travel agency sales experience and has been working for the last three years in hospitality asset management and development in Washington, DC.

**Eduardo Yanes**, a native of Venezuela, has been in the hospitality industry for 13 years. He has held different management positions at hotels in Venezuela and the US. Eduardo is pursuing his Masters Degree in Tourism Administration focusing in Hospitality Management. He is currently training at the Four Seasons Hotel in Washington, D.C., and plans to continue to work in the hospitality business.

**Catarina Almeida** has trained in hotel reception at a property in Braganca as well as at a travel agency. She will graduate from the Accommodation and Tourism Operations program and looks forward to contributing to tourism development in the Douro Valley.

**Ana Rita Dias** has trained at a four star hotel in Mondim de Basto and is studying for professional qualification in tourism and hospitality.

**Ricardo Dias** is studying accommodation and tourism operations in Lamego and has trained at a travel agency in Porto.

# Introduction

**Luis Moreira** has experience working in catering and kitchen operations and has received formal training in hospitality and tourism. He hopes to continue in hospitality operations and eventually work as a hotel manager.

**Pedro Pinto** is studying hospitality and tourism and hopes to work as a tourism manager.

**Maria Portugal** is in her second year of hospitality and tourism training and is interning in the Algarve. After graduation she hopes to continue a career in hospitality.

**Edna Soares** is studying accommodation and tourism operations and has experience training in a travel agency. She looks forward to working in tourism in the Douro Valley.

**Carlos Teixeira** is studying accommodation and tourism operations and has experience training in hotel reception and with a travel agency.

## Consulting Instructors

**Dr. Kristin Lamoureux** serves as the director of the International Institute for Tourism Studies (IITS). Dr. Lamoureux specializes in ecotourism as well as the planning and development of sustainable tourism projects. She has been involved in several IITS research projects both nationally and internationally. Her latest publication is a chapter in the Ecotourism Encyclopedia entitled “Global Growth and Magnitude of Ecotourism”, which she co-authored with Dr. Donald Hawkins.

**Dr. Donald E. Hawkins**, Eisenhower Professor of Tourism Policy; Professor of Tourism Studies; Research Professor of Medicine. Dr. Hawkins is the founder of the Tourism and Hospitality Management Program at The George Washington University, which began in 1971. He is the author or editor of more than 95 articles and books including: *Tourism in Contemporary Society*, *Ecotourism Planning and Management*, and *Turismo Venezuela*. He is also the founding Editor of the *Journal of Leisure Research*, serves on the editorial boards for the *Journal of Travel Research* and *Tourism Management*, and is a joint Editor-in-Chief of the *World Travel and Tourism Review*. Dr. Hawkins’ research interests include; tourism policy analysis and strategic planning; post-secondary hospitality and tourism education; destination competitiveness and business cluster development; integrative tourism marketing; foreign investment promotion; development assistance funding, and ecotourism development

# Introduction

## Consulting Advisor

**Professor Juan Luna** has far reaching international experience in preparing and managing large-scale projects as a result of thirty years at the Inter-American Development Bank, with special emphasis in tourism policy, planning and development and related issues to build capacity and improve the competitiveness of the tourism sector in several countries of Latin America and the Caribbean. Since leaving the Bank in 2007, he has worked on the development of global baseline criteria for sustainable tourism in the lodging and tour operator sectors and on the assessment and development of sustainable tourism projects in Bolivia and Panama for the World Bank. Fluent in English, Spanish and Portuguese, he has also provided training courses in rural and community based tourism and is currently both an Ambassador for National Geographic's Center for Sustainable Destinations that promotes Geotourism and evaluates international tourism destinations and an Adjunct Professor at George Washington University's Department of Tourism and Hospitality Management, School of Business, teaching community-based tourism.

## Comissao de Coordenacao e Desenvolvimento Regional do Norte

**Ricardo Magalhaes** - Director of the Mission Structure for the Douro Valley  
**Nuno Fazenda** - Regional Planner

Thank you for your project guidance and overall support of the practicum, which were vital for the project's success.

## Escola de Hotelaria e Turismo de Douro - Lamego

The Consulting Team would like to express their sincere gratitude for the hospitality, assistance, and contributions of the faculty, staff, and students of the Escola de Hotelaria e Turismo de Douro-Lamego.

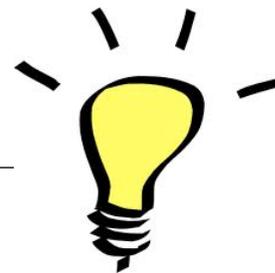
Special thanks to **Paulo Morais Vaz, Director** for his support and to **Marco Rica, faculty member** for his endless enthusiasm and tireless effort.

Completion of the project would have been impossible without their support. Obrigado!

# Introduction

**The Consulting teams wish to thank the individuals, institutions, businesses, attractions, and organizations who contributed to the project by submitting to interviews, taking surveys, assisting with transportation, and myriad other activities. The hospitality showed to the team by the residents of the Douro Valley was exemplary, beyond expectations, and sincerely appreciated.**

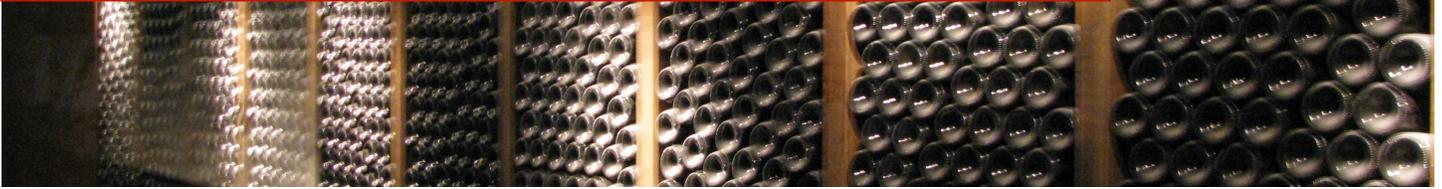
Alexander Guedes	Antonio Martinho	Chris Seek	Clara Espirito Santo
David Brown	Don Hawkins	James Dion	Fernando Guimaraes
Kristin Lamoureux	Fernando Maia Pinto	Luis Correia	Joaquim Morais Vaz
Jonathan Tourtellot	Maria Chaves	Mario Ferreira	Lori Rempe
Marta Belias	Mechtild Rossler	Patricia Silva	Juan Luna
Paula Reis	Paulo Osorio	Susana Pinho	Sofia Brandao
Catarina Pimental	Susana Oliveira	Nuno Alves	Laura Haltzel
Aquapura	Casa Carvalhais	Douro Azul	Monted de Encanto
UNESCO	Quinta Nova	Quinta de Seixo	Vintage House
Solimar International	Turismo do Douro	Quinta de Pacheca	
Douro Museum	Quinta do Panascal	Rota do Vinho do Porto	
Museu do Douro	National Geographic	Douro Estructure de Missaes	
Instituto Portuario dos Transortes Maritimos		Real Companhia Velha	
Casa de St. Antonio Brittande			



## **Creative Idea Boxes!**

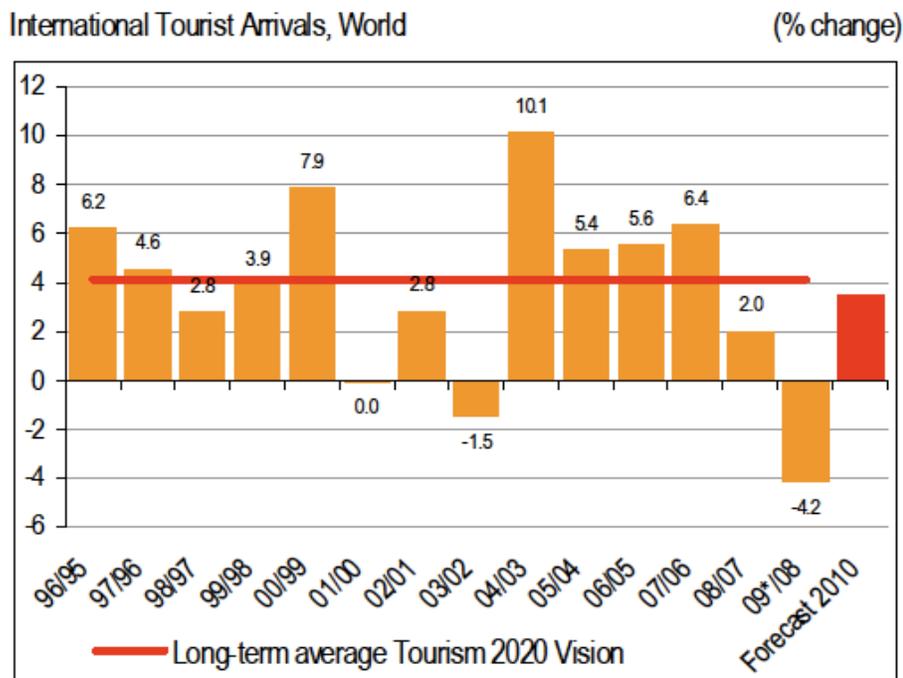
In addition to the series of recommendations found in the report, the consulting team challenged themselves to think creatively about tourism development in the Douro Valley and think of unique ideas and suggestions. The result is the series of “Creative Idea Boxes” found throughout the recommendation section.

# Tourism Overview



## Tourism Overview: Global, National, and Local Tourism Trends

Over the last four decades, international tourist arrivals have steadily increased and are expected to soon reach one billion per year. However, tourism is highly vulnerable to global economic conditions. Tourism arrivals and receipts were strongly impacted by the recent economic downturn. According to the World Tourism Organization, from 2008 to 2009, international tourist arrivals fell by 4.2% (2010). However, the economy has shown signs of recovery during the first half of 2010, and international tourism arrivals increased by 7% between January and April. Experts forecast a 3% increase in arrivals for the entire year.



Source: World Tourism Organization (UNWTO) ©

The effects of the economic downturn from 2008 to 2009 were strongly felt in Portugal, where tourism arrivals were down 10.8% during this period of time. However, the first months of 2010 have seen a strong recovery in arrivals, with the country reporting an 11.0% increase in international arrivals over the first two months (World Tourism Organization [WTO], 2010). It remains to be seen if this positive trend will continue. Regardless of global economic conditions, Portugal remains a popular tourism destination, ranked 18<sup>th</sup> in the number of international tourist arrivals in 2009 and 25<sup>th</sup> in the amount of tourism receipts (WTO, 2010).

Over the long-term Portugal faces challenges arising from shifting flows of international tourism. At present, a large majority of international tourist arrivals to Portugal come from other countries in Western Europe. The United Kingdom, Spain, France, Germany,

and the Netherlands are the largest sources of tourism visits to Portugal. However, European demographic trends predict a shrinking population for the continent, thus shrinking the pool of potential tourists. Furthermore, the robust growth in outbound tourism is occurring away from the traditional sources. China has provided the fastest growth in tourism expenditures, with growth persisting even during the economic slowdown. Other source markets that increased in expenditures during the slowdown include Middle Eastern and Asian nations such as Saudi Arabia, the Philippines, Turkey, India, Singapore, and Kuwait (WTO, 2010). Brazil, South Korea, Indonesia, and Malaysia are also experiencing large increases in tourism expenditures. In all of these nations the middle-class is growing and higher incomes provide more discretionary income for travel. To remain competitive, Portugal must increase its appeal to a broader range of markets while maintaining its attractiveness for Western Europeans.

## **The Douro Valley**

With its status as a World Heritage Region and its world-renowned wine exports, the Douro Valley is a natural tourism destination. The Douro River provides the backbone for a tourist experience that can encompass wine and culinary elements, history, culture, archaeology, nature, and active pursuits such as hiking, kayaking, and riding. Perhaps the most notable attraction is the hospitality of the residents who can share the stories of their heritage shaped by the land and its bounty.

Despite these assets, the Douro region receives only around 1.5% of Portugal's tourist overnight stays (Fazenda, 2006). Length of stay is short, and many visitors are day-trippers from Porto. When approaching the task of increasing tourist visits to the Douro Valley, the consulting team in consultation with CCDD-N, identified three areas of focus:

- Attracting the North American market
- Increasing length of stay and decreasing seasonality
- Enhancing tourist trails, circuits, and routes

# Tourism Overview

## SWOT

At the beginning of the research process, a SWOT (strengths, weaknesses, opportunities, threats) analysis was conducted to guide the project and provide focus.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• World Heritage Region</li> <li>• 1st Demarcated wine region in the world</li> <li>• Navigable river</li> <li>• Diversified tourism supply</li> <li>• Diverse cultural and natural resources</li> <li>• Safe environment</li> <li>• Transportation links (airport, train)</li> <li>• Good value</li> <li>• Political commitment to developing tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Short length of stay</li> <li>• High seasonality</li> <li>• Poor collaboration between stakeholders</li> <li>• Accessibility to region</li> <li>• Poor coordination</li> <li>• Lack of coordinated marketing</li> <li>• Online information is fragmented</li> <li>• Weak brand image</li> <li>• Lack of innovation</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Attract private investment</li> <li>• Market supply matches tourism motivational trends</li> <li>• Higher integration of wineries and vineyards into tourism planning</li> <li>• Niche tourism market development</li> <li>• Growth in cruise market</li> <li>• Strengthen destination brand</li> <li>• Growing middle-class from emerging economies beginning to travel (Brazil)</li> </ul>	<ul style="list-style-type: none"> <li>• Economic recession</li> <li>• Natural disasters/climate change</li> <li>• Global shift in travel and tourism patterns</li> <li>• Pandemics/epidemics</li> <li>• Persistence of infrastructure challenges</li> <li>• Weak online presence</li> <li>• Regional competition</li> </ul>

# FINDINGS: OVERVIEW



In consultation with the project clients, CCDC-N and Turismo do Douro, the consulting team defined three initial aspects of the scope of work, as follows:

- Increasing access to North American markets
- Increasing length-of-stay and decreasing seasonality
- Enhancing existing and creating new routes, trails and circuits

The team engaged in extensive pre-departure research into each of these aspects. Major findings are presented in this report.

The table below summarizes the key findings for each area of research. Detailed findings are in the following pages.

<p><b>North American Findings</b></p>	<ul style="list-style-type: none"> <li>- Low destination awareness</li> <li>- Limited partnerships and collaboration between Douro Valley tourism stakeholders and North American intermediaries</li> <li>- Low traditional media coverage</li> </ul>
<p><b>Length of Stay/Seasonality Findings</b></p>	<ul style="list-style-type: none"> <li>- Short length of stay and highly seasonal visitation</li> <li>- Lack of information available to tourists affects length of stay and does not decrease seasonality</li> <li>- Searching for online information on the Douro is difficult and time-consuming</li> <li>- Poor website marketing</li> <li>- Lack of social media presence</li> </ul>
<p><b>Trails/Circuits Findings</b></p>	<ul style="list-style-type: none"> <li>- Public transportation is prohibitive for the independent traveler</li> <li>- Need for signage</li> <li>- Special interest/niche activities exist, but are not tied into itineraries or linked in with major tour operators or cruise companies</li> </ul>



The next 4 pages detail the findings related to the North American market, including:

- A) North American Wine Consumers' Perception of the Douro Valley
- B) Retail wine intermediaries imports from the Douro Valley
- C) Media Coverage in the Douro Valley
- D) Tour Operators Penetration in the Douro Valley



## Summary of North American Findings

The Douro Valley has great potential for North American tourists, but there are many barriers to attracting them. Transportation costs are high, and direct flights are only available from New York City and Toronto; the flights are infrequent and expensive. The Douro Valley is relatively unknown, even among wine consumers. There is little sense of what kind of a destination the Douro Valley is, what activities are available, and what the culture is like. Linkages between North America and the Douro Valley through a variety of channels are weak. Sales of Port wine are small compared to other imports, resulting in this primary product having little influence in determining the destination's brand image. Port wine is not compatible with the pre-dinner cocktail culture of younger North Americans, necessitating some savvy marketing and repositioning of the product. There is promise for some of the other low-cost Douro Valley varietals, which could be used to revitalize the

destination image. Media coverage of the Douro Valley is infrequent yet generally very positive. Many major tour operators do not see demand among their clients for the Douro Valley and do not operate there; others come close, visiting Porto but not heading into the Douro Valley.

The consulting team's findings concerning the relationship between the North American market and the Douro Valley influenced the research conducted on the ground. Interviews were conducted with some North American tourists as well as with Douro Valley tourism stakeholders, suppliers, and officials. The results of this research are available in the Recommendations section, designed to enhance understanding of the North American market and create stronger links between the destination and the large market for culinary and wine tourists from the United States and Canada.

# A. North American Wine Consumer's Perceptions of the Douro Valley

The consulting team conducted an online survey to gauge North American wine consumers' perceptions of the Douro Valley.

## *Purpose*

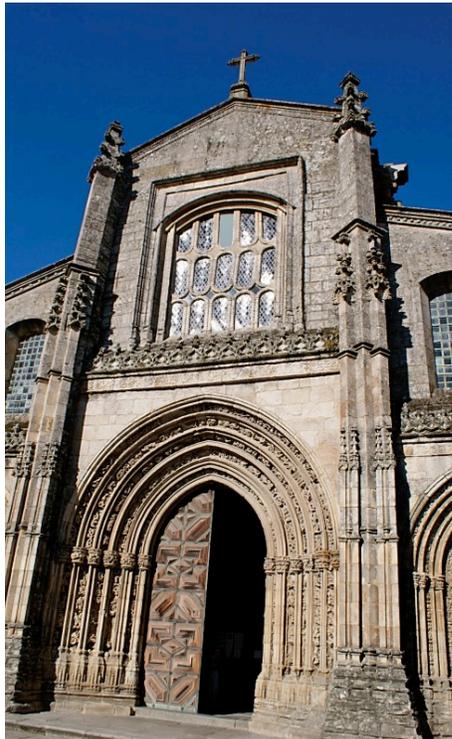
- The objective of the survey, "Perceptions of the Douro Valley" was to increase understanding of the levels of awareness of the Douro Valley as a tourism destination held by prospective wine tourists from North America.

## *Methodology*

- The consulting team designed an online survey that was posted on [Survey Monkey](#). Links to the survey were then placed on several online wine forums, including several Facebook groups.

## *Findings*

- The survey results indicated a high level of awareness of the location of the Douro Valley and strong association of the Valley with Port wine.
- The majority of respondents had not considered visiting the Douro Valley and either described it as "unknown" or was unable to describe it.
- When asked what activities or attractions they would expect to find in the Douro Valley, only one answer, "vineyard tours," was selected by a majority of respondents. Respondents indicated a low-level of awareness of the other tourism offerings of the Douro Valley.
- Fifty percent of the respondents were somewhat or very likely to take a trip centered on wine activities in the next three years, and many respondents were interested in the types of supplementary activities that are either currently available in the Douro Valley or could be developed.
- Respondents received most of their information about wine from friends and



**The brand image of the Douro is a fixed brand image of wine. There is also the stereotype of the river, terraces, vineyards. Our museums need to give more depth to that image. There are many additional offerings that are not well known.**

**Fernando Maia Pinto, Director, Museu do Douro**

family, followed by websites, retailers, and magazines.

## *Conclusions & Recommendations*

- Although the majority of respondents associated Port wine with the Douro Valley, they were unaware of the characteristics of the Valley as a tourism destination.
- Due to the prominent role that Port wine and other varietals play in representing the Douro Valley in the minds of North American markets, innovative campaigns should be designed to enhance awareness through retail channels of the Douro Valley as a tourism destination.
- This survey was designed to gather initial insights into perceptions of the Douro Valley from a limited population. As such, the survey design and implementation process, while adequate for its purposes, did not follow all of the steps required for a valid survey. To increase validity and reliability, it is recommended that the client initiate a more thorough survey design and implementation process.

## B. Retail Intermediaries and Wine Imports

The consulting team conducted in person and telephone surveys to gauge North American Wine Retailers perceptions of the Douro Valley. This group was considered important because they are ultimately the final touch point with a consumer. Retailers not only make the final decision to make a product available to consumers and therefore influence wine bottle purchase decisions, they are also an important communication vehicle to build brand awareness and provide knowledge of a particular region's offerings. A trusted and knowledgeable resource, wine retailers' perception, knowledge and understanding of a region's offerings are important intermediaries with the ability to influence consumers and potential tourists' perceptions of a specific wine region.

### Key Findings

- Retailers perceive two aspects of Douro Valley wine products. As a mature product, Port wine is the most known product and dominates perceptions, but other Douro dry and sparkling wines are relatively unacknowledged in North America and provoke a wide range of opinions from retailers, which can result in confusing, inconsistent messages to consumers
- It is essential to communicate a region's offerings through a variety of mediums to establish and promote a brand identity
- Limited partnerships and collaboration between Douro Valley tour operators and quintas/wine producers to promote the region and share resources; narrow mindsets focused on self-interest
- Four port wine companies control 80-90% of the business – control price in marketplace

### Threats

- Saturated wine marketplace
- Lack of brand awareness
- Diminishing value and limited promotion of port
- Port has not evolved over time and is most appealing to an established market niche of an older, mature customer
- Port does not appeal to the pre-dinner 'cocktail culture' of North Americans.

**Quinta de Seixo works with many partners for national and international promotion, especially their importer in the U.S. who promotes education about Sandeman products and how they can/should be served.**

**Joana, PR Manager at Quinta de Seixo**

- Lack of familiarity with Portuguese wine varietals outside of port
  - Lack of destination promotion through the use of imagery and content of labels; association with the Douro Valley could be much stronger and more explicit
  - Tendency for retailers to refer to some Portuguese wines as "table wines", which diminishes their cache
- ### Opportunities
- As the last touch point prior to making a final purchase decision, retailers in particular are influential in sharing their knowledge, perceptions and recommendations to wine consumers.
  - The younger generations of wine consumers are adventurous and sampling wines from outside the 'Old World' wine producing countries.
  - Smaller niche retailers can be highly influential by offering tasting and serving as a trusted resource for opinions.
  - Many good quality Douro Valley varietals are available at very reasonable prices.
  - Differentiate and promote port through new media channels.
  - Familiarization tours with retailers/distributors to increase their knowledge and understanding of Douro Valley product offerings, developing relationships throughout the supply chain.
  - Encourage tasting through retail intermediary with themed ideas, recommending ideal products to attract to consumers and a simple marketing strategy to promote the region with educating unfamiliar consumers
  - Lack of strong brand identity provides an opportunity to market and brand both Douro wine and the region as a distinctive, unspoiled and attractive location.

# C. Media Coverage of the Douro Valley

Many tourists initially hear about tourism destinations through the media. This was considered an important channel to raise the awareness and profile of the destination.

### Research Methodology

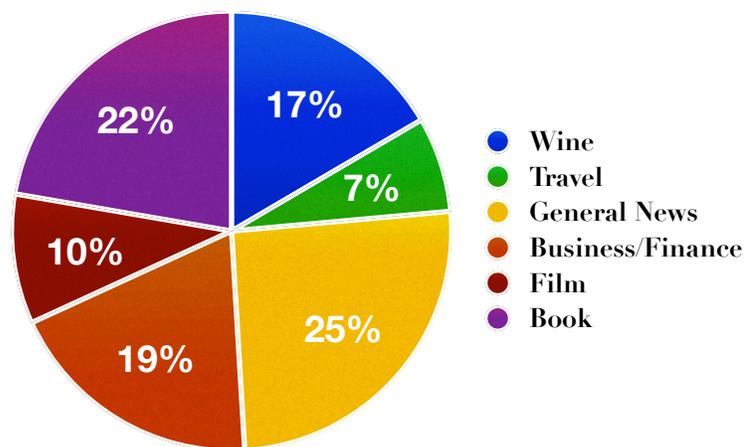
- 132 articles from June 2008 to May 2009 and 140 articles from June 2009 to May 2010 were reviewed, all published in North American newspapers, major travel magazines, and English-language newswires, including the Reuters and the AFP.
- 4,100 English-language articles containing the keyword “Douro” were collected at Factiva.com, a news search engine. Those articles from North American media were manually filtered and categorized again by month and topic.

### Results

- Relative low frequency of media exposure – as a comparison, over a one-year period, articles including “Bordeaux” and “wine” occurred 4,265 times, while those including “Douro” and “wine” occurred only 321 times.
- Overall description of the Douro region is positive. The main keywords that re-appear are: “unspoiled,” “inexpensive,” “the world’s oldest demarcated wine region,” “very beautiful,” and “World Heritage sites”.

- Of the 272 articles about the Douro Valley published in North American media over the past two years, 52% were about wine, and 22% were either travel stories or tour product informational pieces that mention the Douro Valley.

**Figure 1: Articles about the Douro Valley published in North American media Topic Frequency, June 2008 to May 2010 (n = 272)**



# D. Tour Operator Penetration in Douro

Tour Operators are an important intermediary for any tourism destination. The consulting team sought to create a comprehensive list of North American tour operators who have potential to expand trips to the Douro Valley whether they currently have trips in the region or not.

## Methodology

- Through a comprehensive web search, created an inventory of major North American tour operators to assess their level of penetration into the Douro Valley. The list was categorized into three sub-categories:
  - Tour operators that already visit Portugal
  - Tour operators that already visit the north of Portugal
  - Tour operators that visit only Porto
  - Tour operators that already visit the Douro Valley

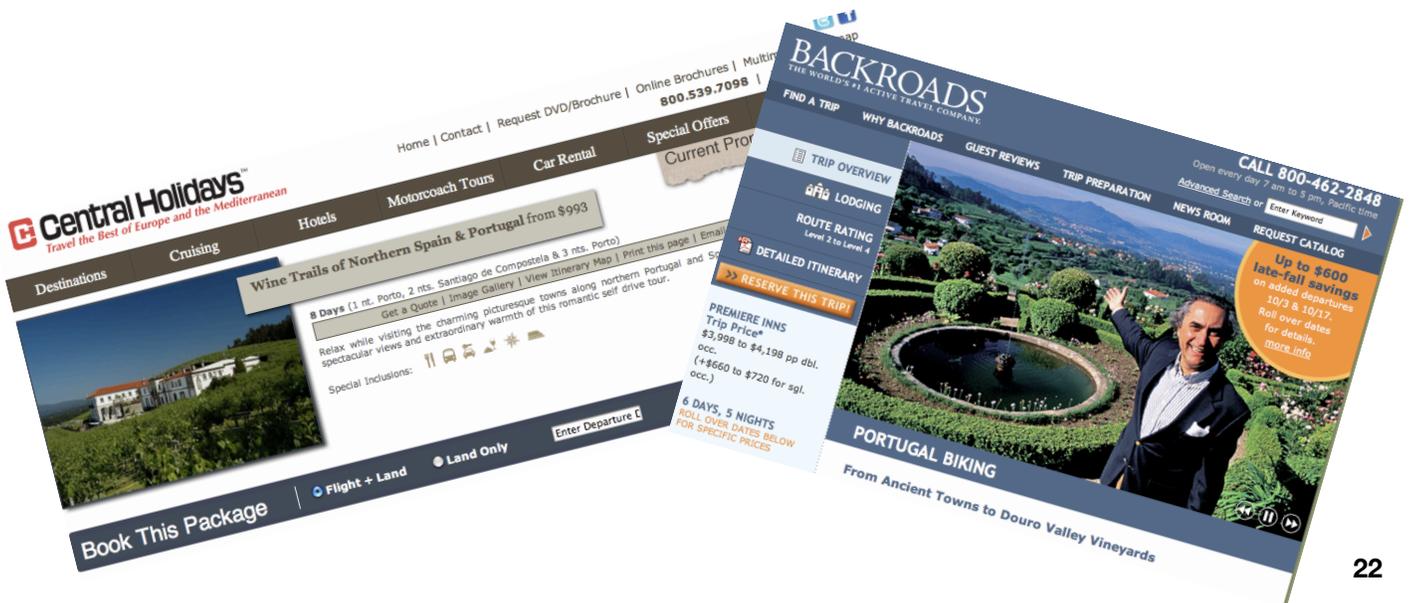
## Key Findings

- Few mass-market North American tour operators visit the Douro Valley, a status compatible with both the capacity of the destination based on infrastructure and with the long-term vision for the Douro Valley as a tourist destination.
- Operators who do bring groups to the Douro tend to be luxury operators with an emphasis on wine and culinary tours, as well as bike tour operators.
- Many North American tour operators visit only Porto or only southern Portugal



## Recommendations

- Turismo do Douro should become the key point of contact for North American tour operators.
- Turismo do Douro should initiate dialogue with North American tour operators who do not currently visit the Douro Valley in order to understand the barriers and issues that keep the operators away. Turismo do Douro should then convey those issues to local tourism and hospitality suppliers in order to increase visits by North American tour operators.
- Turismo do Douro should initiate dialogue with North American tour operators that do currently visit the destination in order to keep them abreast of new products and events and to address any concerns that the operator may have.





The next 3 pages detail the findings related to length of stay and seasonality.  
A) Search Findings  
B) Evaluation of Website



## Summary: Length of Stay/Seasonality Findings

A potential visitor will form an image of the destination highly influenced by the quality and quantity of the information available to them. Richards (2002) found a connection between length of stay and the number of information sources that tourists consult before traveling. Richard's survey concludes that people who stay longer at a destination tend to seek out attractions that are lesser-known (2002). Also, those traveling a longer distance invest more time in searching for pre-trip information because they want to get to know more about the destination. The quality of information will vary by source, format and content. Understanding how travelers are searching for information is a must in order to effectively conduct marketing and communication campaigns.

Ultimately, the goal is for the forthcoming Turismo do Douro official destination website

([www.visit-douro.com](http://www.visit-douro.com)) to be easily findable and accessible to two types of potential tourists, namely 1) those who are specifically looking for information on the Douro Valley and 2) those who are looking to

take a holiday without a specific destination in mind. This requires a thorough understanding of search terms used by and online behavior of target groups and target markets. Since the forthcoming website promises to be contemporary in terms of rich, useful content and interactive design, the consulting team, in collaboration with the employees of Turismo do Douro has developed recommendations regarding a social media strategy and a framework for a mobile application, both meant to compliment the new website to boost its functionality and leverage greater marketing reach to address the issue of length of stay and as well as off season visitation.

Overall, the Douro Valley's online marketing strategy must create value to the user, assisting them with making their travel decisions in ways they deem useful. In other words, functionalities should reflect the tourists' desire for time-saving, convenience and independence as they plan and then carry out their travel.

# A. Search Findings

Once the consulting team understood that one of the key reasons for a short length of stay was lack of access to relevant destination information, desk research was carried out to understand what was available online. Desk research to inform the online strategy consisted of the following exercises:

1. Evaluating the official website ([www.douro-turismo.pt](http://www.douro-turismo.pt)) according to United Nations and Xotels Ltd. criteria
2. Understanding the reasons for the short length of stay in the destination and how that was related to the online presence, specifically lack of available information
3. Creating a web inventory of the Douro Valley's online presence using Google search engine. The following terms were searched and results analyzed:

Branded	Generic
Douro Trips	Wine Trips
Douro Valley	Wine Bike Trips
Douro Holiday	Portugal Wine Trips
North Portugal Trips	Portugal Vacations
North Portugal Vacations	Portugal holidays
North Portugal Holidays	River Cruises
Douro River Cruises	

Research investigating the current online presence of the Douro Valley revealed the following key findings:

1. The online presence of the Douro Valley as a tourism destination in all key languages is fragmented and difficult for a new user to navigate.
2. The destination does not own the majority share of the Douro brand online.
3. Google searches with all key words, both branded and generic, do not find the destination website. Instead result pages are dominated by meta-sites and aggregator sites.
4. Smaller tourism service providers have recognized the value of an online presence, with nearly every actor having a website. They also have a strong presence on third-party recommendation sites such as [www.tripadvisor.com](http://www.tripadvisor.com).
5. Searching for information results in a stressful and confusing experience for the potential tourist, where it is unclear which websites are legitimate and credible.

***We refuse to prepare anything 'artificial' for tourism. We must communicate our small traditions through our food, culture, and our way of living.***

– Joaquim Morais Vaz AVEDPOD President  
(Independent Wine Growers Association)

## B. Evaluation of Website

Prior to the consulting team's arrival in the Douro Valley, part of the preliminary research process involved an evaluation of the current destination website managed by Turismo do Douro, which is [www.douro-turismo.pt](http://www.douro-turismo.pt). Specifically, the research entailed a benchmarking study comparing the site to the websites of six direct and indirect competing destinations. The focus of this benchmarking study was to investigate and identify past success stories and case studies involving marketing campaigns aimed at extending tourists' stay and increasing visitation during off-peak seasons. Particular attention was paid to researching web-based campaigns for destinations that are similar to the Douro Valley in terms of product offering.

The Douro Valley's [www.douro-turismo.pt](http://www.douro-turismo.pt) website was compared to the destination websites of:

- Hong Kong
- The Stay Another Day campaign active in Laos, Cambodia and Vietnam
- The Portuguese regions of Lisboa and Algarve
- The wine destinations of Bordeaux, France, and La Rioja, Spain

The criteria used for comparing the Douro Valley website against these six competing destinations was adopted from Xotels Ltd., which is a multi-national business development company specializing in revenue management, online distribution, eCommerce, Internet marketing, and website design for both the hotel and travel industries. Xotels Ltd. has outlined the structure for effective Destination Management Organization-run websites that include twenty essential elements. Based on the selected criteria, there is room for improvement for the Douro Valley destination website across all essential website categories.

However, recent discussions with Turismo do Douro have revealed advanced plans to construct a more informative and interactive Douro Valley destination website. The website enhancement recommendation evaluates the development plans for the new website based on the abovementioned Xotels Ltd. criteria for effective destination websites. Additionally, in-country field research revealed that the official destination web presence is more substantial than originally was revealed by the desk research. However, this reinforces the difficulty online researchers have in

locating official destination websites). The following is a list of official government-sponsored websites marketing the Douro Valley:

1. [www.discoverdourovalley.com](http://www.discoverdourovalley.com) – currently in development, a new Geotourism website co-branded by National Geographic, which highlights sustainable tourism initiatives in the Douro Valley and will eventually also feature a detailed, interactive map locating tourism attractions and sites.
2. [www.visit-douro.com](http://www.visit-douro.com) - forthcoming new destination website created and managed by Turismo do Douro.
3. [www.portoenorte.com](http://www.portoenorte.com) - website for the entire northern region of Portugal, of which the Douro Valley is a part.
4. [www.ccd-r-n.pt](http://www.ccd-r-n.pt) - website of the regional northern Portugal economic development agency that focuses on tourism development as well as, development of other important sector industries.

A quick fix to increase length of stay in the Douro Valley is improving the destination information available online. From our findings we can deduce that the Douro Valley would benefit from a contemporary online marketing strategy which:

1. Addresses the primary reasons for short length of stay in the destination
2. Provides tourists with easy access to information
3. Creates synergy and cooperation between all sites to reduce confusion for the online searcher
4. Focuses on marketing the website so that it is quickly and easily findable to potential tourists in key target markets
5. Promotes a strong social media component to leverage 'word of mouth' marketing
6. Provides a mobile component to capitalize on the trend of staying connected via mobile phones and tablets (e.g., iPads and Kindles) while on holiday.



This section includes:

- A) Evaluation of Railways
- B) Evaluation of Itineraries, Information and Buses
- C) Product Evaluation of:
  - 1) Douro River
  - 2) Manor Homes
  - 3) Biking
  - 4) Birding



## Summary of Trails & Circuits

Trails, routes, and circuits refer to the paths that tourists take as they move through a destination. A trail, route or circuit consists of attractions, sites, and accommodations that tourists visit as well as the modes of transportation they utilize. To maximize a destination's attractiveness and meet or exceed tourist expectations, tourists must be provided with viable transportation options, easy access to information, and convenient routes that allow efficient access to the destination's main attractions. Barriers and disincentives are created if transportation appears difficult to navigate and the destination difficult to access. This is a lost opportunity for the destination to capitalize on longer lengths of stay and deeper engagement of the tourist.

The consulting team investigated the transportation, internal movement, and accessibility characteristics of the Douro Valley and evaluated existing trails,

routes, and circuits. A recurring observation throughout the research process was a need to improve access to different modes of transportation and create better communication channels between the public and private sectors to in order to effectively and efficiently improve existing trails and circuits, develop new products, and respond to the needs and expectations of tourists.

Although the Douro Valley possesses numerous attractions and activities for tourists, the destination is crippled by ineffective transportation systems that cause difficulty for the independent traveler. There is great potential for the development of innovative circuits and routes and a need for Turismo do Douro to play a facilitating role in identifying opportunities and leading stakeholders and suppliers through a cooperative process of responding to the needs of tourists.

# A. Railways

- The trains linking Porto and the Douro Valley are some of the oldest in Portugal. The train route is scenic and attractive, but there is an urgent need to update the train cars. Additionally, information about accessing the Douro Valley via train should be made more easily available in Porto, including more prominent disbursement of information brochures and the use of advertising. Turismo do Douro should seek to share information with the department of transportation and ensure that the needs of tourists are known and considered in upgrading of the train infrastructure or the creation of new routes and timetables.
- In the long-term, the establishment of a rail link that passes through the Douro Valley and leads to Salamanca, Spain would present a powerful opportunity for tourism development in the Douro Valley. At present, the majority of visitors to the Douro Valley enter the destination through Porto, then turn around and return to Porto to exit. This is an unattractive aspect of visiting the destination because most tourists prefer to avoid covering the same ground twice, especially tourists on a long-term tour of Europe. A rail link would enable tourists to incorporate the Douro Valley into a circuit encompassing northern Spain and Portugal and would negate the necessity of backtracking. It would also allow for more train-and-rail combinations for the cruise lines to utilize.
- Rail lines present an important opportunity for the establishment of cycling routes. The Douro Valley is an attractive destination for cyclists, with its landscape, gastronomy, and small-scale lodging. However, many of the roads through the Douro Valley are unsafe for cyclists with sharp, blind turns, narrow roads, and high-speed driving habits displayed by locals. Also, the topography of many of the roads would be physically challenging for cyclists. Pairing cycling routes with rail lines solves these problems by removing cyclists from the roads and placing them along the rail right-of-ways, where work has already been done to establish lower grades and clear routes. In the long-term, two opportunities exist for the development of cycling routes. The first is widening the existing railways to

add a bike path, with safe distance established between the rail tracks and the path. This would require a large investment in infrastructure but could transform the Douro Valley into a premier destination for cyclists. The second opportunity is to convert abandoned rail lines into cycling paths. For example, the former rail lines from Pocinho to Barca d'Alva and Peso da Regua to Vila Real could be converted to cycling routes following the model of [Rails-to-Trails](#) used in the United States. These proposals would depend on government plans for the building of additional hydroelectric dams in the Douro Valley but are worth consideration.



**We were dissuaded from renting a car by an article in the New York Times about the Valley. It described the windy roads and fast drivers, and we decided to just take the train and bus around.**

- Sarah and Christian, NYC Tourists

## B. Itineraries, Information & Buses

### Transportation: Itineraries

- While the [port wine route](#) through the Douro Valley is well-developed and marketed, opportunities exist to establish additional routes based on the motivations and desires of wine-plus tourists, as described in the Target Market Fact Sheet section. For example, deliberate culinary tourists are also interested in supplementary activities such as kayaking and hiking. Links between these activities in the Douro Valley need to be made clearer through the establishment of better transportation links and better access to information.



### Transportation: Information

- There is currently little accessible information about transportation options in the Douro Valley. Information about routes, sample itineraries, and modes of transportation should be compiled, formatted, and distributed online and through visitor information centers.
- Signage in the Douro Valley is sporadic and inconsistent. The project currently underway to improve signage throughout the Douro Valley will greatly improve navigation for independent travelers by car or train.

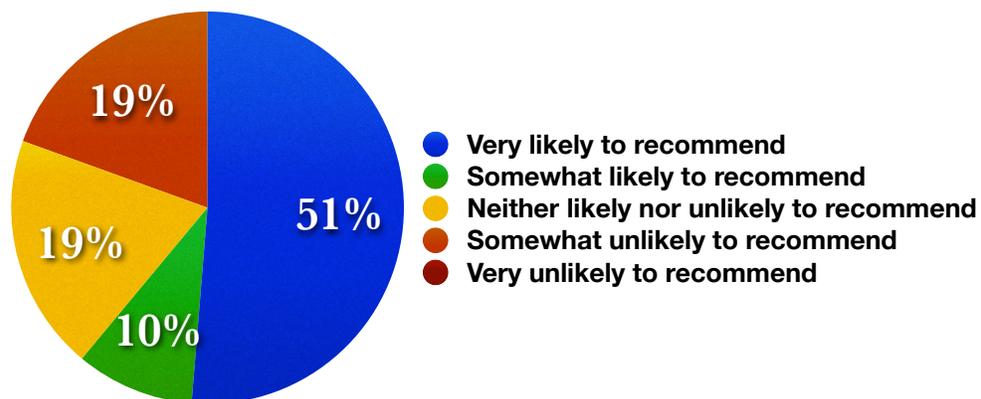
### Transportation: Buses

- Through fieldwork in the Douro Valley, the consulting team had the opportunity to experience the bus system first hand and replicate the experience of an independent tourist. Moving independently through the Douro Valley was difficult. Buses often did not operate on their posted schedule, and moving short distances was time consuming due to the multiple stops made along each route. Making express bus routes available would greatly facilitate efficient travel in the Douro Valley.



The team found transportation by public bus to be challenging, a sentiment that was echoed by several independent tourists we met.

### How likely Are You To Recommend the Douro Valley to Your Friends?



Source: GW Tourist Satisfaction Survey

# C1. Product Evaluations: Douro River

European river boats are continuing to grow in popularity with a large variety of cruises being offered, from small-vessel itineraries for 10 passengers or less to large hotel ships carrying 200. Douro Azul dominates the cruise product on the Douro River, offering voyages ranging from one to seven days in length.

- **Challenge:** These products offer limited opportunities for shore activities. The main reasons for this are the older demographics of the passengers, which limit their interest in shore activities, and concerns about the ability of shore operators to provide safe products and high quality service. As a result, cruise guests generally frequent only a few of the well-known hotels, restaurants and wineries along the river.
- **Opportunity:** There is opportunity for more ship operators to enter the market by differentiating their product and targeting a younger, upscale, active market that supports sustainable travel and seeks authenticity. The Douro River, its tributaries, and the landscape offer opportunities for kayaking, boating, hiking, and more, yet no cruise ship on the Douro currently takes advantage of this. A vessel equipped with small boats and kayaks would offer passengers the option of interacting more fully with the destination and the opportunity to go ashore at a wider variety of places. [Delfin Amazon Cruises](#) provides an example of targeting the active market.



# C2. Product Evaluations: Manor Homes



*Product: Manor Homes*

There exists a large inventory of restored, beautiful, and architecturally significant manor homes in the Douro Valley providing a unique and authentic cultural experience.

- **Challenge:** Although the website [Manor Houses of Portugal](#) currently hosts information about the majority of manor houses in the Douro Valley, it is in need of consistent updating.
- **Opportunity:** There is an opportunity for Turismo do Douro to become the primary source of information about manor houses in the Douro Valley, perhaps through collaboration with the existing website. [Irish Tourism](#) provides a benchmark example of providing manor house information online alongside all of the other information a tourist needs plus contact information for 24-hour customer service vacation planning.

## C3. Product Evaluations: Biking

- The Douro Valley’s scenery, hospitality, and small-scale accommodation are attractive for cyclists, and three international operators currently offer bike tours in the destination: Backroads, Cycling through the Centuries and A2Z Adventures.
- Challenge: Dangerous, narrow, windy roads, steep inclines and inconsistent signage make biking tours difficult.
- Opportunity: Turismo do Douro can play an advocacy role for local and international bike companies, responding and lobbying for their needs and facilitating opportunities for partnerships. For example, opportunities may exist for bike companies to partner with train or boat operators to offer tourists multi-modal transportation/tourism packages.



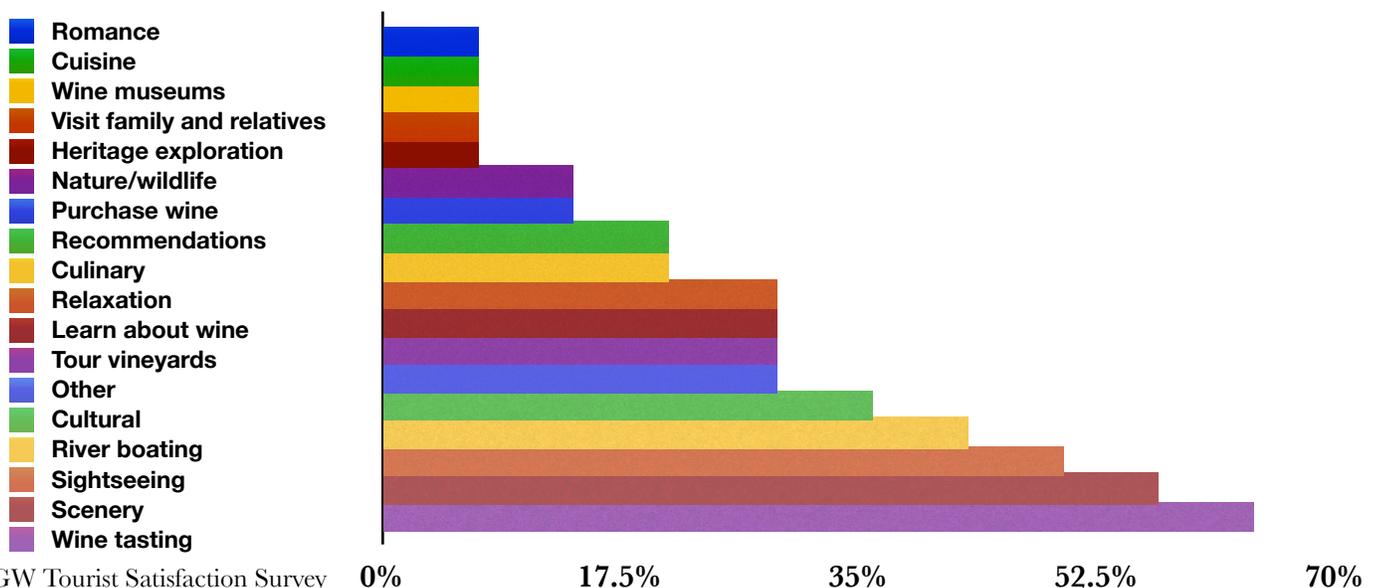
## C4. Product Evaluations: Birding



Douro International Natural Park is the main venue for bird watching in the Douro Valley region.

- Challenge: Access to the park is difficult, as no public transportation options exist. Bird watching in the Douro Valley is underdeveloped, offered by only a few small, local outfitters.
- Opportunity: Turismo do Douro can connect local tour operators with international bird watching groups by enhancing the availability of tourism information about bird watching, especially online.
- Opportunity: To create a public transportation link to the Natural Park from gateway cities such as Lamego and Regua.

What motivated you to visit the Douro Valley?



Source: GW Tourist Satisfaction Survey



## The Domestic Tourist

### Overview

The domestic tourists are the people visiting destinations within their own country boundaries but who are spending a certain amount of time away from their normal place of residence. In the case of Douro Valley, 85% of their tourism is domestic.

33% travel alone and 35% travel with their partner. The remainder travel with varying numbers of children. They have higher than average income and education.

### Characteristics

Market Size and Impact	Travel Motivations	Travel To
Approximately 127,500 domestic tourists visit the Douro Valley each year. They length of stay varies as does their economic impact. Many Portuguese are visiting friends and family and therefore forego the cost of a hotel. Others come up for long weekends or even an overnight trip from Lisbon.	The top four reasons or motivations for a domestic tourist to visit the Douro Valley are: holidays, visiting friends and family, studies, and cultural events.	According to the ‘Survey on the attitudes of Europeans towards tourism’ Analytical Report, October 2009, The Gallup Organization” 51% of the Portuguese citizens preferred traditional and well-known destinations, and 25% prefer non-traditional and emerging destinations. The expectation of the non-traditional emerging destination for Portuguese is the local culture, lifestyle and traditions (29%), better value for money (23%) and lower prices (17%).



The months in which Portuguese citizens travel the most are from May to September, especially during August and July.



**Psychographics and Motivations**

According to the ‘Survey on the attitudes of Europeans towards tourism’ Analytical Report, October 2009, The Gallup Organization” the major motivation for Portuguese citizens main holiday trip is rest and recreation with a (42%), sun and beach destination (20%) and visiting friends and relatives (14%). The methods of transport they use the most is car or motorbike (61%) followed by airplane (29%). 56% of Portuguese organize their main holiday individually, as shown in Chart 2, followed by travel agency (14%), 7% book a packaged tour via Internet and 6% book a packaged tour through a travel agency. The sources of information they use when deciding on a holiday are recommendations of friends and colleagues (30%), personal experience (19%), the Internet (18%) and travel and tourist agencies (12%).

The activities that Portuguese citizens are reducing the most to save money when on a holiday are in shopping, beauty and wellness treatment and restaurants and cafes. The attractions that influence Portuguese when deciding on a destination are 28% cultural heritage, 25% the environment and 10% entertainment.

When planning for their main holiday in 2010, 71% of Portuguese citizens were having a domestic holiday and 15% were planning on having a holiday elsewhere in the EU (the majority going to Spain) and 15% were planning on a holiday outside the EU (the majority going to Brazil).

**Online Behavior**

**Mobile phone penetration:** 81.94/100 people have a mobile phone.

**Internet penetration :** 1.087/10 people have a access to broadband connection

**Social Media trends:** Facebook is the most popular social networking site.

65% of domestic leisure travelers used the Internet to plan their trip; compared to only 6% who used a travel agency. Therefore, the online channel is especially important to engage this group.

Any Portuguese tourist will continue to use their mobile phone as if they were still at home. Therefore it presents an opportunity to access them via text message or mobile friendly websites.

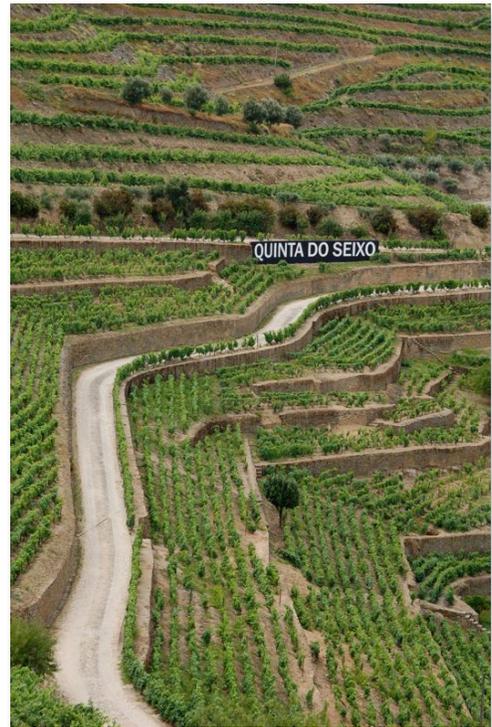
Social media has a lot of potential in Portugal where storytelling is part of the culture. The Portuguese are naturally very social, and therefore it is natural for them to take this behavior online. Social media will be useful in engaging both regional and national tourists. Domestic



word of mouth is more likely to generate further arrivals as the barriers to reaching the Douro are low for domestic residents.

**Trends and Highlights**

- Why is this market relevant/important for Douro Valley tourism?** This target segment is very important because of all the 150, 000 tourists that Douro Valley receives each year, the vast majority are domestic, 85%, they are tourists who may visit during the weekend or short holiday and they are staying an average of 1.5 days in the Douro and only coming in high season which is from May to September. What many visitors are doing is taking a day trip from Porto to Douro Valley. The opportunity here is to increase the expenditure and combat the issues of length of stay and seasonality for this specific target. With domestic tourist there is an opportunity to make them repeat their visits, research has shown that repeat visitors tend to stay longer because they find new and different attraction they want to visit. First time visitors concentrate on the must see sight attractions, but repeat visitors have the time to stay and do exactly what they want, they have more time available to explore their interest and make their own itinerary.
- What makes this market interesting?** What makes this market interesting is that is a market that continues to grow, as seen before, because for the domestic traveler it is easier and cheaper to travel to a destination within its country and also interesting because it currently provides significant value to the Portuguese economy.
- Strategies to focus on this market segment?** In order to do a greater promotion to the domestic tourism the 'Turismo do Douro' can focus on this market by promoting year round travel, not only in high seasons, but also encourage more trips that are outside of schools periods or holiday to combat seasonality. Such as a: season special, winter package. By providing new experiences with different touring options people will be attracted. Also it is important to continue utilizing events such as concerts, art expositions, etc, in order to contribute towards improving the tourism offer by attracting more people.



As mentioned before it is important to promote a repeat visitation of the domestic tourism, the DMO can do this by creating a loyalty program for domestic travelers which will include special prices, packages, discount offers, etc. For this it is important that the information is available and accessible in specific areas for the domestic traveler to find it, go out of traditional media.





## The Cultural Heritage Tourist

### Overview

Heritage tourism, a fast growing segment of the tourism industry, links the cultural travel experience – the places and activities that represent antiquity and the authentic stories of past civilizations – to the historic, cultural and natural resources of a location. Heritage tourism also encompasses and celebrates the cultural connections between diaspora populations and their ancestry.

The National Trust for Historic Preservation has identified five criteria needed to create a sustainable cultural heritage tourism program:

- Focus on quality and authenticity
- Collaboration between stakeholders
- Sites and informative programs that come alive
- Preservation and the protection of valued resources
- Connection between a community and the target market

The strategic development of the Douro Valley region of Portugal as a tourism destination is strengthened by its status as a World Heritage Region and its appeal to cultural-heritage tourists, especially those from North America and Brazil with ancestral ties to the region.



## Target Market Profile 2



**Age:** Baby Boomers between 45 and 65 years of age  
**Education:** College educated  
**Income:** Higher than average incomes

### Characteristics

Culture and heritage travelers seek authentic local experiences and enjoy a wide variety of activities. They tend to be older, better educated, and have higher than average incomes.

The Douro Valley especially appeals to the Portuguese diaspora population living in the United States and Brazil. Travelers can trace their family roots or reconnect to the past glories of their ancestral civilization while enjoying a beautiful synthesis of food, wine, and culture where warm hospitality is offered and celebrated each and every day.

### Profile

Portugal's National Tourism Plan identifies Brazil and the United States as key markets to be developed. Although tourists from both countries face long travel times to reach Portugal, the both have high income per capita and high tourism expenditures per capita, making it an attractive market to develop. Brazilians have an especially strong cultural connection to Portugal due to their history, and Brazilians have conveniently available access to Portugal through daily and weekly flights.

The United States also has a large population of Portuguese ancestry who arrived here in the mid-19<sup>th</sup> century and settled in northeastern

coastal states like Massachusetts and Rhode Island. In addition, some 330,000 Portuguese-Americans live and work in the agricultural, fishery, and wine region of Santa Cruz along the central California coast (US Census 2000)<sup>2</sup>. Considering the cultural and culinary connections, this is a strong potential market.

### Psychographics and Motivations

According to research from the United States Travel Association, cultural and heritage travelers seek authentic experiences: 66% visit historic sites, 54% visit museums, 44 percent attend professional music or dance performances, and 41% visit national parks. (USTA 2009)<sup>2</sup> Indeed, during our time in Portugal we met up with several small groups of couples traveling throughout the Douro Valley. We met two couples from Santa Cruz, California in the tourism office in Lamego and a second group from Montreal in Vila Real. Both groups had family members who had immigrated to North America during the late 1800s. They were here to explore their family heritage.

### Online Behavior

The heritage tourist will use the Internet mostly to research a topic they already know; they get initial

**SmartPhone penetration:** USA: 21% & Canada 14%

**Broadband penetration :** USA: 1.382/10 & Canada 1.93/10

**Social Media trends:** Facebook & LinkedIn

**Search Trends:** 85% use Google to search.

inspiration from other sources, such as special interest magazines and museums. Using the online channel for this segment, therefore, is to target those people who already have some knowledge about the Douro Valley. A knowledge of their search terms is required as well as sites where they get their information.

A smaller segment of heritage tourists may be reached by word of mouth, an important influencer for this group. Baby Boomers are engaged with social media to a limited extent. As they retire, the creative ones will spend more time online and exploring new technologies. Basic social media can be used to reach this group, such as Facebook and SEM ads.

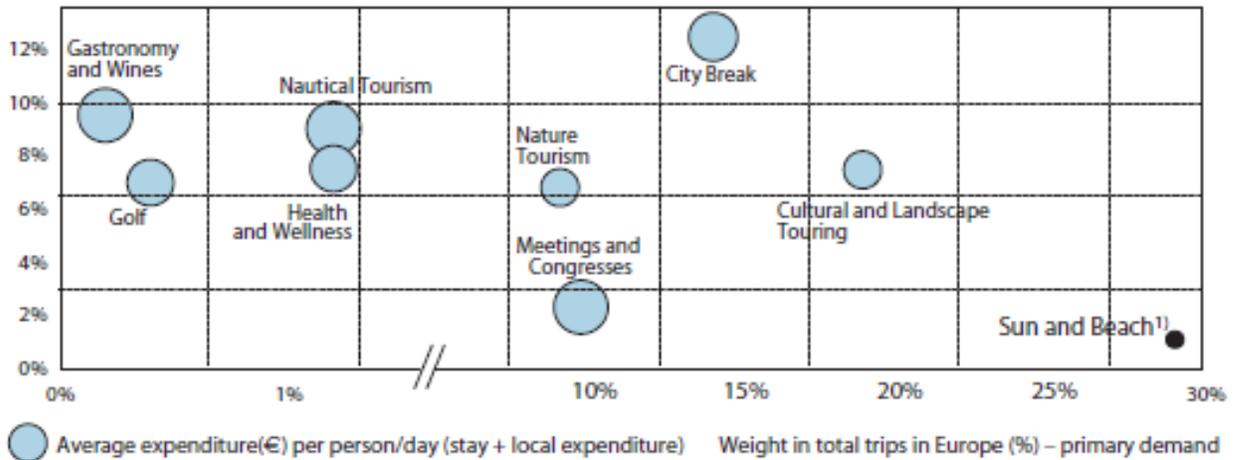
Trends and Highlights

- American Heritage travelers represent 78% of the U.S. leisure travelers of 118 million adults.
- Tourists from these emerging markets demonstrate considerable interest in the amenities offered by the Douro Valley and surrounding area: Gastronomy and Wine, Nature Tourism, Culture and Landscape, Discovery and heritage.
- U.S. Cultural travelers spend more per trip (\$994) compared to the average U.S. traveler (\$611).<sup>2</sup>
- Culture and Heritage travelers take an average of five trips each year compared to 4 trips for non-heritage leisure travelers.
- The high levels of personal income, coupled with per person expenditures for travel and relative proximity make these markets the "best bets" for development; both during the high season and the shoulder seasons of spring and fall.
- Cultural and Landscape Tourism has been identified for growth potential in Portugal's National Tourism Plan.

Chart 1

Tourism evolution in the European market (strategic products for Portugal; 2004)

> Annual average growth for the next 10 years





## The Deliberate Culinary Tourist

### Overview

Deliberate culinary tourists are leisure travelers who engage in either or both food travel and wine travel. This target market will deliberately plan a vacation around the exploration and enjoyment of food and/or wine.

### Market Size and Impact

According to research from the United States Travel Industry Association, 8% of American leisure travelers report that food or wine-related activities were a key reason they took a trip or helped them chose their destination on at least one occasion in the last three years. They are classified as “deliberate” culinary tourists. The size of this market is approximately 12.6 million US travelers.



Travel With	Travel To	Other Activities
Most frequently travel with spouse or significant other.	Culinary destinations such as Napa Valley, the Loire Valley, and Italy.	Culinary events and wine tours are very important. Also sightseeing, visiting historic sites, museums, parks, nature activities, hiking, concerts, plays, and enjoying spa services.

*Consuetudium lectorum Mirum est notare quam, litterarum formas humanitatis per seacula quarta decima et quinta decima. Decima et quinta.*



**Psychographics and Motivations**

Deliberate culinary tourists travel to learn about or enjoy unique and memorable eating and drinking experiences – not necessarily just those that are exclusive or highly acclaimed, but all memorable eating and drinking experiences. Unique and different experiences are important for the deliberate culinary traveler, more important than convenience and price. They are more likely than other leisure travelers to spend more money on food and drink and to bring food, wine, and recipes home.

Deliberate culinary travelers are very likely to read a large variety of print media, including newspapers and food, wine, and travel magazines.

**Online Behavior**

Within this group, all ages can be reached online. Even older generations use email and search.

The most common online activity is email, followed by Search. The third most common activity online is “Research Product” including travel destinations.

Relevance and rich media are two important drivers of purchase. Content must provide the online searcher with what he or she needs instantly. The most effective marketing initiatives to reach the deliberate culinary tourist will be strategic partnerships through horizontal and vertical linkages. For example, embedding relevant content on recipe sites or Portuguese restaurants sites. Also increasing the digital footprint of any media articles about the Douro culinary experience. Deliberate culinary tourists will visit the destination with a dish or food type in mind. They will be influenced by the media (cooking shows or favorite blogs) and opinion leaders, including friends and family. Leveraging opinion leaders experiences to increase word of mouth is an effective way to reach this segment.

**Trends and Highlights**

*Why is this market relevant/important for Douro Valley tourism?*

There are a number of barriers preventing North American leisure tourists from traveling to the Douro Valley. Direct flights are infrequent and available from only two cities, Toronto and New York City. Travel times are thus long and expensive. There is a lack of easily accessible information available online regarding the Douro Valley. Also, the Douro Valley has a weak brand image in the North American market. For these reasons, the most likely North Americans to be attracted to the Douro Valley are those with strong motivations related to the unique assets of the Douro Valley; namely, its wine and culinary traditions and products.

*What makes this market interesting?*

It is a dynamic market of seasoned, well-informed travelers who are seeking new, authentic experiences.

*What are the latest trends?*

Culinary travel has been increasing in popularity in North America for the last decade and is expected to continue doing so.

**SmartPhone penetration:** USA: 21% & Canada 14%

**Broadband penetration :** USA: 1.382/10 & Canada 1.93/10

**Social Media trends:** Facebook & LinkedIn

**Search Trends:** 85% use Google to search.



## The Deliberate Wine Tourist

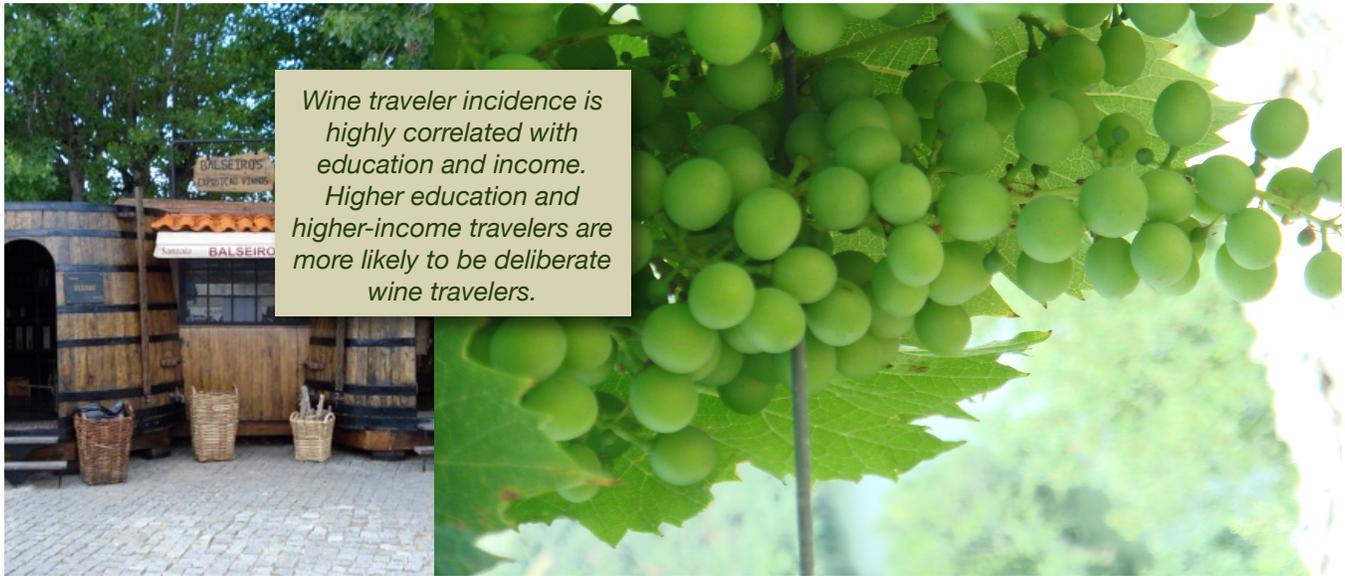
### Overview

Deliberate wine tourists are leisure travelers who engage in wine travel. This target market will deliberately plan a vacation around the exploration and enjoyment of wine.

### Market Size and Impact

According to research from the United States Travel Industry Association, 4% of American leisure travelers report that wine-related activities were a key reason they took a trip or helped them chose their destination on at least one occasion in the last three years. They are classified as “deliberate” wine tourists. The size of this market is approximately 6.6 million US travelers.

Travel With	Travel To	Other Activities
<p>Deliberate wine travelers typically travel with their spouse or significant other and also with small groups of friends.</p>	<p>Deliberate wine travelers specifically plan vacations around wine experiences and are willing to travel higher distances and pay higher rates to have unique and new wine experiences.</p>	<p>Deliberate wine tourists are less interested in complementary activities than other leisure travelers. They are typically interested in shopping and sightseeing, but the main focus of their vacation is on wine and the wine experience. They are content with structuring their days around wine tastings and vineyard tours.</p>



*Wine traveler incidence is highly correlated with education and income. Higher education and higher-income travelers are more likely to be deliberate wine travelers.*

**Psychographics and Motivations**

Deliberate wine tourists engage in wine-related activities such as participating in winery tours, driving a wine trail tasting locally made wines, and attending wine festivals. They typically spend a higher percentage of their vacation expenditures specifically on wine-related activities, and their spending overall tends to be higher than that of other leisure travelers.

**Online Behavior**

**SmartPhone penetration:** USA: 21% & Canada 14%

**Broadband penetration :** USA: 1.382/10 & Canada 1.93/10

**Social Media trends:** Facebook & LinkedIn

**Search Trends:** 85% use Google to search.

Within this group, all ages can be reached online. Even older generations use email and search. The most common online activity is email, followed by Search. The third most common activity online is

“Research Product” including travel destinations.

Relevance and rich media are two important drivers of purchase. Content must provide the online searcher with what he or she needs instantly. The most effective marketing initiatives to reach this group are Search Engine Optimization and Search Engine marketing are the most effective ways to reach this group online. Targeted newsletters that are useful and relevant can also results in sales. However, tolerance for any type of mail perceived as spam is very low, and firms must take target narrowly to avoid being immediately sent to the trash. Younger Deliberate Wine Tourists are more likely to watch YouTube videos on the destination, therefore tagging videos on video sharing sites and providing contact information there is key. More than 50% of online users below 30 years old make travel reservations online.

Online, there are many cross-sell and up-sell opportunities that arise from linking with horizontal and vertical sites, especially for a market that has a very specific interest such as the deliberate wine tourist. Linking with wine retailers, wine communities and other wine destinations will spark interest.

**Trends and Highlights**

*Why is this market relevant/important for Douro Valley tourism?* Similar to North American deliberate culinary tourists, deliberate wine tourists are more likely than other leisure tourists to be convinced to



visit the Douro Valley despite the barriers of time, distance, and cost due to their interest in the primary unique asset of the Douro Valley, its viticulture.

*What makes this market interesting?* This market is interesting as far as the Douro Valley is concerned because of its spending habits and travel motivations.

*What are the latest trends?* The popularity of wine travel is expected to continue to grow among North American tourists, particularly among higher-educated and higher-income groups.



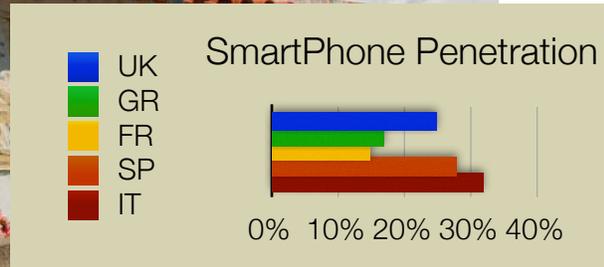
## European Short Haul Tourist

Short haul flight is defined as a flight less than three hours in length. Thus, for the Douro Valley, the short haul tourist market is geographically defined as those markets lying within a three-hour flight radius. This includes England, Spain, France, Germany, Belgium, the Netherlands, and Italy. There is opportunity for growth in these markets. Currently, 85% of the tourism in the Douro Valley is domestic, indicating an opportunity to increase international arrivals.

The Portuguese National Strategic Plan for Tourism, towards its goal to “develop a portfolio of international markets that will enable high growth of revenues in the short, medium, and long-term”, classifies international markets into three groups, according to their revenue potential: strategic markets, with revenue potential over 400 million euros; markets to be developed, with revenue potential between 100 and 250 million euros; and diversification markets, with revenue potential up to 100 million euros. Four criteria were used to classify the markets:

- Potential revenue
- Future growth perspectives
- Close proximity (less than 3 hour flight)
- Potential for reducing seasonality

The plan identifies England, Spain, France, and Germany as strategic markets. Each is a mature market already responsible for a high proportion of Portugal's international arrivals and has the potential to contribute to a reduction in seasonality. Belgium, the Netherlands, and Italy are identified as markets to be developed, with a focus on strong growth and a reduction of seasonality.



**Market Size and Impacts**

According to the World Tourism Organization, in 2009 all seven countries in the Douro Valley's short haul radius are among the top 15 in the world in international tourism expenditures. All of them are mature markets with aging populations, high average incomes, and lengthy vacation periods.

Germany represents an especially lucrative market for the Douro Valley. Germany has had the highest total international tourism expenditures for the last seven years. Many German travelers like to visit natural parks and protected areas, making the Douro Valley's status as a World Heritage Region is a strong attraction. The National Strategic Plan for Tourism identifies Germany, along with the UK, Spain, and France, as key potential markets for reducing seasonality in the Douro Valley.

**Psychographics and Motivations**  
 Many travelers from northern Europe, including the United Kingdom, Germany, the Netherlands, and Belgium, travel to southern Europe in winter to escape the cold. Many Europeans seek cultural and historical experiences while traveling and are attracted by designations such as UNESCO's World Heritage list.

Income (2008 per capital GDP)
Belgium: \$47,600
France: \$44,680
Germany: \$44,360
Italy: \$38,640
Netherlands: \$52,700
Spain: \$36,060
UK: \$43,540

**Online Behavior**

Although Europe lags behind North America in online and smartphone penetration, both indicators are growing, indicating increased access to digital information.

	Broadband Access per 10
France	1.47
Germany	1.02
Spain	1.087
Switzerland	2.07
UK	1.466

The two groups of tourists identified in this segment (1) those between 40 and 60 years of age, traveling in small groups and as couples;

tourists in their 30s traveling primarily as couples or with small children) behave differently online.

1. Tourists between 40 and 60 years of age use the Internet primarily for email and search. However, they also research products online. More than 50% make travel reservations online.

2. Younger couples who are busy with children and full time jobs spend less time perusing the internet and use it primarily for email. They are present on social networks but do not spend as much time as their younger counterparts. They are likely to have Smartphone and to use them in the destination.

Word of mouth is a powerful motivator for both these groups. For example, they are likely to ask friends about past trips after having viewed their photos on Facebook. Leveraging online word of mouth is a key to reaching these consumers. They may also be active in specific communities online, such as ones relating to parenting or specific activities like biking. An important consideration with these groups is the language in which they search. SEM and SEO need to take language differences and common vocabulary into consideration to effectively reach this group.

# Transition to Challenges



## Identification of major challenges facing tourism development in the Douro Valley

The scope of work required the consulting team to investigate three principal areas:

- Attracting the North American market
- Increasing length of stay and decreasing seasonality
- Enhancing tourist trails, circuits and routes

During the research and fieldwork process, key challenges emerged. Often, these challenges affected all three areas encompassed within the scope of work. For example, the team determined that tourists had a “lack of knowledge” about the destination. As a result, they may stay for a shorter length of time or not be aware of activities available in the off-season, issues related to length-of-stay and seasonality. Alternately, tourists may not be aware of existing trails and circuits. Thirdly, a lack of knowledge may be the reason North Americans do not consider the Douro Valley in their travel planning. In this case, one challenge touched on all three strategic areas of focus. The team identified seven broad challenges as follows:

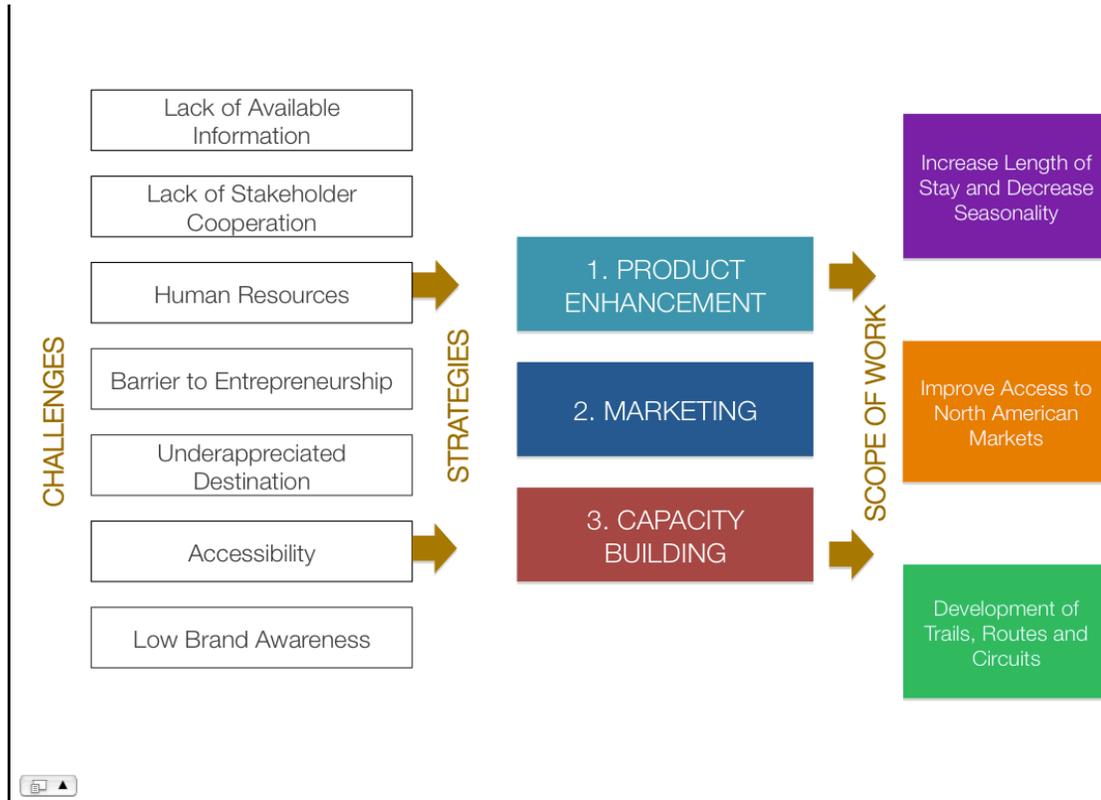
- Lack of available information
- Lack of stakeholder cooperation
- Human resources
- Barriers to entrepreneurship
- Under appreciated destination
- Accessibility
- Low brand awareness

In response to the list of common challenges that relate to the three areas of focus, the team structured its recommendations into three strategic areas. These are:

- Product enhancement
- Marketing
- Capacity building

The graphic below depicts the relationship that the key challenges identified by the consulting team have with the scope of work areas and the three areas of strategic recommendations.

# Transition to Challenges



# Recommendations



## Introduction to Recommendations

The establishment of Turismo do Douro provides an opportunity to apply innovative solutions to the challenges of tourism development in the Douro Valley as well as to encourage increased collaboration among stakeholders. Technology also provides an important opportunity to enhance communication, understand the market, and deliver messages. The recommendations presented by the consulting team embrace these themes of innovation, collaboration, and technology. Above all, they are designed to be actionable, with clear steps for implementation and measurements for evaluation. As often as possible, the recommendations reference successful practices from around the world in tourism development and management, and links to these examples are provided when available. These benchmarks provide valuable insight into successful models and initiatives and should be studied and analyzed thoroughly.

The first set of recommendations, relating to **product enhancement**, was designed with the concept that the destination itself is a product. With that in mind, the team considered the role of Turismo do Douro in enhancing the product offer of the Douro Valley, and two important functions emerged. The first is that of coordinator. Turismo do Douro should take the lead in seasonal promotions, working with suppliers and operators to determine themes and guide the marketing process. Turismo do Douro should also strengthen ties between the community and the cruise ship tourists. The second role that emerged is that of researcher. Individual suppliers and operators often do not have the resources or capacity to conduct market research. If the DMO can step into this role and become a source of information to guide product development and marketing, suppliers will see Turismo do Douro as a respected partner and be open to collaboration. Recommendations towards filling the role of researcher are provided.

The second set of recommendations concern **marketing**, on-line and off-line, pre-arrival and within the destination. Recommendations concerning enhancing brand awareness include initiatives along the retail channel, utilizing media and events, and cultivating relationships with tour operators. We also include recommendations for providing information within the destination, both at the gateway of Porto and in within the communities. Finally, several components of online and mobile marketing strategies embrace technology to build destination awareness and provide tourists with the necessary information.

The third set of recommendations address **capacity building**, a key concern as the Douro Valley struggles to find enough skilled hospitality and tourism workers. These innovative recommendations provide motivation for enhanced collaboration between Turismo do Douro and the Escola de Turismo e Hotelaria de Douro-Lamego.



<b>Recommendation</b>	<b>Responsible Party</b>	<b>Budget</b>	<b>Page</b>
<b>PRODUCT ENHANCEMENT</b>			
Perception Survey of North American Wine Consumers	Turismo do Douro	4 hours/week of 1 employee's duties	47 - 48
Cruise Ship Meet & Greet Volunteer Program	Turismo do Douro	€5.000; 10 hours/week of 1 employee's duties	49 - 51
Market Research in Support of Themed Itineraries	Turismo do Douro	€25.000	52 - 54
Seasonal Promotions	Turismo do Douro	€120.000	55 - 57
Leveraging Manor Houses	Turismo do Douro	50% of 1 employee's duties	58 - 59
<b>MARKETING</b>			
Four Tactics for Website Optimization	Turismo do Douro	€27.000 annually	60 - 63
Social Media Strategy	Turismo do Douro	8 hours/week of 1 employee's duties	64 - 66
Douro Application for Smartphones	Turismo do Douro	1st year: €32.560 subsequent years €22.560	67 - 69
National Geographic LIVE!	Turismo do Douro; CCDR-N	variable	70 - 71
Photo Exhibitions	Turismo do Douro	variable	72 - 73
Retailer Familiarization Trip	Turismo do Douro	€2.700 per participant; 8 hours/week 1 employee	74 - 75
Bartender Port Cocktail Contest	Turismo do Douro; ViniPortugal	16.000; 200 hours of employee time	76 - 77
Building Relationships with North American Tour Operators	Turismo do Douro	2.500 per participant; 8 hours/week 1 employee	78 - 79
Mobile Concierge	Turismo do Douro	Hardware: €13.750-18.300 Staff: €11.400	80 - 81
Kiosk Information Centers	Turismo do Douro	variable	82 - 84
Improving Communication Among Stakeholders	Turismo do Douro	€12.000	85 - 87
<b>CAPACITY BUILDING</b>			
Building Alumni Networks	Educational Institutions	10 hours/month of 1 employee's duties	88 - 89
Business Incubation	Turismo do Douro	1 full-time employee	90 - 91
Professional Education Programs	Turismo de Portugal	variable	92 - 94
Mentoring the Next Generation of Tourism Professionals	Educational Institutions	variable	95 - 96
<b>The cost of implementing all of the recommendations will vary widely based on the scale and scope of the individual components.</b>			

# Perception Survey of North American Wine Consumers

**Overall Strategy:** Product Enhancement

**Responsible Party:** Turismo do Douro

**Total Cost:** 4 hours/week of 1 employee

**Relevant Annexes:** Annex A - Douro Valley Perception Analysis

## Challenge

The Douro Valley currently attracts a low number of tourists from North America. Over the last two decades, however, wine tourism has become increasingly popular among North American tourists, especially among high-income households and experienced travelers. Initial surveys conducted by the GW consulting team found low levels of awareness about the Douro Valley among prospective North American wine tourists. Ultimately, the goal is to access this market more effectively. To do so, the Douro Valley tourism authorities need to employ targeted marketing campaigns to raise destination awareness. However, to properly design effective marketing and promotional campaigns for the North American market, there is first a need to thoroughly evaluate the current destination image held by this potential market.

## Solution

In partnership with the George Washington University, Turismo do Douro should implement a destination image perception survey of North American wine consumers.

## Objectives

- To gain an understanding of current levels of destination awareness and consider methods for tracking levels of awareness over time.
- To gain an understanding of current perceptions of the destination held by potential North American tourists.
- To gain an understanding of the methods and channels through which wine consumers gather information about wine and wine destinations.

## Indicators of Success

Measure of Success	Indicator	Data Source
Completion of a statistically significant, valid and reliable perception survey	Status of survey completion	Survey team

## Description

Turismo do Douro should partner with the George Washington University's Department of Tourism and Hospitality Management to design and implement a destination image survey of prospective North American tourists. Every spring, the GW Tourism department offers a required Tourism Research course. Small teams of students work with a client organization to define a problem and design and conduct a survey to address the problem. In this case, the problem would be "What are the current perceptions of the Douro Valley as a tourism destination held by North American wine tourists". Drawing on past research into destination image, the survey would ask questions designed to reveal respondents' knowledge about the Douro Valley, its attractions and activities, and its characteristics. A potential target population to survey could be attendees at a wine festival, several of which are held in the Washington, DC area in the spring.

## Timeline for Implementation of Activities

- Fall 2010 Turismo do Douro coordinates with Dr. Doug Frechtling, the department chair and instructor of Tourism Research, to become a client organization for the course.
- Spring 2010 A student team from the Tourism Research course designs and implements a perception survey in collaboration with Turismo do Douro. After completing the survey, a report of survey results with conclusions and recommendations is delivered to Turismo do Douro.

## Responsible Party

Turismo do Douro

## Potential Partners

The George Washington University's Department of Tourism and Hospitality Management  
Dr. Doug Frechtling, Department Chair and Tourism Research instructor

## Budget

4 hours/week of one Turismo do Douro employee's work duties

# Cruise Ship Meet & Greet Volunteer Program

**Overall Strategy:** Product Enhancement

**Responsible Party:** Turismo do Douro

**Total Cost:** €5.000/year, promotional materials; 10 hours/week of 1 employee

**Relevant Annexes:** n/a

---

## Challenge

As is the case in many destinations that welcome cruise ships, there is a sense that the tourists arriving in the Douro Valley by cruise ship are unique and stand apart from other tourists. They are seen as transient because they often stay in a particular port for a short period of time and are perceived as having a low economic impact. As a result, there are few efforts to integrate these visitors into the community and connect them with local residents outside their structured shore activities. This is a missed opportunity relevant to several of the challenges identified in this report. If a destination can surpass the expectations of their cruise visitors, this will help build brand awareness as highly satisfied cruise tourists enhance the reputation of the Douro Valley through word-of-mouth, increasingly leveraged by social media. Additionally, there is an opportunity to bring tourism information to the visitor and provide them with the tools they need to explore the port on their own or possibly entice them to return. Finally, enhancing the relationship between locals and cruise tourists will help build a sense of pride and appreciation in local residents. If locals are more involved in sharing the culture and history of the Douro Valley with tourists, their appreciation for the destination will be enhanced as well.

## Solution

Turismo do Douro should implement a cruise ship “Meet & Greet” program, coordinated by a staff member and staffed by volunteers from the port communities in the Douro Valley. Volunteer greeters would welcome cruise ship passengers to the town, answer questions, and provide information about the area.

## Objectives

- Enhance brand reputation of the Douro Valley by exceeding visitor expectations.
- Provide visitors with information that promotes area businesses and attractions.
- Enhance resident appreciation for the Douro Valley and its culture.

**Indicators of Success**

Measure of Success	Indicator	Data Source
Number of local volunteers participating in the program increases each year to ensure coverage of all ship arrivals.	Number of local volunteers	Records from Turismo do Douro
Number of ships greeted and the number of participating ports increases yearly	Number of ships greeted and number of participating ports	Records from Turismo do Douro
Tourists are satisfied by their experience.	Number of positive reviews.	Survey Data

**Description**

Turismo do Douro should implement a cruise ship “Meet & Greet” program spearheaded by one staff member who will dedicate approximately 15 hours a week to coordinating the program. The staff member will recruit local volunteers to greet cruise ship passengers upon arrival. The program will specifically target passengers cruising on the seven-night Douro River itinerary, not the daily arrivals on the shorter itineraries from Porto. The program will initially target arrivals in Régua, and the program coordinator will contact Douro Azul to coordinate the activity. If the program is successful, it could be expanded to other ports-of-call in future seasons. At the beginning of the cruise season, the coordinator will distribute the ship arrival schedule for the season to the volunteer pool and ensure adequate coverage each week. Volunteers will be asked to dedicate two hours per shift, and there should be at least four greeters per shift. Volunteer duties will include greeting passengers, distributing information about area attractions and businesses, and answering questions. Brochures, maps, and handouts should be provided by Turismo do Douro.

**Benchmark**

A successful Meet & Greet program has been implemented in Victoria, Canada. Details about the the program, including a handbook, can be found online at [www.victoriaam.com](http://www.victoriaam.com).

The small town of Nanortalik, in Southern Greenland has implemented a successful concept called “Open City.” Information can be found on Nanortalik’s [website](#).

**Timeline for Implementation of Activities**

- Fall 2010 Turismo do Douro initiates collaboration with Douro Azul and recruits volunteers through community information meetings.
- Winter 2010 Turismo do Douro receives final ship arrival schedule and begins volunteer scheduling.  
Turismo do Douro procures handouts, maps, and brochures for program implementation.
- Spring 2011 Program implementation, led by Turismo do Douro program coordinator

**Responsible Party**

Turismo do Douro

### Potential Partners

Douro Azul – provide Turismo do Douro with vessel arrival schedule and agree to make time in passenger shore schedule for meet and greet.

Local businesses – Could provide coupons for tourists and also help in volunteer recruitment.

### Budget

25% of one Turismo do Douro employee's work duties

Program materials for distribution to visitors = approximately 5.000 euros



#### Creative Idea Box: Geocaching in the Douro Valley

Geocaching is the ultimate treasure hunt where one searches for hidden 'geocaches' using today's Global Positioning System (GPS) technology. It is a game that is now played worldwide, in fact geocaching already exists in the Douro Valley as Quinta Nova has developed geocaching as an activity for their guests that is directly linked to wine and involves the discovery of 'wine caches' spread throughout the Quinta among the vineyards.



Turismo do Douro could support at least 20-30 tourism businesses to place a geocache anywhere relevant in the Valley, pinpoint its location using a GPS device and then share the geocache's existence and location online at [www.geocaching.com](http://www.geocaching.com) Furthermore, Turismo do Douro can market these geocache trails to tourists through its marketing channels. Essentially these geocache trails would serve to link the destination's businesses including lodging operations, attractions and other activities; various circuits could be strategically designed by a geocaching program in order to increase visitors' length of stay and encourage visitation during off-peak seasons.

# Market Research in Support of Themed Itineraries

**Overall Strategy:** Product Enhancement

**Responsible Party:** Turismo do Douro

**Total Cost:** €25.000

**Relevant Annexes:** n/a

---

## Challenge

A challenge facing stakeholders and suppliers in tourist destinations is access to accurate market research. Many stakeholders and suppliers do not have the capacity to gather extensive market research on their own and look to other organizations, such as a local destination management organization, to provide such information. Without extensive market research and data it is difficult for businesses to create products tailored to specific market segments, and this undermines the competitiveness of a destination. To develop great products, such as themed itineraries, suppliers must first understand who their target markets are and their travel habits.

## Solution

Turismo do Douro should take on the important role of researching and providing necessary market data for stakeholders in the Douro Valley in the form of reports, monthly newsletters and target market profiles. The information can be made easily accessible by posting it on the new website. Turismo do Douro should dedicate one of its employees to the task of generating market data by reviewing benchmarks, gathering primary and secondary market research and communicating with local stakeholders to find out what kinds of information is most useful for their businesses. Additionally, Turismo do Douro can begin a dialogue with stakeholders and operators regarding the importance of gathering market research. Once Turismo do Douro has demonstrated the ability to provide actionable market data, local stakeholders and suppliers will be willing to gather and submit their own customer data to the DMO. This will further strengthen the market research generated by Turismo do Douro, helping the destination grow and enhance its offer as a whole. With readily accessible and accurate industry and consumer data, stakeholders and suppliers can develop new products, including themed itineraries that will attract specific market segments.

## Objectives

- To increase knowledge of target market segments
- To provide market research useful for developing new products and enhancing current products to meet visitor needs and attract potential visitors based on their interests and habits
- To establish positive, long-term relationships with local operators and suppliers and to demonstrate the value added by accurate market research

### Indicators of Success

Measure of Success	Indicator	Data Source
Number of stakeholders and operators submitting market data grows by 15% annually	Number of stakeholders and operators submitting market data	Turismo do Douro

### Description

Product enhancement is a critical and ongoing process for any competitive destination. Effective product enhancement and development can only occur when stakeholders have a thorough understanding of the motivations and preferences of their target markets as well as awareness of appropriate communication channels. Additionally, understanding external and global factors will help stakeholders react to trends and events that may affect their businesses in the short and long term.

Market research is generated by gathering primary data, such as surveys and interviews, as well as secondary data, including reports, journals and industry newsletters. Secondary data can be gathered easily through online channels and subscriptions to industry-related journals and newsletters. By dedicating one full-time employee to this effort, Turismo do Douro will be able to generate primary and secondary market research that can be shared with Douro Valley stakeholders on a regular basis.

For primary research gathering, Turismo do Douro is well positioned to work with local stakeholders and provide them with a survey tool which they can use to gather customer data. Once survey data has been generated and collected, Turismo do Douro can take the lead in analyzing the data to determine what types of recommendations can be made for enhancing existing products.

One example of the use of market research for product enhancement is the creation of themed itineraries. Different themes will attract different market segments, and understanding when and how to reach those groups can determine the success or failure of a particular product. If a high percentage of visitors indicated an interest in garden tours, Turismo do Douro could make that information known to quinta owners and local tour operators to explore the possibility of developing a garden tour circuit during the spring months, when the gardens are in full bloom. They could also make known the best way to communicate with interested visitors based on survey data.

### Benchmark

The Canadian Tourism Commission (CTC) provides a great example of a DMO that has gathered, analyzed and distributed timely and useful market research for stakeholders and interested parties. All reports and profiles are readily available on their website and can be easily and quickly downloaded as PDFs. The CTC provides industry and consumer profiles in its reports and includes data for specific industries including the size, standards and associations of competing destinations. CTC also provides consumer profile data such as demographics, psychographics, motivations and the various information and distribution channels used by different market segments. Reports can be found at their website, <http://en-corporate.canada.travel/>, under research and intelligence. Accessing the reports requires creating a free account at the CTC website. An example of a sector profile, the Spa Sector, accompanies this report.

## **Timeline for Implementation of Activities**

Fall 2010	Turismo do Douro designates (or hires) one employee committed to gathering and disseminating market research
Winter 2010	Studying Benchmarks and Survey Design
Spring 2011	Survey implemented, data gathered & analyzed
Summer 2011	First Market Research newsletter/report created and disseminated to operators and stakeholders in the Douro Valley

## **Responsible Party**

Turismo do Douro

## **Potential Partners**

Local Douro Valley stakeholders and suppliers including small & large quintas, cruise companies, hotels, restaurants, and the Lamego School of Hotels and Hospitality - The most important partnerships are with businesses directly involved in tourism because they are most likely to benefit from the market research Turismo do Douro can generate. Turismo do Douro can begin the dialogue and develop the partnerships by first providing useful secondary research and by assisting stakeholders in gathering primary data. Over time, gathering data will become a standard practice. In the short-term, however, it is important for Turismo do Douro to reach out and explain how and why gathering this type of information on a regular basis is important for product enhancement and destination sustainability.

## **Budget**

25.000 Euro: Annual salary for 1 full-time employee to gather online and other secondary research, generate survey tools for stakeholders, analyze survey data, and create monthly/quarterly/biannual reports and newsletters for dissemination amongst Douro Valley stakeholders.

# Seasonal Promotions

**Overall Strategy:** Product Enhancement

**Responsible Party:** Turismo do Douro

**Total Cost:** €120.000

**Relevant Annexes:** n/a

## Challenge

Although culinary and agricultural activities occur throughout the year in the Douro Valley, many tourists, particularly long-haul visitors, focus their attention on grape harvest during August-September. Tourists benefit from unique opportunities to participate in events and engage with locals and producers, and quintas and hotels benefit from higher traffic and occupancy. The Douro has an opportunity to extend this success to other agricultural seasons to boost tourism in traditionally slower tourism months.

## Solution

Turismo do Douro should organize an annual seasonal campaign that is up to one-month long to celebrate the agriculture and gastronomy of the region during an off-peak tourism season.

## Objectives

- To attract and circulate higher-yield tourists by creating exclusive opportunities for visitors to create a deeper connection with the gastronomy, heritage, people and scenery of the Douro Valley.
- To create an environment where stakeholders can create and test innovative tourism packages and activities.
- To unify and align public and private sector efforts to leverage economies of scale.

## Indicators of Success

Measure of Success	Indicator	Data Source
Increasing stakeholder support	Number of participating stakeholders, feedback	Turismo do Douro metrics and surveys
Increasing visitor participation	Number of bookings	Stakeholder reports, online bookings
Increasing average length of stay	Length of stay during off-season	Hotel records

## Description

Turismo do Douro should organize a large-scale annual agriculture/gastronomy promotion during the off-peak tourism season. This promotion could last for up to one month and should target regional, domestic and nearby European visitors in its first year. Suggested promotional themes should focus on agricultural activities outside of wine harvest such as the winter almond and cherry blossoms, olive harvest/pressing or summer fruits. Activities should include exclusive, limited ca-

capacity events within the private sector that play to the Douro Valley's strengths as both a traditional and trendy place where it's possible to have personal and engaging experiences with producers. These events should be coordinated under a promotional theme and should be promoted and reserved through Turismo do Douro for a fee.

## Benchmark

Travel Oregon has been successful in both extending tourism in a typical shoulder season and increasing the length of stay with its [Oregon Bounty](#) program that showcases the state's food, wine and producers during October-November each year. Oregon Bounty began in 2003 as a 2-month wine route promotion featuring exclusive winemaker events and has grown into an elaborate year-long campaign with a promotional budget over \$500,000 and considerable support from over 320+ stakeholders from both the private and public sectors.

## Timeline for Implementation of Activities

Fall 2010	Hire new staff member; Meet with stakeholders; Form event committee.
Winter-Spring 2011	Stakeholder meetings to encourage ideas for activity/event development and partnerships; Begin registering organized activities; Begin branding work and development of online and offline marketing materials.
Summer-Fall 2011	Campaign promotions to public and stakeholders; Continue registering new packages/activities
Winter 2012	Launch seasonal campaign month
Spring 2012	Report results of campaign to stakeholders; Award businesses with most innovative activities; Begin planning for 2013 event.

## Responsible Party

Turismo do Douro

## Potential Partners

- Instituto dos Vinhos do Douro e Porto (IVDP) – promotional support, aid in gaining support from wineries and quintas.
- Independent Winemakers' Association (AVEPOD) – educating members about opportunities to organize special events and explore new wine tourism opportunities.
- Transportation companies – opportunities to provide special services during promotional month to help visitors get to and around the Douro Valley.
- Restaurants – special promotions for event participants, exclusive chef dinners and events at restaurants or quintas
- Lodging - packages, promotion, hosting events

## Budget

While the cost of this seasonal promotion would vary given duration, scale and stakeholder contributions, an approximate breakdown is given below:

EUR	Item Description
35.000	Brand development and creation (for online and offline including 1 printed brochure)
10.000	Promotional website (or section of additional website)
50.000	Promotion through advertising, PR and social media
25.000	Creation of Event Manager/Sales & Marketing position within Turismo do Douro
<b>€120.000</b>	<b>Total (1<sup>st</sup> year)</b>

### Creative Idea Box: Seasonal Fruit Jam Festival

During the spring there are bounties of oranges, strawberries and almonds and during the summer, the Douro produces pears, peaches, apricots and cherries. An event highlighting these products, such as a food festival centered on jams, jam-making and pastries that incorporate the seasonal fruits harvested in the spring and summer is a great way to engage visitors in the Douro Valley.

This type of festival also generates retail and marketing opportunities for wine, cheese and other complimentary and regional products (such as port jam), as well as live musical performers, contests, games and cultural performances that would make the festival of interest to a more diverse crowd. The festival would provide a great venue for tasting and pairings of jams, wine, cheese, and other complimentary food products. The festival could also rotate every year between the various towns and cities in order to encourage greater collaboration between the various municipalities.



# Leveraging Manor Houses

**Overall Strategy:** Product Enhancement

**Responsible Party:** Turismo do Douro

**Total Cost:** 1 full-time employee

**Relevant Annexes:** Annex I - Manor Houses Market Analysis

---

## Challenge

Among Portugal's most treasured assets are the 18<sup>th</sup> and 19<sup>th</sup> century Solares, or manor, homes, several of which are located in the Douro Valley. The brand "Solares De Portugal" was established by Turismo de Habitacao (TURIHAB) "to effectively market the extensive inventory of historic homes in an organized and cohesive fashion and to implement and maintain strict regulations that govern its association members."

Surrounded by gardens, orchards and vineyards, the Solares homes offer a unique place and an authentic cultural experience. While Solares de Portugal does offer a number of general tours, to date there are no tour itineraries specific to the Douro Valley and little beyond the general information including price, location, and number of rooms. The challenge is to enhance the tourism offerings of the Solares and create stronger links between the homes and the surrounding attractions.

## Solution

Turismo do Douro should provide product development assistance to the Solares homes of the Douro Valley through the co-creation of walking and cycling tours that use the Solares as starting and ending points. Itineraries can vary in length and either revolve around a single home or create circuits between them. Detailed itineraries and routes can be posted on the existing Solares de Portugal website to supplement the Solares' profiles and create stronger links between the properties and the surrounding sights. Advertising the tours will enhance the appeal of the Solares to potential visitors.

In addition, we recommend these country manor home tours connect to the seasons. This would include the development of formal garden tours, integration with various regional festivals, and links to the products of the seasons.

All of this can be done through the exiting Solares de Portugal website and can be instituted with minimal time and at little cost.

## Objectives

- To enhance the Solares de Portugal product offer and highlight regional attractions.
- To create stronger links between the Solares and surrounding attractions.
- To strengthen the appeal of the Douro Valley to culinary, soft-adventure, and cultural heritage tourists.

## Indicators of Success

Measure of Success	Indicator	Data Source
Length of stay increases by an average of 1 day after 1 year of promotion	Length of stay	Solares de Portugal
Bookings increase by 5% after 1 year of promotion	Number of bookings	Solares de Portugal

## Description

Potential themes for tour itinerary development:

### ART AND ARCHITECTURE

The Douro Valley is home to many churches, bridges, monasteries, fortresses, and cathedrals. To organize a variety of several day itineraries that venture out from a single manor home and others that create a circuit between several homes of distinction will promote, inspire, and entice new travelers to this beautiful region.

### BACK TO THE GARDEN

Creating themes is a compelling market tool. Among the many interests associated with country manor homes are the gardens and surrounding landscape. While artworks and furnishings make up the interior, it is the gardens and surrounding landscapes that provide the compelling and romantic setting to appreciate the architecture.

### CELEBRATE THE SEASONS

In March we find the almond trees in bloom. In summer there are apricots, cherries and figs. The fall brings the grape harvest. And winter the olives and cold-pressed oil. Seasonally centered tours further enhance to travel experience and help to garner a larger market share.

## Benchmark

Ireland has done an excellent job promoting its manor homes and creating routes between them that encourage longer stays and increased expenditures. The [official website](#) provides information and tools to make trip planning very easy for potential visitors. The [Manor House-Hotels of Ireland](#) website also provides a one-stop site for research and booking.

## Timeline for Implementation of Activities

Fall 2010	Turismo do Douro proposes an itinerary development partnership with the Solares de Portugal located in the Douro Valley
Spring 2011	Six months of collaborative efforts to design itineraries and create marketing materials
Fall 2011	Itineraries are featured online, focusing on spring 2012 seasonal attractions

## Responsible Party

Turismo do Douro

## Potential Partners

Solares de Portugal; Solares owners

## Budget

50% of 1 Turismo do Douro employee's duties; 5 hours/week for each Solares owner

# Four Tactics for Website Optimization

**Overall Strategy:** Marketing

**Responsible Party:** Turismo do Douro (may choose to hire online consultants)

**Total Cost:** €27.000/year

**Relevant Annexes:** Annex C - Keywords for Optimization; Annex D - Optimization Budget

## Challenge

A key challenge for the Douro Valley is the apparent lack of online information about the destination. A primary cause of this is the inability of the potential tourist to find the website through a simple Google search. This section outlines four tactics to be used concurrently to increase the findability of the website. Essentially, the challenge is effective marketing of the website.

## Solution

Invest in four concurrent types of marketing for the new website to ensure that the investment made in the creation of the new site returns on the investment.

## Objectives

- To increase traffic to the site, resulting in a higher indexing in Google of the destination website, which increases the likelihood that potential tourists will find it and be able to access relevant information.

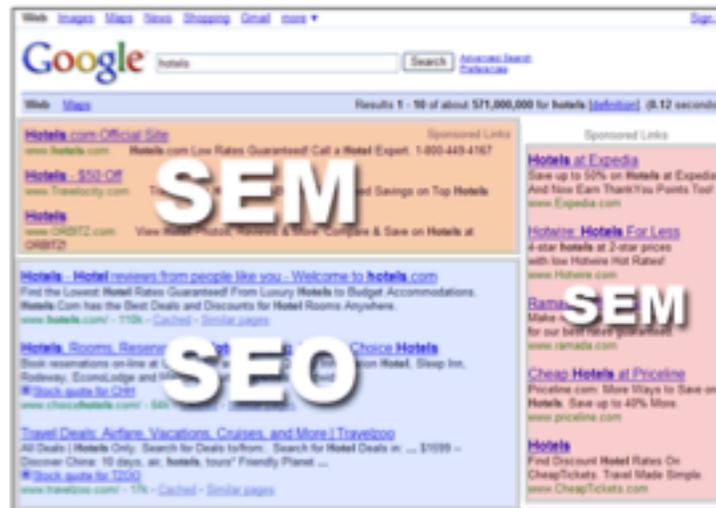
## Indicators of Success

	Measure of Success	Indicator	Data Source
SEO & SEM	<ul style="list-style-type: none"> <li>- Website visits increase by 5% each month</li> <li>- PageRank on Google is improving each month for key search terms (see Annex E)</li> <li>- Clicks to website from SEM adds accounts for 2% of website visits</li> </ul>	<ul style="list-style-type: none"> <li>- Number of unique visits to the website</li> </ul>	<ul style="list-style-type: none"> <li>Google Analytics</li> <li>Google Search Monitoring</li> <li>Google PageRank for key search terms</li> </ul>
Email Marketing	<ul style="list-style-type: none"> <li>- Newsletter sign-ups increase by 5% each month</li> <li>- Open rate of newsletter stays at a constant of 20%</li> </ul>		Through newsletter distribution software such as Mailchimp.
Partnerships	<ul style="list-style-type: none"> <li>- Clicks from partner sites</li> </ul>		Google Analytics
Campaigns	<ul style="list-style-type: none"> <li>- Visits to site from relevant key search terms increase</li> </ul>		Google Analytics

\*Note: these metrics are only measuring the effectiveness of website marketing. Other metrics (such as page visits, length of stay on page etc) should measure effectiveness of website design.

## Description

- 1) Search Engine Optimization (SEO) and Search Engine Marketing (SEM): SEO marketing uses keywords to increase the indexing in Google search pages. SEM uses purchased keywords to appear in “sponsored ads” (on the sides or top of Google search page). The graphic below shows where SEO and SEM have an effect.



- a. SEO & SEM Step 1: The first step in implementing SEO and SEM is to understand the key search terms that tourists are using to search for information on the Douro Valley (branded key words such as “Douro Vacation”) or on activities that they desire to do on holiday that are available in the Douro Valley (generic key words such as “wine holiday,” or “wine vacation”). It is important to consider the language and vocabulary used by different markets. Annex C contains lists of keywords for specific markets.
- b. SEO Step 2: The second step is to edit the content of the website to include the key words in the meta-tags, data used to provide information about a webpage that is normally placed in the webpage’s title. This needs to be constantly monitored and updated. Professional copywriters can be hired to ensure that the text is consistent and not contradictory. For example, Google will not understand if the words “luxury” and “cheap” are used on the same page.
- c. SEM Step 2: The second step for SEM is to purchase (through Google Adwords) relevant key words. Purchasing these words means that a small ad will appear under “Sponsored Links” on a Google Results Page when a searcher inputs the key words.
- d. SEO & SEM Step 3: The third step is to monitor the effectiveness of SEO and SEM activities on an ongoing basis. The simplest way to measure is to activate “Google Analytics.” This is a free service that enables the website administrator to monitor website activity. Key analytics to measure are outlined in the “Measuring Success” section below.

- 2) E-mail Marketing: Sending direct emails to customers who have supplied their information (via the website through an inquiry or signing up to a newsletter) remains an effective way to drive traffic to the website.
  - a. Email addresses should be collected via the website through inquiries and a “Sign up for our newsletter” button.
  - b. A monthly newsletter should be produced in at least three key languages (Portuguese, English and Spanish).
  - c. The content of the newsletter is owned by Turismo do Douro, but they may solicit input from tour operators, hotels or other stakeholders. The content should relate to events and specials taking place three months or more from the newsletter date, to give readers a chance to plan their holiday. Promotions or campaigns are the most effective content for newsletters. A monthly competition (such as a photo competition) will ensure that readers are encouraged to open the newsletter each month.
  - d. Key considerations are the subject title to ensure that readers open the newsletter and also the times at which it is sent. Research shows that Tuesdays and Thursdays between 10am and 11am result in the highest newsletter opening rates.
  - e. Track open rates of newsletter, and number of click-throughs to the website derived from newsletter.
  
- 3) Partnerships with Other Websites: Integrating content in carefully chosen partner sites will raise awareness about the destination in relevant places, for example, sites that discuss activities available in the destination such as a wine lovers site or hiking site. Partnerships can be vertical or horizontal – ideally larger or narrower in reach than the destination website. Ultimately, the partnership will be most successful if it is equally beneficial to the partner site.
  - a. The first step is to create a list of sites with which to seek partnerships. Lists of sites are grouped in three categories:
    - i. Vertical links: Tour Operator sites, accommodation sites, cruise sites, wine community sites, cycling community sites etc.
    - ii. Horizontal links: Municipal or city sites, Portugal travel sites etc.
  - b. The second step is to create content partners will want to post on their sites. This content – a news story or advertisement – must be relevant to the site’s audience.
  - c. Create a reciprocal link on the Turismo do Douro website.
  - d. Track clicks originating from partner websites to determine which partners are most valuable.
  
- 4) Campaigns: Typically designed within a defined schedule and targeted to a specific segment, campaigns can be demographic, psychographic or activity based. For the Douro Valley, this tactic is a way to bring all four marketing tactics together. Douro Valley can initially create a schedule of campaigns around the four seasons of harvest.
  - a. The first step is to create a calendar that outlines the four seasons and the campaign that will take place in each season; for example, olive harvest in wintertime.
  - b. Engage with stakeholders to determine the special promotions or events during this time and synchronize marketing and promotional efforts so similar messages are being released online.
  - c. Optimize the website (See SEM and SEO) for specific keywords relating to the campaign, create a newsletter around the theme of this campaign (see Email Marketing) and create content for partner sites (See Partnerships) that relates to this campaign.

## **Benchmark**

[www.discoverhongkong.com](http://www.discoverhongkong.com) is the destination website for Hong Kong. It is highly optimized for several languages and several key words (it ranks first on Google for Hong Kong Trip, Vacation, Visit etc.) has an e-newsletter and a mobile version, and is linked to and on several partner sites.

## **Timeline for Implementation of Activities**

See Annex D for detailed timeline.

## **Responsible Party**

Turismo do Douro

## **Potential Partners**

Partners from across the tourism and hospitality industries could be encouraged to share content for the website or be solicited for partnerships:

- o Accommodations   Restaurants   Cruise boat companies   Tour Operators
- Event Planning Committees   Adventure operators   Guide Associations

## **Budget**

See Annex D for complete budget details.

# Social Media Strategy

**Overall Strategy:** Marketing

**Responsible Party:** Turismo do Douro

**Total Cost:** 20% of one employee's duties

**Relevant Annexes:** Annex E - Social Media Action Plan; Annex F - Social Media Monitoring

---

## Challenge

There is a lack of online information about the Douro Valley as a tourism destination. Increasingly, tourists are turning to social sites to find inspiration for their vacations.

## Solution

With the advent of social media, or media that is transmitted through social technologies, the basic patterns of communication have shifted from one to many towards many to many. Information now flows from friend to friend and from consumer to consumer in more personal ways, helping consumers filter through the vast amount of information available. Additionally, travelers are generating their own content and exchanging information via blogs, social networks, micro-blogging tools and rich media such as Flickr or YouTube. This has created new opportunities for strategic marketing.

A strong social media presence will not only increase page ranking in Google (Google recently announced that they have increased the weighting of social media in their search algorithm) but it also helps leverage word of mouth and word of mouse marketing, an important source for tourists.

## Objectives

- To drive traffic to the new Douro Valley website managed by Turismo do Douro
- To enable Turismo do Douro to understand the conversations concerning the destination
- To create a community around and strengthen the destination brand
- To enable Turismo do Douro to understand the profiles of influencers
- To influence the influencers and opinion leaders who have a disproportionately high level of influence on other consumers. This refers to well-known travel bloggers or online writers.
- To increase the digital footprint of the destination in a way that supports the messages of the destination

## Indicators of Success

See Annex I for a detailed measurement plan for social media. The following chart contains a summary of what should be tracked.

Measure of Success	Indicator	Data Source
Number of friends/fans/followers increases	Number of friends/fans/followers	Social network sites
Social actions increase	Number of re-tweets/photos tagged/conversations	Social network sites
Social sites drive traffic to website	Number of visits originating from social sites increases	Google Analytics

## Description

The basic approach for designing a social media strategy is the following:

1. Listen: monitor the Internet to understand the conversation taking place about the destination.
  - Create Google Alerts or a web crawler to monitor all blog posts and news stories taking place about the destination. A web crawler is a tool that is built by a developer and is designed to peruse the Internet for specific terms, such as “Douro Tourism.” It will return a list of all sites listing the term “Douro Tourism” and allow Turismo do Douro to understand exactly who is talking about them.
2. Create the message the destination desires to be circulated through social media.
  - Based on the existing conversations, determine the keywords and messages that will most effectively communicate the desired message or themes that are in line with the overall brand
3. Choose tools
  - Determine the tools to utilize and their frequency of use. Examples of tools are wikipedia, wikitravel, Facebook, Twitter, YouTube, Flickr etc. (See Annex H for a detailed social media action plan)
4. Implement
  - Create a timeline and begin implementing (See Annex H for a sample time line of activities)
5. Monitor
  - Track key analytics to gauge effectiveness, amend tools as necessary. Metrics are outlined above.

## Benchmark

Most destinations have engaged with social media on some level. The most successful have developed and implemented a cohesive strategy with measurable goals. The most innovative have created campaigns which drive the overall online strategy by pushing traffic to the website and encouraging engagement through contests. Here are some examples of innovative campaigns supported by social networks and blogs:

- a. [Tourism Queensland](#) executed a highly successful social media campaign with their “Best Job in the World Contest”. The tourism board advertised the [Best Job in the World](#) – the caretaker of an island in the Great Barrier Reef. The job requirements were to blog and photograph the wildlife for a salary of \$100,000. To apply, contestants sent in a one-minute video. Anyone, from anywhere could apply. The winner was chosen by online votes.

The results:

- Global news coverage, from CNN stories to BBC documentaries, Time magazine articles and everything in between. Estimated media coverage is valued at over AUD\$400 million.
- To date, the campaign has reached an audience of approximately 3 billion through media coverage.
- 34,684, one-minute video job applications from 197 countries.
- Web stats of 8,465,280 unique visits, 55,002,415 page views with
- 8.25 minutes average time spent on the Tourism Queensland website

- b. Visit [Colorado](#) invited people who had never seen snow before to participate in their [Snow At First Sight](#) contest. Three winners get to travel around the state for 90 days and blog about their first experiences with snow.
- c. [Ultimate Thailand Explorers](#) launched by the Thailand Tourism Authority gave teams of two the chance to win six expense paid days exploring Thailand. To apply contestants submitted a video and people around the world voted with clicks.
- d. Austria seeks to let travelers network with themselves. [Cool Austria](#) is a site for travelers and locals to find attractions/activities in Austria.
- e. Philadelphia created a similar project with [www.uwishunu.com](#) (You wish you knew) – a guide to going local.

## Timeline for Implementation of Activities

Social media requires an initial time investment of listening to on-going conversations and carving out a timeline for implementation. After the set-up and schedule is completed (100 hours of one employee's time), each week an employee should dedicate 16 hours to social media activities. See Annex H for a detailed timeline of implementation.

## Responsible Party

Turismo do Douro

## Potential Partners

Potential Partners for campaigns include:

- Accommodations    Restaurants    Operators    Outfitters

## Budget

Besides the cost of the employee's time and Internet connection, social media is free.

### Creative Idea Box: Culinary Blog

The books *Under the Tuscan Sun* and *A Year in Provence* transformed the tourism industry in those regions by enticing the romantic traveler. More recent, a young woman made her mark blogging her single-year quest to create each recipe from Julia Child's *The Art of French Cooking* – a project that became the best selling book and highly successful film, *Julie and Julia*. The Douro Valley could emulate these journalistic endeavors by employing a food writer and a chef to spend a year in the Douro Valley celebrating the seasons in word via an online blog. Readers will gain, first-hand, a glimpse into the romantic and celebrated world of the Douro's distinct regional cuisine – seen through the eyes of those who toil the land, those who craft the wines, and those whose lives are ever connected to the land and all its beauty and bounty offers.



# Douro Application for Smartphones

**Overall Strategy:** Marketing

**Responsible Party:** Turismo do Douro

**Total Cost:** 1st year: €32.560; subsequent years: €22.560

**Relevant Annexes:** n/a

---

## Challenge

Visitors to the Douro Valley have difficulty accessing information in a timely and relevant manner.

## Solution

One tactic to address this challenge is creating an application for a mobile phone. Tourists normally carry their mobile phones around with them while on vacation. Depending on their country of origin, they will use their mobile phones in different way while on vacation

- Portuguese tourists will use their mobile phones as if they are at home. If data is accessible, they will download it.
- Other European tourists will use only the call and text functions of their phones and are unlikely to access data due to the cost.
- Tourists from other destinations, such as North America, South America, and Asia, may use their phones for texting occasionally. They are likely to use their smartphones for access to wi-fi when it is available. They are also likely to carry their phone with them in case of emergency and for use of other functions, such as the clock.

Moore's law tells us that the number of transistors on a chip doubles every 24 months and that the costs of those transistors are halved in the same time period. The law is now being applied to the technology in cellular phones. According to this rule, the cost for foreign tourists to use their cell phones abroad will continue to drop, and the mobile strategy that we develop today for Portuguese tourists can be used in the future for foreign tourists when the cost of mobiles is reduced to a level deemed affordable to the average traveler.

As tablets such as iPads and Kindles gain in popularity, these applications can be made available for these tools also.

## Objectives

- To provide in-country tourists with up-to-the-minute information on last minute deals, events, and location-based suggestions (i.e.: what restaurants are near you? What hotels with available rooms are near you? How far is the nearest festival?)

## Indicators of Success

Measure of Success	Indicator	Data Source
Number of downloads increases	Number of downloads	iTunes App Store /Android App Store etc
Number of positive feedback increases *crucial to review feedback and integrate into updates	Number of feedbacks	App store

## Description

Many applications for mobile devices already exist, and consumers are already using them. It is difficult and expensive to create a new application and also to encourage switching behavior.

The Douro Valley must decide what types of functionalities a destination branded mobile app would have (maps, location based suggestions, alerts etc). Once the functionalities are decided, the Douro Valley can build an application using a toolkit. Two examples of toolkits are:

1. jQtouch is an open source plug-in which has a variety of themes for mobile browsers (iPhone, Android) it offers a template for programmers to develop mobile applications with their own branding and feel.
2. Phone Gap: is an open source development framework for building cross platform mobile apps.

After a toolkit is selected, Douro Valley can connect the branded app with existing applications that users are already using, such as Accrossair or Layar.

The application should be available in both an online and offline format (the tourist who only uses their phone with wi-fi will need to be able to download the application one time and use it when the phone is not connected to the internet.)

To create a branded application for mobile phones and/or tablets:

1. The first step is to build a web-based "branded" application with a free toolkit like Phone-Gap or jQtouch.
2. Provide location-based updates for users, for example, what is available nearby based on location. This information can also be pulled from a third party provider such as Google.
3. Once the application is created and contains content, two marketing efforts need to take place:
  - a. To users: promote the application to users; give them reasons to use the application.
  - b. To content suppliers: encourage local tourism service providers (accommodations, restaurants, outfitters, transportation) to offer specials that are only available on the application. This privilege would cost a small fee and create a revenue stream for the application.
4. Launching the application: through a substantial marketing campaign. This is an opportunity to create a viral marketing campaign to create momentum around the whole online presence. The campaign should initially be directed at a younger domestic market, as it is foreseen that this is the market who will use the application the most. A suggestion would be an online contest where Turismo do Douro can collect relevant data from participants that will be useful to improve the application further down the line.

5. Establish partnerships to encourage users to engage with and continue to use the application:
  - a. A reward system for pointing out the best places or secret locations
  - b. A system that links the application to other cities.
6. Other functionalities for mobile phone include:
  - a. A website that is made only to be read on a mobile phone or tablet
  - b. Alerts sent out via text message to tourists (tourists sign up in tourism office or on the website to receive alerts via text messages for events, etc.)

**Timeline for Implementation of Activities**

Creation of an online application will require a minimum of one month of development:

January 2011      Engage a designer (appx. 2 weeks of design work, including: Information Architecture, UX Design and Visuals) and a developer (appx. 2 weeks of dev work)

February 2011    Beta Testing

May 2011          Launch of app

Content Management (on going)

**Responsible Party**

Turismo do Douro

**Budget**

DEVELOPMENT MOBILE APPLICATION

Budget Item	Cost (€)
Development (€60/hr)	7,000
Design	2,000
Program Access (for Blackberry and phone) (Google Android is free of charge)	1,000
<b>Total</b>	<b>10,000</b>

Mobile - Ongoing Management	Cost/ week (€)
Content Manager (€60/hr)	480
<b>Total (per year)</b>	<b>22,560</b>

# National Geographic Live!

**Overall Strategy:** Marketing

**Responsible Party:** Turismo do Douro, CCDR-N

**Total Cost:** variable

**Relevant Annexes:** n/a

## Challenge

Although Port wines are well known in North America, the birthplace of Port wine—the Douro Valley—is not. Considering the low amount of media coverage of the region, it is important for Turismo do Douro to strategically use creative approaches to news media to expose the Douro Valley region more often and promote itself as a tourism destination to North American travelers.

## Solution

Turismo do Douro and CCDR-N can partner with the National Geographic Society, which stages events and lectures, called NG LIVE, in thirteen cities in the United States and Canada, including Washington, D.C., New York, and Ottawa. The Douro Valley can be the subject of an NG Live exhibition.

## Objectives

- To increase awareness in North America of the Douro Valley

## Indicators of Success

Measure of Success	Indicator	Data Source
Inquiries to the DMO are generated because of the event	Inquiries to the DMO	Survey data

## Description

National Geographic's Center for Sustainable Destinations (CSD) is currently working on the Geotourism MapGuide and Stewardship project in the Douro Valley. This project presents an opportunity to strengthen the relationship between the region and a renowned media group.

There are two program ideas that Turismo do Douro and CCDR-N could propose to the National Geographic Society for NG LIVE! Gregory McGruder, vice president of Lectures & Public Programs at National Geographic Society, reviewed the following ideas and responded favorably.

1. "An Evening with Portuguese Wines": A wine tasting of Port varieties and other Portuguese wines hosted by a Portuguese wine expert. Before the tasting begins, a slide show or video of the Douro Valley could be shown to stimulate interest in the destination. During the tasting, alternate ways of drinking Port could be featured, such as Port tonic and other cocktails. According to Mr. McGruder, "Our wine tastings are guided by people who are recognized experts, something which needs to be kept in mind."
2. "Exploring the Douro": A lecture on wine tourism by George M. Taber, the author of "In Search of Bacchus: Wanderings in the Wonderful World of

Wine Tourism.” Invite him to give a lecture on overall wine tourism but focused on the Douro Valley. This would be more feasible after the CSD launches the Geotourism Map. Mr. McGruder said: “George Taber appears to have the proper credentials to present some thing like this and also draw audience because of his name.”

English-language brochures from the Douro Valley should be present at each event.

## Benchmark

[A Come to Cheese Moment: Wine vs. Beer](#) This NG Live! event included a cheesemonger, wine guru, and brewmaster to explore cheese pairings with wine and beers.

[New Beers of Scandinavia](#) This NG Live! event explored microbrews of Scandinavia, capitalizing on the popularity of the beverage in North America and showcasing the Scandinavian countries.

## Timeline for Implementation of Activities

October 2010 Submit NG Live! proposal

April 2011 Launch “An Evening with Portuguese Wine” (NGS usually plans about six months to a year in advance for any tasting event.)

1 month after the launch of Geotourism Map of the Douro Valley:  
Suggest wine tourism lecture idea to NGS for late August or early September 2011, so that the audience could plan for their trips ideally for the grape harvest season.

Contact person: Gregory McGruder, Vice President of Lectures & Programs  
1-202-828-5661, [gmcgrude@ngs.org](mailto:gmcgrude@ngs.org)

## Responsible Party

Turismo do Douro

## Potential Partners

Quintas that export wines to North America; Wine shops in Washington, D.C. area like Best Cellars and The Curious Grape; Portuguese Embassy in D.C.

## Budget

### 1. “An Evening with Portuguese Wines”

Such tasting programs are usually presented in cooperation with sponsors who are providing in-kind services, discounts or products, or a connection to products for which the NGS pay the full cost. If the NGS were looking for an all-cash sponsor for a food event, it would be asking \$20,000 to \$30,000. If CCDR-N could persuade quintas that export wines to North American market and Portuguese Embassy in D.C. to be sponsors, it would be much easier for it to make the event happen.

### 2. “Exploring the Douro”

NGS typically offers a modest honorarium to a lecturer. Turismo do Douro could support the presentation by assisting with travel and accommodation expenses.

# Photo Exhibitions

**Overall Strategy:** Marketing

**Responsible Party:** Turismo do Douro, CCDR-N

**Total Cost:** Variable, depending on size of exhibit and staffing

**Relevant Annexes:** n/a

## Challenge

Brand recognition of the Douro Valley as a tourism destination is very low in North America. In order to raise the awareness of the region in this market, CCDR-N and Turismo do Douro must utilize creative ideas to communicate with potential travelers.

## Solution

One way to promote a foreign destination is to hold cultural events about the destination in attractive target markets, building awareness. In addition gastronomy events, concerts, and performances, photo exhibits have emerged as a way to reach out to target markets. Photo exhibits often attract media coverage, further the impact of the event. Turismo do Douro has experience with professional photography of the Douro Valley, having published work by Emílio Biel and Domingos Alvão, talented Portuguese photographers who worked during the late 19th early 20th century, photographing the river, the vineyards, and the hard-working people of the period.

## Objectives

- To increase awareness in North America of the Douro Valley

## Indicators of Success

Measure of Success	Indicator	Data Source
Successful launch of photo exhibits	Number of visitors	Exhibition venues
	Number of media coverage	Individual media
	Increased Turismo do Douro website traffic around key photo exhibit dates	
Referrals to Turismo do Douro	Number of referrals from photo exhibits	Survey data

## Description

CCDR-N and Turismo do Douro should hold photo exhibits with a “History of the Douro” theme in New York, Toronto, and Washington, DC. Turismo do Douro can work from the photo archives of Biel and Alvão to tell the story of the wine-making and culture of the region in the late 19th century, perhaps displayed in contrast with photos of the region today.

In Washington, DC, the Portuguese embassy is a potential venue for a photo exhibit. Portuguese Ambassador to the United States João de Vallera is known to have a photography hobby, and he recently hosted a Fado concert and dinner reception at his residence for locals. This reflects his

strong will to promote Portuguese culture to Americans, and thus it would not be difficult to receive cooperation from the embassy for photo exhibition.

The initial timeline is provided below, but once the protocol is established, it can be used to replicate the photo exhibition and others like it throughout North America. Brochures from the Douro Valley should be prominently displayed at any event.

## Benchmark

As part of a promotional strategy ahead of the 2010 World Cup, South Africa sent a special photographic exhibition to China titled “[South Africa: Through the Lens of Chinese Photographers](#).” The South Africa Tourism Bureau had invited ten well-known Chinese photographers to travel around South Africa, and the exhibition displayed the results of their visits.

## Timeline for Implementation of Activities

October 2010	Contact potential venues for the feasibility and prices
December 2010	Contract with venues. Search for printing/framing companies that are located in the city of exhibit, or online companies that can provide good quality printing/framing at reasonable prices, and make orders. Prepare press kits and start promoting the exhibits, from two months before the opening.
Spring 2011 ~Summer 2011	Open photo exhibits in different cities one by one

## Responsible Party

Turismo do Douro, CCCR-N

## Potential Partners

The Douro Museum; Portuguese Embassies in the United States and Canada

## Budget

Photos could be printed and framed in the U.S. to save shipping costs.

- Printing: 24”x36”=\$24.99 per photo / 18”x24”=\$19.99 per photo
- Framing: 24”x36”=\$92~\$110 / 18”x24”=\$60~\$80 (including matting)
- Shipping: Depending on the size, \$6.5 to \$24.50 when framed at [picutreframes.com](#) and shipped to the venue directly.
- Transportation: Use art shipping companies, such as ShipSmart ([www.shipsmart.com](#)), when moving the framed photographs to another city.
- Venue rent: In case of using the embassy, \$0. If using galleries, prices vary depending on the location.
- Staff: At least two temporary employees are needed from winter 2010 to spring 2011.

# Retailer Familiarization Trip

**Overall Strategy:** Marketing

**Responsible Party:** Turismo do Douro

**Total Cost:** Approximately €2.700 per participant, plus 1 day/week of employee duties

**Relevant Annexes:** n/a

## Challenge

To utilize the retail channel of the region's most famous product to enhance awareness of and strengthen the brand image of the Douro Valley as a tourism destination.

## Solution

Turismo do Douro should partner with ViniPortugal and leading Portuguese wine producers to plan and implement an educational familiarization trip for wine retailers from the United States. Retailers play a key role in the vineyard-to-consumer product chain as a trusted resource and the last point of contact for consumers. In this role they have the power to work as a "brand ambassador" for your product and your destination. Hosting a retailer on an educational tour of the Douro Valley will provide the motivation and knowledge necessary for that retailer to become acquainted with and act as an advocate and ambassador for the region.

## Objectives

- To increase product and destination brand awareness by enhancing relationships along the retail channel.
- To encourage retailers to act as brand ambassadors for the region and its products.
- To stimulate demand and generate interest in the region's products and potential as a tourism destination.

## Indicators of Success

Measure of Success	Indicator	Data Source
Number of trip participants increases yearly	Number of program participants	ViniPortugal
Number of tourist inquires and visits prompted by exposure to Douro Valley retail products increases yearly	Number of tourism inquires and visits prompted by exposure to Douro Valley retail products	Turismo do Douro – survey data from visitors and inquirers

## Description

Turismo do Douro, in partnership with ViniPortugal and the leading Portuguese wine producers, should implement retailer familiarization trips to bring North American wine retailers to the Douro Valley and educate them about the region and its products. In order to maximize the impact of the trips, the participants should be high-volume retailers from east coast markets, where the most-likely potential tourists are located. During the course of the trip, retailers would tour vineyards, meet with growers, and learn more about the product. An immersion experience would allow the retail intermediary to directly experience the beauty of the Douro Valley, and the trip would be a unique opportunity to develop relationships along the supply chain. For Turismo do Douro and its partners, the trips are a unique opportunity to engage directly with influential wine retailers and encourage them to promote the region and its products.

## Benchmark

[Wines of Germany](#) implemented a familiarization trip for North American retailers featuring regional wine and culture in April 2010.

## Timeline for Implementation of Activities

Fall 2010	Research N. American wine retail sales figures to identify potential participants
Fall 2010	Propose familiarization trip project to potential partners
Fall 2010	Design trip itinerary
Spring 2011	Contact potential participants to propose trip
Fall 2011	Host familiarization trip
Fall 2011	Evaluate the trip through surveys of participants and partners to determine whether to repeat to initiative.

## Responsible Party

Turismo do Douro

## Potential Partners

ViniPortugal  
 Symington Family Estates (Graham's Dow and Warre's Port)  
 Sogrape (Ferreira, Sandeman, and Offley Port)

## Budget

5 days, 4 nights  
 Round-trip airfare = \$1,500  
 Accommodation = \$750  
 Food & wine = \$750  
 Activities & transportation = \$500  
 Per person cost = approximately \$3,500 USD, or €2,700

Plus 1 day/week of one employee's duties for program management

# Bartender Port Cocktail Contest

**Overall Strategy:** Marketing

**Responsible Party:** Turismo do Douro; ViniPortugal

**Total Cost:** €16.500 plus 200 hours of employee duties

**Relevant Annexes:** n/a

## Challenge

Sales of Port wine, the primary export of the Douro Valley, have been stagnant in the United States for the past decade. Members of the private and public sector in the Douro Valley would benefit from an increase in the popularity of Port, due to increased exports and greater awareness of the destination. Thus, the challenge is to position and promote the product to appeal to younger, more adventurous wine consumers in a North American market dominated by “cocktail culture.”

## Solution

Turismo do Douro should partner with ViniPortugal to sponsor a bartender contest in key target markets on the east coast of North America (Montreal, Toronto, Boston, New York City, Baltimore, and Washington, DC) challenging participants to create an innovative and appealing port cocktail. The contest would culminate with a final round held in New York City as the centerpiece of a day-long wine and gastronomy event showcasing Portugal and the Douro Valley.

Younger wine consumers are moving beyond the typical Old World wines and experimenting with products from less traditional regions. Although the Douro Valley is the oldest demarcated wine-producing region in the world, recent deregulation has led to the development of new varietals and products. There is an opportunity to link these new products with the willingness of young consumers to experiment with their libations. Engaging with bartenders to create unique port cocktails and attract new consumers is a simple and effective method to promote port and thus increase awareness of the Douro Valley.

## Objectives

- To engage bartenders and restaurateurs to act as brand ambassadors for the region and its products
- To create an updated image of port for younger wine consumers in the United States
- To stimulate demand and generate interest in port and raise awareness of the Douro Valley

## Indicators of Success

Measure of Success	Indicator	Data Source
One-fourth of the venues contacted accept the invitation to participate in the event	Number of venues participating	ViniPortugal
During and for a twelve-month period after the event, sales of Port wine at the participating venues increase	Sales figures	Retailers and contest participants

## Description

A port cocktail contest challenging bartenders in key target markets to apply their creativity to the Douro Valley's primary export can heighten awareness of the destination and the product. To implement the contest, Turismo do Douro and ViniPortugal will partner to identify five to ten bars and restaurants in each city where the contest will take place. Effort should be made to target venues with a clientele likely to be interested in wine and culinary tourism. Incentives should be developed to convince the venues to participate. These could include discounts on wine products and free bar paraphernalia, branded with the Douro Valley, such as coasters, napkins, posters, and other inducements. Bartenders will be challenged to create innovative cocktails utilizing Douro Valley products and submit their creations to Turismo do Douro online. The public will be invited to vote for their favorites online, and one winner from each city will be invited to a final contest, expenses paid, to be held in New York City during a culinary event featuring Portugal and the Douro Valley. The final winner will receive a trip for two to the Douro Valley.

## Benchmark

In 2010, Yellowtail Wines from Australia sponsored a [mixology contest](#) in the United States called "Tales of the Cocktail", with the final round in the competition held in New Orleans. The [first prize award](#) included a trip for two to Australia. The contest generated awareness among bar patrons of Australia and enthusiasm among bar tenders and owners about the product and destination.

## Timeline for Implementation of Activities

- Fall 2010 - Turismo do Douro and ViniPortugal partner to the contest and prepare for implementation
- Fall 2010 - Turismo do Douro and ViniPortugal contact prospective contest participants (bars, restaurants, and retailers) for recruitment
- Winter 2010 - Finalize venue and schedule for final round gastronomy event in NYC
- Spring 2011 - Contest implementation
- May 2011 - Final gastronomy event
- Fall 2011 - First prize winner hosted on a visit to the Douro Valley
- Fall 2011 - Program results analyzed to consider contest replication

## Responsible Party

Turismo do Douro

## Potential Partners

ViniPortugal

## Budget

- Wine and food event €10.000
- First Prize – all expense paid trip for two people to Douro Valley, Portugal including airfare, lodging, transportation, etc. – €4.750
- Second Prize – cash award of €1.000
- Third Prize cash award of €500

150 hours of ViniPortugal employee duties and 50 hours of Turismo do Douro employee duties

# Building Relationships with North American Tour Operators

**Overall Strategy:** Marketing

**Responsible Party:** Turismo do Douro

**Total Cost:** €2.500 per participant, plus 1 day/week of employee duties, plus familiarization trips

**Relevant Annexes:** Annex B - Profiles of North American Tour Operators

## Challenge

The Douro Valley does not currently host a significant number of North American travelers. The challenge is to link the destination with North American tourists, especially wine & culinary tourists.

## Solution

Turismo do Douro should identify and communicate with North American tour operators who can promote and sell the Douro Valley product to target markets. The Douro Valley should focus on tour operators who promote authenticity and sustainable tourism that benefits the local economy, enhances local culture, and preserves the local environment. Potential tour operators who are currently not touring in the Douro Valley include Butterfield & Robinson, Tauck World Discovery, and GAP Adventures.

## Objectives

- To initiate dialogue with tour operators whose business model focuses on high-yield, low volume tourists.
- To understand the needs and expectations of these tour operators via an approach that includes production and distribution of marketing collateral and also product enhancement.

## Indicators of Success

Measure of Success	Indicator	Data Source
The number of inquiries from North American tour operators increases year over year.	Number of inquiries	Through the destination website or phone calls/emails made directly to the Turismo do Douro office.
The number of site visits by North American tour operators increases year over year.	Number of site visits	Turismo do Douro records.

The effort will be deemed successful if tour operators consider Turismo do Douro as the first and best source of information regarding trip planning to the destination.

## Description

- 1) Create an inventory of North American tour operators. Categorize by operators who currently tour in the Douro Valley and operators that do not.
  - a. Tour Operators Currently Operating in Douro: Establish contact with product manager/itinerary developer. Schedule conference calls to understand their perspective on the challenges and opportunities of leading trips in the Douro. Recommend three conference calls per month on an ongoing basis.
  - b. Tour Operators Not Currently Operating in Douro: Establish contact with product manager/itinerary developer. Schedule conference calls to share information about leading trips in the Douro Valley. Prioritize according to levels of potential interest (i.e., visiting Porto only, visiting Portugal, visiting Europe, wine tour operators, etc.). Understand what barriers exist that prevents them from leading trips in the Douro Valley? Identify potential candidates for familiarization (FAM) trips.
- 2) Summarize findings from 1a and 1b and create communication materials to share information with stakeholders.
- 3) Propose FAM trips for highest potential operators from the 1b exercise.

## Timeline for Implementation of Activities

Fall 2010	Turismo do Douro procures destination marketing material created specifically for tour operators, such as handouts, maps and brochures.
Winter 2010	Turismo do Douro initiates dialogue with key North American tour operators and circulates destination marketing collateral to interested parties.
Spring 2011	Conduct FAM trips for tour operators that have expressed a high level of interest.

## Responsible Party

Turismo do Douro

## Potential Partners

Turismo de Portugal North America offices in USA (New York City) and Canada (Toronto): collaborate with Turismo do Douro to coordinate outreach and ongoing relationship management with North American tour operators.

## Budget

25% of one Turismo do Douro employee's work duties

Design and printing of marketing collateral for distribution to tour operators = approximately €2.500

Familiarization trips: Approximately €2.700 per person, depending on length of stay and activities

# Mobile Concierge

**Overall Strategy:** Marketing

**Responsible Party:** Turismo do Douro

**Total Cost:** Hardware: €13.750 - €18.300    Staff: €11.400

**Relevant Annexes:** n/a

## Challenge

Porto receives a high volume of visitors. Unfortunately, however, many of these visitors are not familiar with the Douro Valley and do not plan on visiting it during their trip. In order to potentially attract these visitors, it is imperative they know about the Douro Valley and have access to information about it.

## Solution

Turismo do Douro should implement a mobile concierge that will travel through highly trafficked areas of Porto to relay information about and promote the Douro Valley. This concierge will be able to answer questions as well as market the Douro Valley.

## Objectives

- To convince tourists in Porto to travel to the Douro Valley and provide them with the necessary information to do so.

## Indicators of Success

Measure of Success	Indicator	Data Source
Increase visits to the Douro Valley by inspiring tourists in Porto to visit the destination and providing information and assistance	Number of visitors influenced by the information available from the concierge	Survey data

## Description

The concierge will staff a mobile brochure cart with information about the Douro Valley. The cart needs to be attractive and have visible signage to attract people's attention. The concierge will approach tourists and tell them about the Douro Valley and answer any questions they might have. They should spend the morning on the north bank and the afternoon on the south bank of the Douro River. It is important to staff the cart with well-trained concierges who are strong communicators. Some knowledge of multiple languages is preferable and at least English fluency.

There are many different options for the physical structure of the cart. A few of these options can be found at the following websites:

- (1) [www.magnoliacarts.com](http://www.magnoliacarts.com)    (2) [www.uniquevendingcarts.com](http://www.uniquevendingcarts.com)

Another option is to utilize a **segway** and store brochures in side pockets that can be mounted on the vehicle. The segway is very functional, mobile, and eye catching. Segways can be bought online at [www.segway.com](http://www.segway.com) or at the dealership in Aveiro.

## Benchmark

The city of Arlington, Virginia, United States has successfully implemented a [segway concierge program](#) to assist visitors and promote the city.

## Timeline for Implementation of Activities

Timing will vary based on the type of information cart utilized.

Fall 2010	Program design
Winter 2011	Order cart and promotional materials
Spring 2011	Hire and train staff Implement program

## Responsible Party

Turismo do Douro

## Potential Partners

A Port tasting house in Porto, or the IDVP: The cart, along with brochures and marketing materials, would need a storage space. A partnership with a business that has adequate storage facilities close to where the major promotions will be held is needed.

## Budget

Costs	Cart #1	Cart #2	Segway
Cart	€ 1,589	€ 2,931	€ 5,560
Staff	€ 11,120	€ 11,120	€ 11,120
Stocking Promotional Material	€ 1,589	€ 1,589	€ 1,589
<b>Total</b>	<b>€ 14,298</b>	<b>€ 15,640</b>	<b>€ 18,269</b>

Labor		
Hours per week:	56	8 hours per day, 7 days a week
Weeks per year:	28	April - October
Hourly Rate:	€ 7.25	
Annual labor cost	<b>€ 11,368.00</b>	

# Kiosk Information Centers

**Overall Strategy:** Marketing

**Responsible Party:** Turismo do Douro

**Total Cost:** Variable, based on kiosk style and quantity

**Relevant Annexes:** n/a

## Challenge

A consistent concern raised by tourists visiting the Douro Valley was the lack of available information about activities, events, and places of interest such as National Parks and Museums. Information needs to be collected, consolidated, and organized in a centrally accessible location.

## Solution

Install kiosk systems to provide on-the-ground information to visitors in the Douro Valley. The kiosks will be strategically placed in high traffic areas as well as the entry points to major tourism destinations. It is recommended that the information is available in both electronic and non-electronic platforms. Strategic installation of the kiosks will minimize the capital expenditure to the Turismo do Douro, providing a relatively cheap solution to providing an important tool for visitors.

## Objectives

- To make information more available and activities more accessible to visitors in the Douro Valley, thus encouraging longer stays
- To improve the tourist experience with the goal of increasing economic benefits of tourism

## Indicators of Success

Measure of Success	Indicator	Data Source
Improve visitor experience	Levels of satisfaction	Survey data
High volume of kiosk use	Kiosk use statistics	Kiosks

## Description

The Kiosk information Centers should be a “one stop shop” where the visitor can obtain information on accommodations, dining, history, culture, events, attractions, transportation, the arts, shopping, maps, and health and safety. The kiosks can be either online, electronic kiosks with a video screen and software or non-electronic kiosks with traditional brochure racks and displays.

### Online:

Online kiosks are available 24 hours a day, seven days a week in multiple languages. They minimize the need for onsite personnel and are easy to update. They should be placed in areas with high tourist traffic. Some suggested areas are:

- Train stations
- City Centers
- Boat & ferry embarkation / disembarkation areas
- Near accommodations
- Well-lit areas
- Near ATMs / Telephones

Electronic Kiosks should be placed in Porto, Vila Real, Régua, Lamego, and Pinhão. Additionally, electronic kiosks can be designed as free wi-fi hubs. Many tourists use and look for areas with wi-fi. This ancillary feature may attract people to the kiosks.

### **Offline:**

If a railway station on the Douro Line isn't assigned an online kiosk, it will require an offline kiosk. This kiosk will provide a map of the area, including information about nearby quintas, restaurants, attractions, and other businesses. This will make it easier for people getting off the train to get around and know what activity options are available. The marketing and promotional materials from these businesses should be gathered, organized and restocked on a bi-monthly basis in order to keep the information as accurate as possible.

## **Benchmark**

Intel Networks designed and implemented an electronic kiosk system in the country of Sri Lanka, and complete information about the program can be found at their [website](#).

## **Timeline for Implementation of Activities**

Variable based on kiosk and software design as well as choice of contractor  
Estimate - six months from design to delivery

## **Responsible Party**

Turismo do Douro

## **Potential Partners**

Local businesses – advertising fees for advertising on the kiosks can help offset the kiosks' maintenance costs.

## **Budget**

### Non-electronic

The budget for non-electronic kiosks varies, as the material can be organized in a wide variety of ways. Personnel from Turismo do Douro would need to collect the information and marketing pieces from the local businesses and assemble it. It is advised that the kiosk be a new physical structure, rather than incorporate brochure racks into an existing structure. This will set it apart and make it a more visible. Kiosks range in price and can be built of different materials. We prefer the kiosk by [Edley Signs](#), approximately €190 per unit.

### Electronic

#### Option 1:

TouchConcept develops custom software and mapping for their clients. Previous clients include the Sonora Wine Trail and the Ministry of Tourism in Barbados. Costs for outdoor kiosks are much higher than for indoor kiosks. This is because they are located in harsher environments and there-

fore need to be more resilient. The following shows the range in prices based on installing 5 indoor and 5 outdoor kiosks as well as the cost of developing the software. The software varies in cost depending on how intricate the software mapping system is designed. The software is custom developed and very user friendly. Once it has been developed it is up to the client to keep it current and updated. This is done over the Internet and requires little technical knowledge or training.

TouchConcept - Interactive Kiosks and Kiosk Software				
Rich Schieren	Sr. Sales Executive			
Tel: (631) 807-8885	<a href="http://www.touchconcept.com/">http://www.touchconcept.com/</a>			
Price Range				
	\$		€	
Outdoor Kiosks	\$7,000	\$10,000	€ 5,560	€ 7,943
# Outdoor	5	5	4	4
Indoor Kiosks	\$3,000	\$4,000	€ 2,383	€ 3,177
# indoor	5	5	6	6
Total Hardware Cost	\$50,000	\$70,000	€ 39,716	€ 55,602
Software	\$20,000	\$30,000	€ 15,886	€ 23,830
<b>Total Cost</b>	<b>\$70,000</b>	<b>\$100,000</b>	<b>€ 55,602</b>	<b>€ 79,432</b>

Option 2:

Cap2Vate offers a standard kiosk and software package that allows their clients to build and design their own platform. The cost of the software is a one-time up front fee as well as a monthly access fee per kiosk unit. Utilizing this company, the initial capital investment is less; however, the annual software fees need to be considered. The software associated with this program is not as robust as custom programs because the client develops it. Little technical knowledge is needed to develop the program as pictures are dragged and dropped into a pre-existing template, and buttons are added and subtracted with the click of a mouse.

Cap2vate				
June Marino	<a href="mailto:june.marino@cap2vate.com">june.marino@cap2vate.com</a>			
289-404-2222	1-800-297-5152			
Range				
	\$		€	
Hardware	\$1,995	\$2,595	€ 1,585	€ 2,061
# of units	10		10	
Cost:	\$19,950	\$25,950	€ 15,847	€ 20,613
Software:	\$1,650		€ 1,311	
<b>Estimate:</b>	\$21,600	\$27,600	<b>€ 17,157</b>	<b>€ 21,923</b>
Software Fees				
Monthly	\$60		€ 48	
# Units	\$10		€ 8	
Total Monthly	\$600		€ 477	
Total Annually	\$7,200		<b>€ 5,719</b>	

# Internal Marketing - Improving Communication Among Stakeholders

**Overall Strategy:** Marketing

**Responsible Party:** Turismo do Douro

**Total Cost:** €12.000/year

**Relevant Annexes:** n/a

## Challenge

A key challenge for the Douro Valley is overcoming the lack of collaboration that exists between stakeholders. Currently, communication and collaboration between stakeholders in the Douro Valley is disjointed and infrequent. By creating channels for them to more effectively communicate, as well as providing opportunities for networking, stakeholders can share ideas and work together. It is important for Turismo do Douro to communicate key information such as research and data to stakeholders so they can make informed decisions to grow their businesses. Better stakeholder communication will lead to new and innovative ideas for the Douro Valley, an increase in cross sector knowledge, as well as the opportunity for stakeholders to create strategic partnerships.

## Solution

In an effort to motivate and empower stakeholders and increase their communication, a series of annual and quarterly events should be held to bring the stakeholders together. These events should encourage interaction amongst the attendees and discuss opportunities and threats to tourism in the area. The DMO can solicit feedback from stakeholders at these meetings. A strong and coordinated industry means improved tourism sector.

## Objectives

- To facilitate networking opportunities between the different stakeholders by providing a platform for them to exchange ideas and work together
- To improve communication between Turismo do Douro and other stakeholders
- To improve cross-sector knowledge of the tourism industry in the Douro Valley

## Indicators of Success

Measure of Success	Indicator	Data Source
The number of stakeholders attending each event increases	# of stakeholders participating	Records from Turismo do Douro
Participants find the events useful	Survey results indicate satisfaction	Survey data

## Description

Events can take many forms. Regardless of the form, events of this size are most effective if they have some structure or theme. These are at the discretion of Turismo do Douro. Three possible ideas are as follows:

‘Cocktail Hours’- this type of event brings stakeholders together in an informal setting. It is mostly unstructured and allows informal discussion in a casual atmosphere.

‘Guest Lectures’- this type of event is more informative, stakeholders not only have the opportunity to network but also to learn and hear from a guest speaker who is an expert in their field. Themes for these lectures could vary such as: social networking, cultural heritage, eco tourism, etc. Ideas can be solicited from stakeholders.

‘Charity Events’- This type of event can help boost revenue for a specific cause. Turismo do Douro can put on a raffle and / or silent auction where the proceeds go to the designated cause. The stakeholders will provide the donated items for the raffle / silent auction. The evening will allow the attendees to network, and further the winners and highest bidders will win prizes, such as stays at quintas, dinners at restaurants, and other tourism related activities that will allow them to see and learn more about the activities in the Douro. This event will help promote the Douro as a tourism destination to its own residents and other business owners.

## Benchmark

Destination DC, the destination management organization for Washington DC, is a private, non-profit corporation with more than 1000 memberships of different businesses and organizations in Washington DC. They offer several events throughout the year. The events can be found on their website, [www.washington.org](http://www.washington.org). Their event program is highly successful, as it has managed to create an atmosphere of community that fosters useful collaboration.

## Timeline for Implementation of Activities

Fall 2010	Turismo do Douro begins planning the inaugural event. It is crucial that all stakeholders be invited.
Winter 2011	Next event, can be more academic and informational for example a guest speaker on cultural heritage at the Douro Museum.
Summer 2011	Next event, a ‘cocktail hour’ on a river cruise up the Douro.
Fall 2011	Next event can be a ‘charity event’ at a local restaurant or hotel

## Responsible Party

Turismo do Douro

## Potential Partners

- Setting: an event could be at one of the Quintas or at one of the hotels
- Museums: the Douro Museum could host a guest lecturer on cultural heritage or sustainable development.
- Restaurants: a local restaurant can cater an event or host an event at their facilities.
- Cruise companies: a cocktail hour or other event could be hosted on one of the boats of a river cruise company.

### Budget

The budget for these events varies drastically. The cost associated with the event is based upon what partnerships are made and what costs still need to be taken care of. It is up to Turismo do Douro to seek down strategic partnerships and get donations to cut down on the costs of these events. On average, a budget of €3,000 should be allocated for each event. A total of €12,000 for the four events taking place through the year.

#### **Creative Idea Box: *Fixin' to Thrill* - 007 Exposure of the Douro Valley**

Movies evoke the senses and create intrigue in characters, lifestyles and the surrounding destination. Viewers find themselves intensely involved in the scenes and the setting; wanting what is on the screen – or any element that they can connect to. Guys want to be him, women want to date him.



007 continually finds himself in exquisite destinations. All movie producers need is a sexy location to compliment the suave sex appeal of James Bond, and roads that an Aston Martin can curve with delight. Douro Valley can help with that. James Bond has the martini shaken, not stirred. The next leading lady deserves her own drink – port tonic, with a twist. The idea is to attract the next filming of the James Bond movie series to the twisty roads and romantic scenery of the Douro Valley.

# Building Alumni Networks

**Overall Strategy:** Capacity Building

**Responsible Party:** Educational Institutions (Escola de Hotelaria e Turismo de Douro-Lamego)

**Total Cost:** 10 hours/month

**Relevant Annexes:** n/a

## Challenge

One of the greatest human capacity challenges facing the Douro Valley is competition from larger metropolitan cities and areas that offer higher salaries and more job opportunities to recent graduates. Leaving the Douro Valley to gain relevant work experience, whether internationally or in other parts of Portugal, is not inherently disadvantageous to the tourism sector in the Douro Valley. However, it is important that the officials and stakeholders take the necessary steps to keep students, recent graduates and alumni engaged with the Valley and with each other as a means of increasing retention of the work force over time.

## Solution

A low-cost solution for keeping graduates of the Escola de Hotelaria e Turismo de Douro-Lamego, as well as graduates from other professional schools and universities in the Douro Valley, engaged with the region is through the development of strong alumni networks. Students can engage with each other easily through online platforms such as Facebook and University/School Websites, as well as stay abreast of opportunities and developments in the Valley through more traditional tools such as quarterly newsletters, networking events and class reunions. By establishing online and offline alumni networks, the educational institutions in the Douro Valley will also be able to collect and maintain relevant information on graduates including employment data. By knowing where graduates are moving and working, educational institutions will be able to provide useful information to graduates about upcoming events both within the Douro and in other locations.

## Objectives

- To establish alumni Facebook groups for graduates of the Escola de Hotelaria e Turismo de Douro-Lamego and other educational institutions in the Douro Valley
- To establish traditional alumni networks through the Escola de Hotelaria e Turismo de Douro-Lamego and other educational institutions in the Douro Valley
- To generate quarterly newsletters to be distributed electronically to alumni keeping them engaged with the school and the Douro Valley after graduation

## Indicators of Success

Measure of Success	Indicator	Data Source
Number of graduates joining alumni networks increases annually	Total number of students registered on the Facebook Alumni pages and school alumni network lists	Records from the Escola de Hotelaria e Turismo de Douro-Lamego and other educational institutions

## Description

Alumni Facebook pages can be set up quickly, at no cost, and can easily be linked to a school's website. The Facebook page requires at least one administrator who is responsible for adding new requests to join the group and who also updates information on the page regarding events or happenings related to the specific school and photos from school & alumni events. An alumni network established on the school's website should allow for easy registration and will require at least one person at the school who is dedicated to maintaining the contact lists of alumni by keeping them up-to-date and generating quarterly newsletters with information about events and opportunities.

## Benchmark

Johnson and Wales University in Providence, Rhode Island has established a model for alumni networks. Information for alumni is easily available on their [website](#). Through the alumni page on their website, students and former students can easily register with the network which gives them access to a number of activities, such as joining a local alumni chapter, supporting student clubs and organizations, volunteering for admissions events, accessing online career assistance, signing up for opportunities to speak with students in the classroom and attending regional alumni events.

## Timeline for Implementation of Activities

Fall 2010	Facebook page established; Alumni Network established on the Lamego School Website
Winter 2010	First newsletter created and distributed electronically to those registered on the Alumni Network
Spring 2010	Second newsletter created and distributed electronically, including employment information of the previous year's graduates

## Responsible Party

Escola de Hotelaria e Turismo de Lamego; other educational institutions in the region

## Potential Partners

Turismo do Douro – Could partner with the school to generate content for newsletters and provide stakeholders with information about recent graduates.

## Budget

10 hours/month of one employee's duties to update Facebook and online forums and create and distribute newsletters

# Business Incubation

**Overall Strategy:** Capacity Building

**Responsible Party:** Turismo do Douro

**Total Cost:** 1 full-time employee

**Relevant Annexes:** n/a

## Challenge

People with entrepreneurial aspirations are deterred from acting on those aspirations by the amount of risk and regulation involved in starting their own businesses.

## Solution

Provide business incubation services to aspiring entrepreneurs in the tourism sector, giving technical assistance, physical space, and assisting with access to financing for new business initiatives.

## Objectives

- To break down barriers to entrepreneurship and assist with starting up new enterprises in the Douro Valley
- To increase the number of new tourism enterprises in the Douro Valley
- Increase the overall growth of the tourism sector in the Douro Valley

## Indicators of Success

Measure of Success	Indicator	Data Source
Increase in entrepreneurial undertakings in the Douro Valley	Number of new business start-ups	Business registration and tax filings
	Total revenue from new businesses	

## Description

A business incubator provides three basic services: 1) technical assistance, 2) physical space, and 3) assistance with access to financing. By providing technical assistance, such as business registration guidance and tax advice, Turismo do Douro provides knowledge and training to entrepreneurs. Physical space not only gives the enterprise a place to do business but also provides more immediate contact between the incubator and the enterprises making for a natural and often casual exchange of everyday knowledge. Finally, Turismo do Douro can provide assistance with access to financing. Helping enterprises access funding lowers the risks associated with starting an independent business. The incubator stays informed about funding opportunities from the European Union, the Ministry of Tourism, and private grant-makers.

### Benchmark

The USAID/RAISE Ecotourism Enterprise Incubator is a program that provides for the growth and accelerated development of tourism enterprises. By focusing on ecotourism as the subject, the concept focuses on regions where the potential exists for nature-based tourism. A description of the program can be downloaded from this [USAID Business Growth Initiative website](#).

### Timeline for Implementation of Activities

- Phase 1, 0–3 months
  - Write business plan for the Incubator
  - Establish criteria for participating businesses
  - Prepare physical office space for occupation
  - Finalize entrepreneurial training curriculum
- Phase 2, 3–6 months
  - Recruit potential participants
- Phase 3, 6 months
  - Implement Incubation services
  - Provide entrepreneurial training to participating businesses

### Responsible Party

Turismo do Douro

### Potential Partners

Turismo de Portugal, Government Ministries Associated with Economic Development, including the Ministry of Economy

### Budget

1 full-time employee

#### Creative Idea Box: Job Exchange Programs

Taking a cue from top-performing multi-national companies, tourism entities should institute job exchange and rotation programs to foster knowledge sharing and communication among tourism professionals. The organizations responsible for tourism in the Douro Valley—the CCDRN, Turismo do Douro, and national bodies like Turismo Portugal—should be involved. Directors, managers, public relations coordinators, and front-line tourism professionals like tour operators and tour guides, can participate.



There are two exchange concepts that can be applied: an internal model and an external model. The external model requires the exchange of like positions—one director of tourism leaving his or her post at the home country to work in the tourism office for another destination. The internal model fosters communication within the tourism networks of a particular destination. In some companies, this is implemented as top executives work with their front-line staff.

# Event, Tourism, and Hospitality Professional Education Programs

**Overall Strategy:** Capacity Building

**Responsible Party:** Turismo de Portugal

**Total Cost:** Variable

**Relevant Annexes:** n/a

---

## Challenge

Turismo de Portugal has responded to the need for qualified tourism and hospitality employees through the establishment of the Escola do Turismo de Portugal. The schools offer a range of programs, many targeted towards young students preparing for a career in tourism and hospitality. However, throughout the Douro Valley there is a demonstrated need to enhance the professionalism and qualifications of tourism suppliers, many of whom have been removed from formal education and working in the industry for over a decade. There is an opportunity for the schools to complement their core programs with unique offerings for professionals who are already working in tourism and hospitality and are interested in enhancing their credentials through the acquisition of professional certifications.

## Solution

Turismo de Portugal, in collaboration with regional tourism authorities such as Turismo do Douro and with the private sector, should design professional education programs in areas such as event management, hospitality, and tourism destination management. The goal of these courses is to enhance the qualifications of tourism and hospitality professionals in the Douro Valley and throughout Portugal. Courses can be made available exclusively online, in a classroom setting, or a combination, greatly enhancing the attractiveness of the program for busy professionals or those removed from educational centers.

## Objectives

- Enhance the professionalism of tourism and hospitality providers in the Douro Valley and throughout Portugal.
- Address the shortage in qualified tourism labor supply.

## Capacity Building

Event, Tourism, and Hospitality  
Professional Education Programs

### Indicators of Success

Measure of Success	Indicator	Data Source
# of courses offered increases annually	# of courses	School records
Courses are relevant to industry	Input from industry is incorporated	Class Evaluations Industry reviews
Number of individuals enrolled in courses increases annually	Number of individuals enrolled	Records from hospitality school
Participants are satisfied and feel their education has benefited their work.	Satisfied students	Class Evaluations

### Description

Turismo de Portugal, in partnership with the Escolas de Hotelaria e Turismo, should design and implement a series of professional education certification programs targeted towards working professionals. These programs would be designed to enhance the quality and professionalism of existing tourism suppliers. The opportunity exists to partner with the George Washington University in adapting their existing education programs for the Portuguese market. Program concentrations currently offered from George Washington include Event Management, Tourism Destination Management, Hospitality Management, and Sports Business Management. Each concentration offers a variety of courses, such as Strategic Tourism Marketing, Tourist Guide Techniques, Event Coordination, and Customer Service for the Hospitality Industry. Offering the courses online will enhance their appeal to working professionals and reduce the need for instructors and classroom space.

### Benchmark

George Washington University's Event & Tourism Professional Education Programs

[www.gwutourism.org/careereducation](http://www.gwutourism.org/careereducation)

### Timeline for Implementation of Activities

Fall 2010	Assessment of established professional certificate programs, such as George Washington University's
Spring 2011	Development of program implementation plan
Fall 2011	Pilot program implementation through one or two key schools
Fall 2012	System-wide implementation, including online options.

### Responsible Party

Turismo de Portugal

### Potential Partners

Turismo do Douro; Escola de Hotelaria e Turismo de Douro-Lamego

The George Washington University's Department of Tourism and Hospitality Management could play an advising role, assisting with program design based on its currently existing programs.

## Budget

The budget for implementing and sustaining a tourism and hospitality certificate program will be highly variable depending on the number of courses and how they are developed and delivered.

### **Creative Idea Box: Adventure Cruising along the Douro River**

Two major challenges facing stakeholders seeking to increase the amount of tourism in the Douro Valley are difficult access and inadequate accommodation options. Bringing visitors into the Valley via boat remains an attractive option, and indeed a number of boats ply the Douro River. According to the Cruise Lines International Association, the median age of cruisers is now 46, and cruises continue to attract younger travelers. This group is more active and demands more flexibility and options. They are bored by passive itineraries offered by many small-ship and barge cruise lines in Europe and North America; they do not want to just view the scenery. They want to interact with it. Thanks to the natural features of the Douro Valley and the resultant options for outdoor activities, there is a lucrative opportunity to design products for active adventure cruisers.



A piece of equipment that a cruise line could utilize in many innovative and exciting ways is a zodiac. Zodiacs allow the crew and passengers to access locations that the main vessel cannot. They are useful for exploring and create a sense of excitement and adventure. Zodiacs allow access to out-of-the-way destinations for a unique and intimate opportunity to visit quintas off the beaten path. Similarly, the zodiacs could allow access to unique walks, hikes, and kayaking spots.

### **Creative Idea Box: Water Taxis on the Douro River**



For many visitors to the Douro Valley, accessing the quintas and wineries can be difficult. The roads are windy, and businesses are poorly marked. It's challenging to get from one vineyard to another. By better utilizing the river in conjunction with the quintas that frame it, a very unique setting and experience can be made. This will be an experience that will be distinctly Douro and set it apart from other wine regions:

A public water taxi service that goes between Regua and Pinhao. Along the way this taxi will stop at the quintas that surround the river.

Guests that are on the taxis can tell them which one they want to go to. The docks of the quintas will also have a signal (light or flag) that let the taxi know to stop to pick guests up. Guests will be able to buy tickets to and from single destinations, or have the option of buying daily or multi day passes (where they can use the taxi as much as they want during the time frame – encouraging them to make use of it and visit many activities/businesses). Quintas with lodging can include this transportation option in their Room Rate to make their quintas more accessible from Regua.

# Mentoring - Coaching the Next Generation of Tourism Professionals

**Overall Strategy:** Capacity Building

**Responsible Party:** Turismo de Portugal; Escola de Hotelaria e Turismo de Douro-Lamego)

**Total Cost:** Variable, depending on program components

**Relevant Annexes:** n/a

## Challenge

Currently, there are relatively weak links between hospitality students in Lamego and the Douro Valley's tourism and hospitality industry. This dilutes the effect of providing nationally subsidized tourism and hospitality training in the region of Douro Valley. If hospitality students in the Douro Valley do not feel connected to the region's private sector industry, they will not feel the necessity to stay in the Douro Valley upon graduation.

## Solution

Turismo do Douro along with the Escola de Hotelaria e Turismo de Douro-Lamego should implement a mentoring program that pairs hospitality students in the Douro Valley with successful business owners and operators in the region. The students will benefit from the real world experience and knowledge of seasoned professionals, and the business community gains a direct connection to the up-and-coming workforce. The student develops a link to the hospitality industry in the Douro Valley and will therefore have a stronger connection and feel more inclined to stay in the region. The relationships fostered in the mentoring program should be carried on after graduation, maintaining the regional connection.

## Objectives

- Improve "employment readiness" of students in hospitality programs
- Increase employer access to the training programs for tourism professionals
- Retain a higher percentage of hospitality students trained in the Douro Valley.

## Indicators of Success

Measure of Success	Indicator	Data Source
Linkages made between training programs and the private sector.	Number of mentoring matches made in a year.	Records from mentoring program.
Improved employment readiness of graduates from training programs.	Satisfaction of employers of mentoring program graduates.	Employer surveys
Stronger ties between the training programs and the local Douro Valley community.	Number and percent of graduates taking jobs in the Douro Valley immediately upon graduation.	Employer and alumni surveys

### Description

The mentoring program recruits mentors and pupils, sometimes called protégés. The pupils are students recruited from education and training programs throughout the Douro Valley. These students should be nearing completion of their training programs. Mentors are recruited from businesses, including hotels, quintas, restaurants, travel agencies, tour operators, and government agencies. Mentors are paired with pupils based on factors such as career interests or skills of the pupil and schedule availability of the mentor. The pupil and mentor meet at regular intervals, perhaps twice a month for 1-3 hours. In a job mentoring relationship, the pair usually meets at the mentor's place of business and the pupil is given the opportunity to shadow the mentor during his or her daily business routine, including meetings and customer interactions. The relationship lasts between six months and a year.

### Benchmark

Ready4Work is a mentoring program focused on helping troubled youth and young adults find paths to employment. Participants are enrolled voluntarily. Information about the program can be found on their website, [www.ready4work.com](http://www.ready4work.com).

### Timeline for Implementation of Activities

The initial timeline is based on implementation of a pilot program. As the program gains success, the program can be expanded.

- Month 1: Establish policies and procedures for the mentoring program.
- Month 2: Recruit five top-performing students from one school, sign MOU's  
Recruit three individuals from the business community, sign MOU's
- Month 3: Kickoff event introducing Mentors to Mentees
- Month 4: First one-on-one meetings between Mentees and Mentors
- Month 10: Recognition ceremony for program participants

### Responsible Party

Turismo do Douro

### Potential Partners

Escola de Hotelaria e Turismo de Douro-Lamego, other tourism and hospitality schools, associations of quinta owners, restaurant associations, hotel associations

### Budget

25% 1 employee's duties at Turismo do Douro

25% 1 employee's duties at Escola de Hotelaria e Turismo de Douro-Lamego

# Conclusion



## Conclusion

The appeal of the Douro Valley as a tourism destination is evident to anyone who enters the region, whether by leisurely meandering up-river, following the twists and turns of its roads, or venturing by train from town to town. The geography is striking and the vineyards picturesque and inviting. The history of the Douro Valley, too, captivates with the story of its viticultural heritage. In light of such compelling assets, it is puzzling that the tourism industry in the Douro Valley hasn't developed more fully given the popularity of culinary and wine tourism and the success of other wine regions around the world.

The reasons for this are complex, and a range of challenges hampers tourism development in the Douro Valley. Long known as the home of Port wine, other varieties are now making their way out of the Douro Valley onto the shelves of wine stores around the world and consequently challenging wine drinker's notions of what the region represents. This evolving identity should ultimately benefit the region's tourism industry by diversifying the brand and defining the Douro Valley as more than just the producer of a niche product whose popularity is stagnant. If correctly marketed, these new products will hopefully continue to build awareness of the region.

Beyond the wine identity and its implications for tourism, the region faces other challenges: underutilized assets; fragmented online presence; low brand awareness; poor transportation infrastructure; brain drain, rural-urban shift of the youth and emigration; poor communication between private and public sector. Despite the challenges, however, some private operators have developed successful business models. Douro Azul, Aquapura, DOC, the Vintage House, Quinta do Seixo; these regional champions have succeeded and can provide valuable advice to other suppliers and stakeholders.

Many of these challenges will require long-term initiatives and large amounts of public-sector investment. Other challenges, however, can be met by approaching them with new ideas and new mindsets. The establishment of Turismo do Douro provides an opportunity to apply innovative solutions to the challenges of tourism development in the Douro Valley. The recommendations presented by the consulting team were designed to be actionable and easily monitored for success. It is our hope that by strategically identifying challenges and making recommendations that embrace innovation and technology and encourage wider stakeholder communication, the consulting team has successfully delivered ideas and solutions that will help Douro Valley tourism authorities fulfill their mission of enhancing the economic benefits of tourism in the Douro Valley.

## REFERENCES

- Aeroportos de Portugal. (2010). *Scheduled Timetable: Porto Aeroporto Francisco Sa Carneiro*. Porto, Portugal
- Fazenda, N. (2006). *Promoting a sustainable tourism – the case of the Douro Valley, Portugal*. Powerpoint presentation.
- Mitchell, Shane. (2008). “Driving Portugal’s Wine Country”. *Travel & Leisure*.  
[www.travelandleisure.com/articles/driving-portugals-wine-country/1](http://www.travelandleisure.com/articles/driving-portugals-wine-country/1)
- Office of Travel and Tourism Industries. (2009). *2008 United States Resident Travel Abroad*. Washington, DC.
- Palmer, Jennifer. “Brief: Vacationers revise, but don’t quit traveling”. *Daily Oklahoman*. 18/7/2008.
- Patience, Caroline. (2010). “Quirky Cruises”. *Budget Travel*.  
[www.budgettravel.com/btdyn/content/article/2010/02/16/AR2010021603\\_898.html](http://www.budgettravel.com/btdyn/content/article/2010/02/16/AR2010021603_898.html).
- Reuters. “Top 10 European River Cruises”. 1/5/2008.
- WFP. (2008). “Enjoy the food of the gods on this tour of Greece”. *Winnipeg Free Press*. 27/9/2008. E2.
- World Tourism Organization. (2010). *UNWTO World Tourism Barometer Vol. 8.2*. Madrid.
- World Tourism Organization. (2005). *UNWTO World Tourism Barometer Vol. 3.3*. Madrid.



Annex A	Douro Valley Perception Analysis
Annex B	Douro Valley Tour Operators
Annex C	Keywords
Annex D	Website Optimization Budget
Annex E	Social Media Action Plan
Annex F	Social Media Monitoring
Annex G	Website Evaluation
Annex H	Retail Evaluation

## **APPENDIX A**

### **Perceptions of the Douro Valley**

Results of an on-line survey

The George Washington University

## Summary

### **Purpose**

- The objective of this survey, *Perceptions of the Douro Valley*, was to increase understanding of levels of awareness of the Douro Valley as a tourism destination held by prospective wine tourists from North America.
- The clients of the survey were Turismo do Douro and the North Regional Coordination and Development Commission (CCDR-N).

### **Methodology**

- The consulting team designed an online survey posted at SurveyMonkey.com. Links to the survey were then placed on several online wine forums, including several Facebook groups.

### **Findings**

- Ninety-seven completed surveys were collected.
- The survey results indicated a high level of awareness of the location of the Douro Valley and strong association of the Valley with Port wine.
- The majority of respondents had not considered visiting the Douro Valley and described it as “unknown” or were unable to describe it.
- When asked what activities or attractions they would expect to find in the Douro Valley, only one answer, “vineyard tours”, was selected by a majority of respondents. Respondents indicated a low-level of awareness of the other tourism offerings of the Douro Valley.
- Half of the respondents were somewhat or very likely to take a trip centered on wine activities in the next three years, and many respondents were interested in the types of supplementary activities that are either currently available in the Douro Valley or could be developed.

### **Conclusions & Recommendations**

- Although respondents indicated a high level of association of Port wine with the Douro Valley, they were unaware of the characteristics of the Valley as a tourism destination.
- Due to the prominent role that Port wine and other varietals play in representing the Douro Valley in the minds of North American markets, innovative campaigns should be designed to enhance awareness through retail channels of the Douro Valley as a tourism destination.
- This survey was designed to gather initial insights into perceptions of the Douro Valley from a limited population. As such, the survey design and implementation process, while adequate for its purposes, did not follow all of the steps required for a valid survey. To increase validity and reliability, it is recommended that the client initiate a more thorough survey design and implementation process. The project could be initiated through a partnership with the George Washington University and its Tourism Research course, taught in the Spring 2011.

# 1 Introduction

## 1.1 Background

The clients, Turismo do Douro and the North Regional Coordination and Development Commission, are working to enhance the Douro Valley as a tourism destination. A partnership with the George Washington University resulted in a two-week visit from a team of tourism consultants in June 2010 tasked with addressing three topics: increasing access to the North American market; increasing length-of-stay and decreasing seasonality; and enhancing tourism trails and circuits.

This survey was designed to provide insight into increasing access to the North American market. In order to properly position the Douro Valley for potential North American tourists, it is necessary for the clients to possess better understanding of current perceptions of the Valley held by prospective tourists.

In 2008, the World Center of Excellence for Destinations, a tourism nonprofit based in Canada seeking to enhance destination competitiveness, evaluated the Douro Valley using an original tool called the System of Measures for Excellence in Destinations. Among the categories of destination components evaluated, the component “marketing and sales” received a low performance grade (WCED, 2008). One of the factors that led to the grade was the absence of perception studies, of which the Center could find none during its evaluative process. According to the report, “It is crucial to understand the needs, expectations, and general perception of visitors, and to obtain impressions of changes to, and/or the attributes of the region” (WCED, 2008). This statement applies to visitors who are visiting or have visited the destination and potential visitors. First, destinations must be able to evaluate whether tourist expectations were met so adjustments can be made to align expectations with reality and avoid dissatisfaction. Secondly, when destination authorities are unaware of the perceptions of their destination currently held by potential tourists, they are severely hampered in their efforts to design effective communication strategies that encourage visits.

## **1.2 Purpose**

This survey was designed to gather perceptions of the Douro Valley currently held by prospective North American wine tourists. The consultants were interested in several aspects.

- Does the population have a strong association of Port wine with the Douro Valley?
- Have they ever considered visiting the Douro Valley, what activities or attractions would they expect to find there, and how would they describe the Douro Valley?
- If taking a trip centered on wine, what supplementary activities would they be interested in?
- Where do they get their information about wine?

## **1.3 Methodology**

The survey was designed utilizing the online service at [www.surveymonkey.com](http://www.surveymonkey.com). Links to the survey were then posted at a variety of online wine forums, including wine groups on Facebook and at [wineloverspage.com](http://wineloverspage.com). The survey was left open for four weeks, from June 5<sup>th</sup>, to July 3<sup>rd</sup>, 2010. A summary of the results was downloaded for analysis.

## **1.4 Limitations**

The validity and reliability of the survey results were limited by the time constraints of the consulting project, and a pilot survey was not utilized to test the survey instrument. Also, the particularities of the Survey Monkey interface led some respondents to answer only the first question on page one and not continue to answer the remaining questions located on page two, which lowered the response rate. Finally, although the link to the survey was posted on groups and forums for wine drinkers, the forums are easily accessible to the general online population.

In response to these limitations, the consulting team recommends the development of a more formal survey process that utilizes a pilot survey and a more carefully controlled population of respondents. More detailed suggestions are given in the Findings and Recommendations sections.

## **2 Problem Definition & Survey Objectives**

### **2.1 Problem Definition**

What are the current perceptions of the Douro Valley as a tourism destination held by potential wine tourists from North America?

### **2.2 Survey Objectives**

The survey objectives were to gather and analyze information about the following:

- The strength of the association between Port wine and the Douro Valley held by the respondents
- The types of activities or attractions respondents expect to find in the Douro Valley
- Psychographic impressions of the Douro Valley currently held by respondents
- The types of supplementary activities in which respondents would be interested in participating while on a wine-centered vacation
- The means by which respondents gathered information about wine.

### **3 Secondary Research**

Over the last thirty to forty years as the size of the tourism industry has rapidly expanded, scholarly research into the many components and aspects of tourism has expanded as well. As destinations face ever-increasing competition for tourists, destination management organizations seek to improve the effectiveness and sophistication of their marketing and publicity efforts. This industry need has fueled a scholarly focus on the tourist destination image.

The challenge when researching destination image is that its definition is as complex and varied as the tourism industry itself. It seems as if every scholar who has approached the subject offers a new definition, usually suggesting their new definition is more comprehensive than those that came before. Gallarza lists twelve definitions of destination image, each taken from an influential article (2001). Echtner and Ritchie list another 14 (2003).

A direct result of the inability to agree on a common definition of destination image is a lack of agreement on how to measure it. Researchers have applied a wide range of methodologies and evaluative techniques, making it difficult to compare their findings. Pike undertook a thorough review of the scholarly work into destination image analysis conducted between 1973 and 2000 and cataloged the resultant 142 papers (2002). His findings showed a range of techniques. Some researchers focused on one destination, without including competitors to provide a frame of reference. Some analyzed countries, some focused on states, others on cities, resort areas, and provinces. There is no mention of regions. Data analysis was conducted with a range of methods, including factor analysis, t-tests, perceptual mapping, analysis of means, repertory grid, mapping techniques, etc. Lack of consensus on the theory and methodology of destination image surveying threatens the credibility of any recommendations given to tourism industry stakeholders.

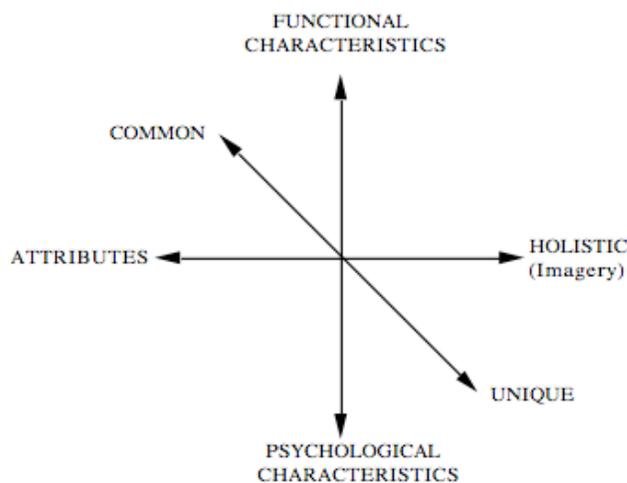
Despite the disagreement over definition and methodology, there is consensus on the importance of destination image in influencing the travel decision-making process. Woodside & Lyonski conclude that when considering potential destinations, tourists are more likely to choose those with positive, strong images (1989). Once they've experienced the destination, visitor satisfaction is often determined by a comparison of the pre-arrival images held by the tourist with the reality they encounter (Chon, 1990). This suggests that a two-step process is necessary to maximize tourist satisfaction. First, tourism suppliers and destination managers must have knowledge of the pre-trip images held by tourists. This knowledge can be gathered by surveying potential tourists on their current perceptions and by seeking to heavily influence pre-trip images through marketing and publicity. Secondly, tourists can be surveyed while at the destination or shortly after leaving to determine their satisfaction level. Low satisfaction could be indicative of dissonance between pre-trip images and the reality on the ground.

Perception surveys are also necessary to inform destination-positioning strategies. As stated by Deslandes, et. al., "positioning strategies cannot be

developed without some prior knowledge and understanding of existing destination image” (2006). For Turismo do Douro to effectively position the Douro Valley in the minds of potential North American tourists, it is necessary to understand current perceptions.

Echtner and Ritchie published “The Meaning and Measurement of Destination Image” in 2003, which emphasized the multiple components of destination image and the importance of utilizing both structured and unstructured methods to evaluate destination image. Destination image research up to this point acknowledged differences in holistic, attribute, functional, and psychological components. To this model, Echtner and Ritchie added “common” and “unique” components. The distinction recognized a core group of traits on which all destinations are rated and compared versus unique features and “auras” held only by a particular destination. For example, many destinations can be evaluated on psychological characteristics such as level of friendliness, safety, and quality of service. However, some destinations are distinguished by their unique atmosphere and attributes, such as the Vatican or Antarctica.

**Figure 1 – Components of Destination Image**



Source: The Meaning and Measure of Destination Image. Echtner J. & Ritchie, 2003.

In addition to emphasizing the multiple-component aspects of destination image, Echtner and Ritchie stress the importance of utilizing structured and unstructured methods. By their nature, structured methods are more appropriate for evaluating destination attributes because they force the respondent to consider the destination in terms of the attributes specified by the survey instrument. Only when using unstructured methods can respondents freely describe holistic impressions.

A final aspect of destination image and perception analysis that should be addressed is the process of image formation. Gunn draws a distinction between

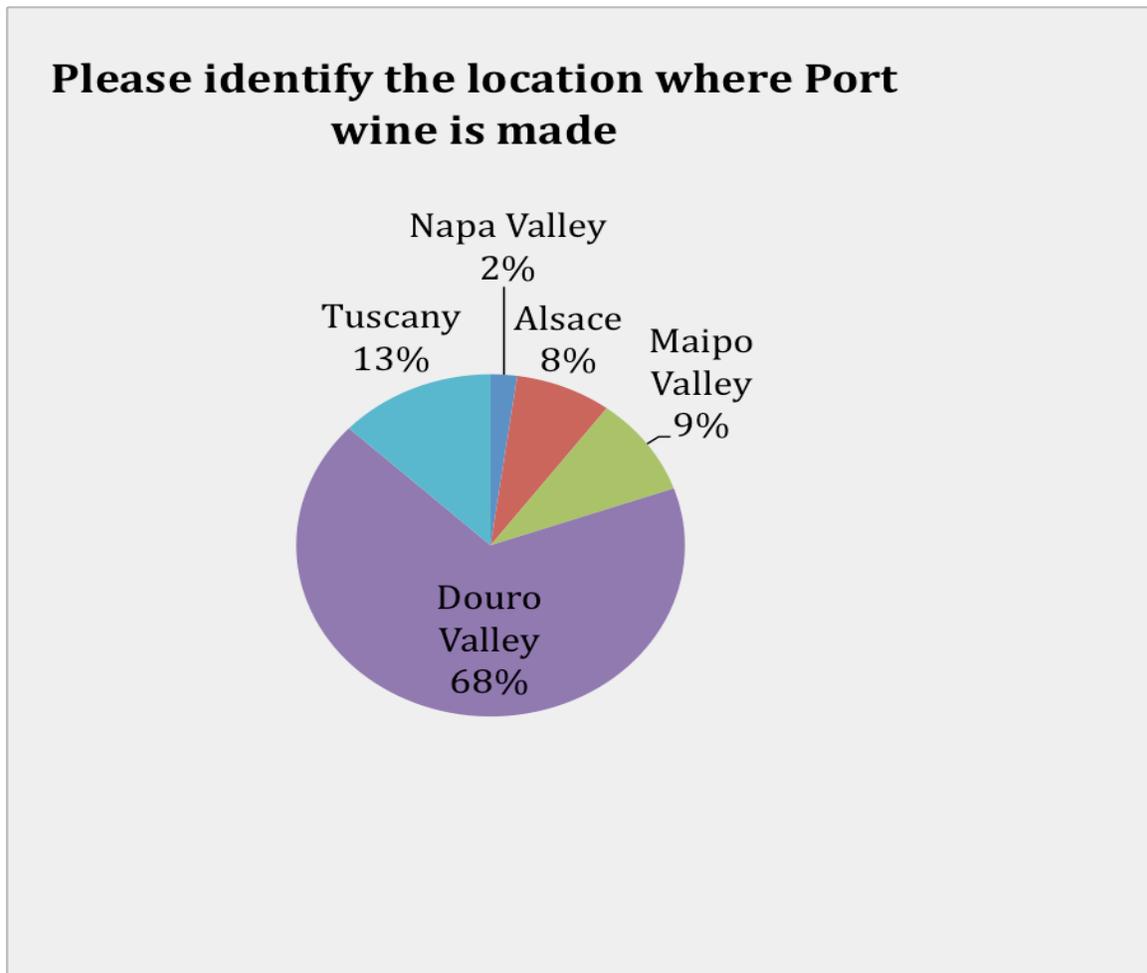
the organic image and the induced image (1988). The organic image is formed from non-tourism related sources, such as media, education, and, as in the case of the Douro Valley, destination-specific products (port). The induced image is that formed by commercial source of tourism information, such as guidebooks and magazines. Although the induced image is easier to control, destination managers can seek to influence and coordinate with regional stakeholders to affect the organic image. According to Echtner and Ritchie, the process of destination image formation:

suggests that individuals can have an image of a destination even if they have never visited it or even been exposed to more commercial forms of information. In designing marketing strategies, it would be useful to measure these base images. In this manner, the various strengths, weaknesses, accuracies, and inaccuracies of the existing destination Image could be more effectively addressed in the design of the promotional strategy. (2003, p. 39)

## 4 Survey Results

Ninety-seven complete responses were gathered over a four-week period.

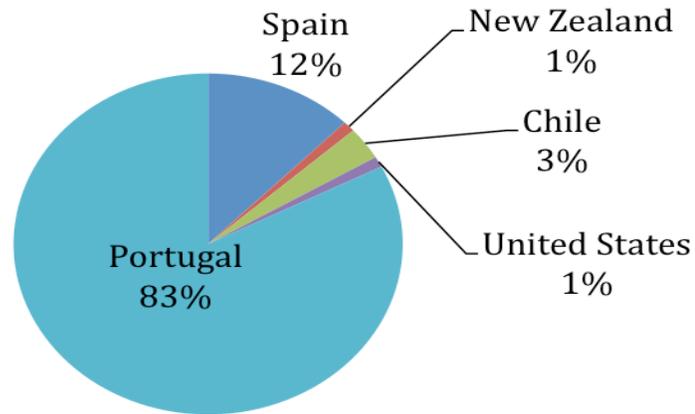
### Question One



The majority of respondents identified the Douro Valley as the point-of-origin of Port wine.

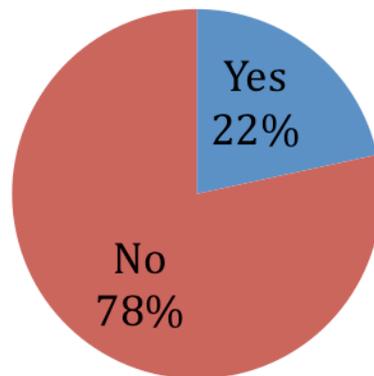
### Question Two

**In what country is the Douro Valley?**

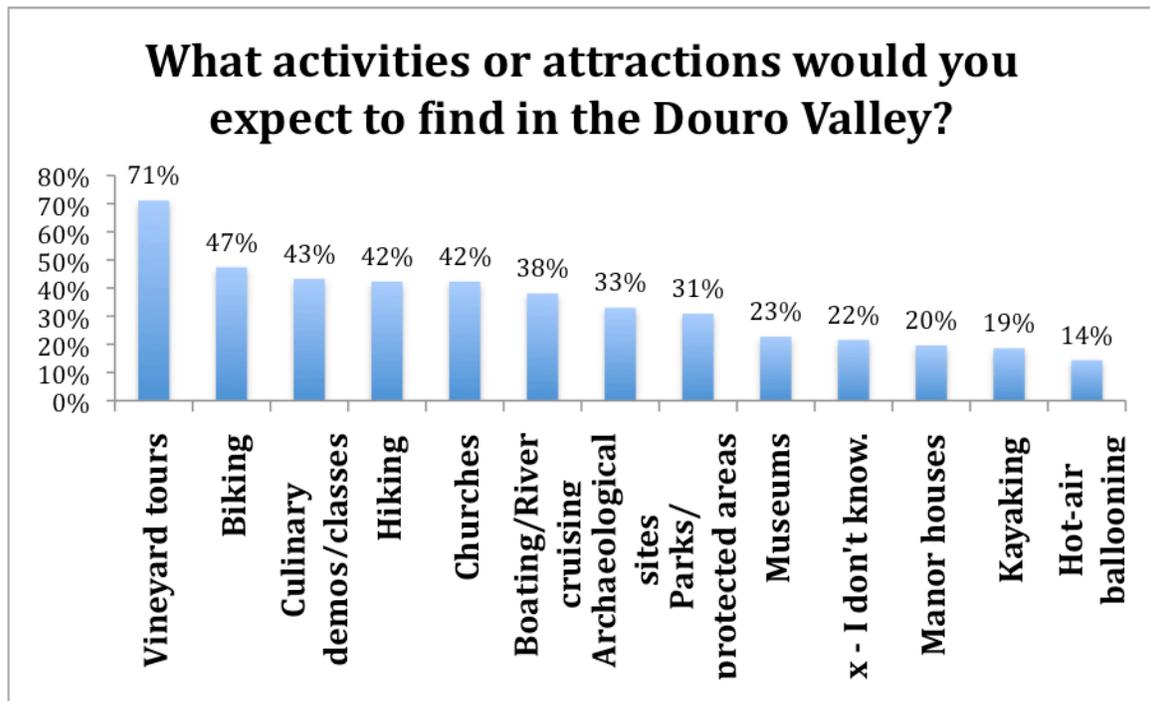


### Question Three

**Have you ever considered visiting the Douro Valley?**

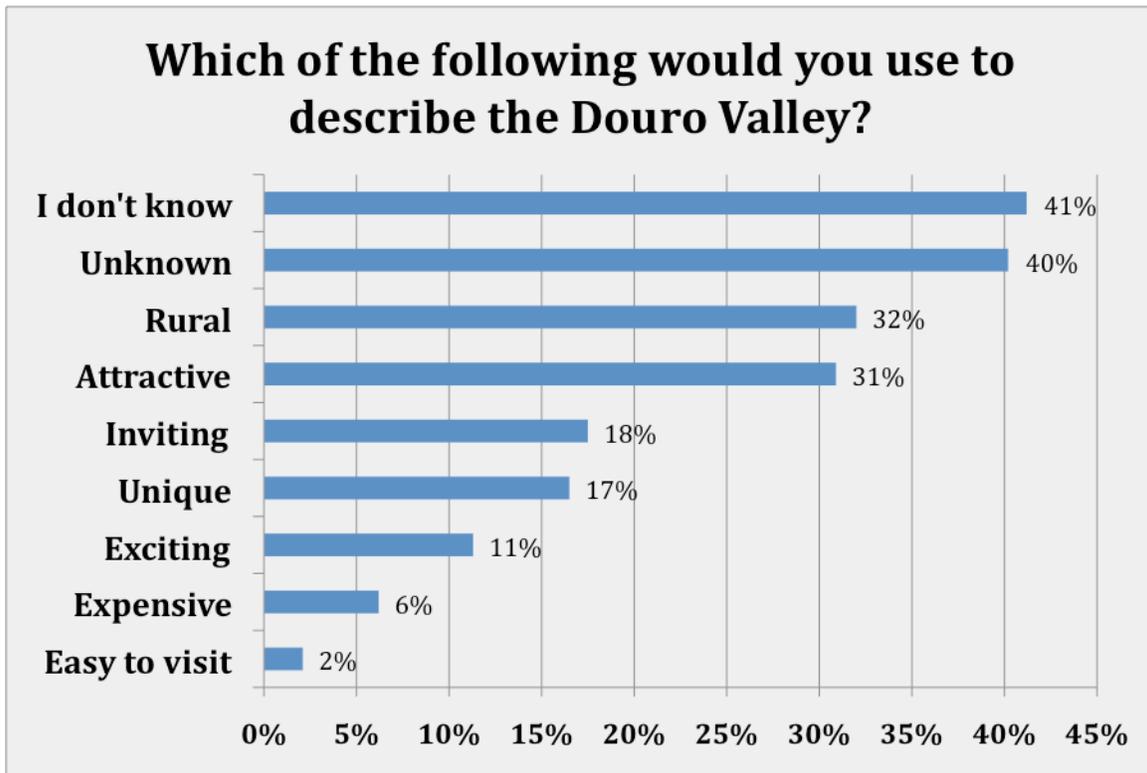


#### Question Four



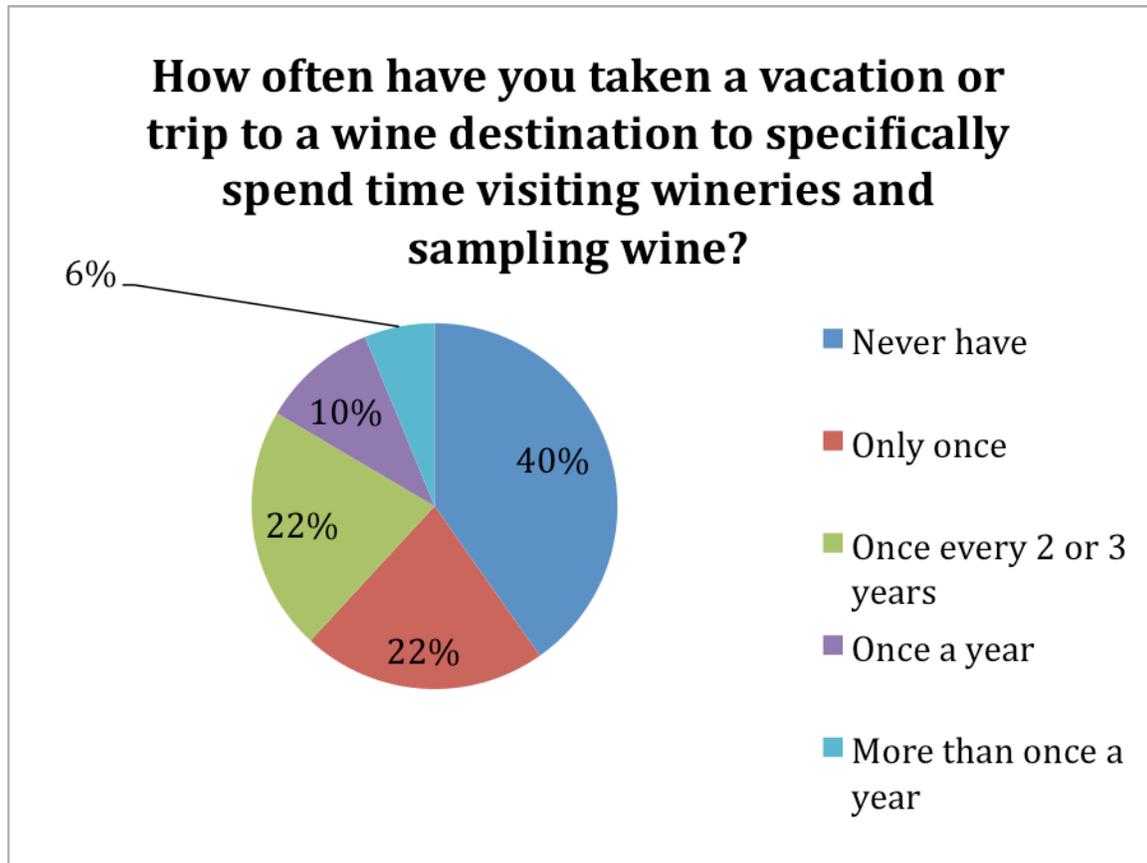
Question four revealed a fair amount of uncertainty regarding the types of activities that can be found in the Douro Valley. Only one, vineyard tours, was identified by a majority of respondents. Other activities and attractions that are available in the Douro, such as kayaking and parks, were not identified by a majority of respondents. Also, almost a quarter of respondents replied that they did not know what activities or attractions can be found in the Douro Valley. The responses to question four demonstrate a lack of awareness among prospective tourists regarding the tourism offerings of the Douro Valley.

## Question Five



The responses to question five further indicate a great amount of uncertainty regarding the characteristics of the Douro Valley. When asked which words or phrases describe the Douro Valley, the most popular response was “I don’t know” followed closely by “unknown”. The least popular response was “easy to visit”.

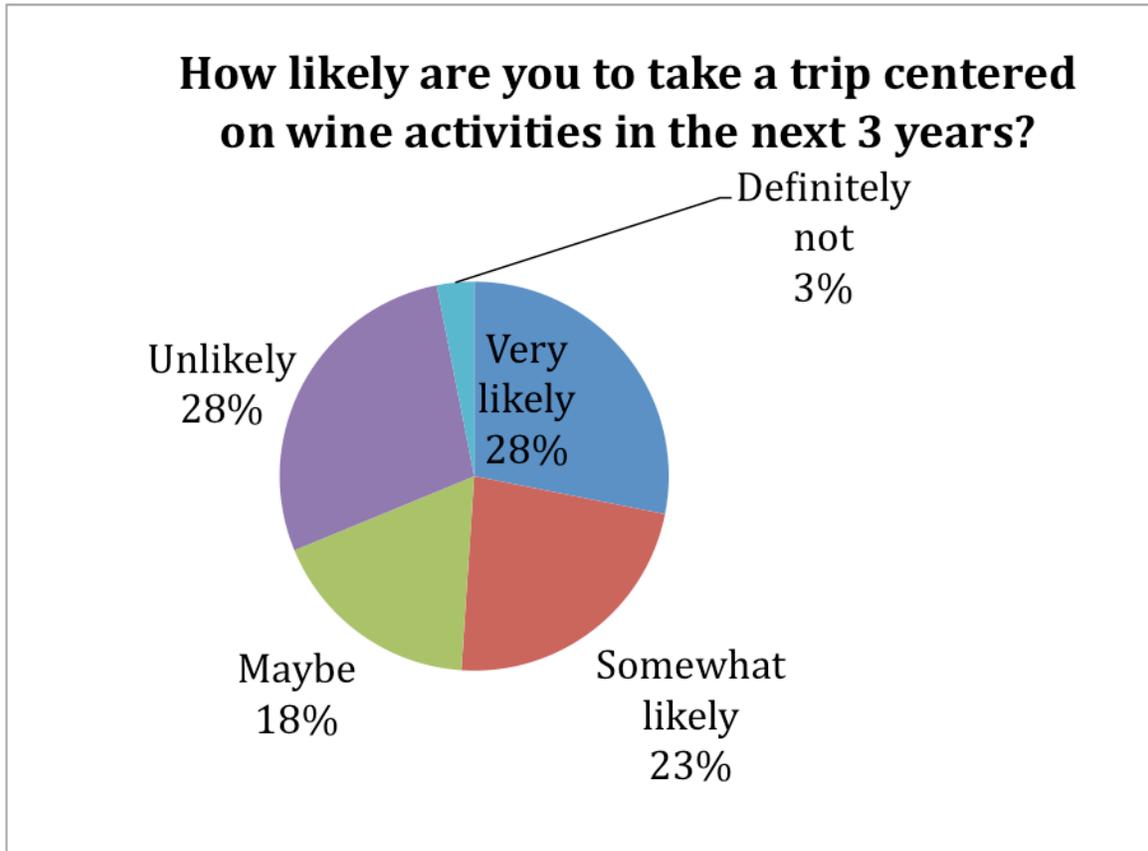
### Question Six



Over half of the respondents had taken at least one vacation focused on wine.

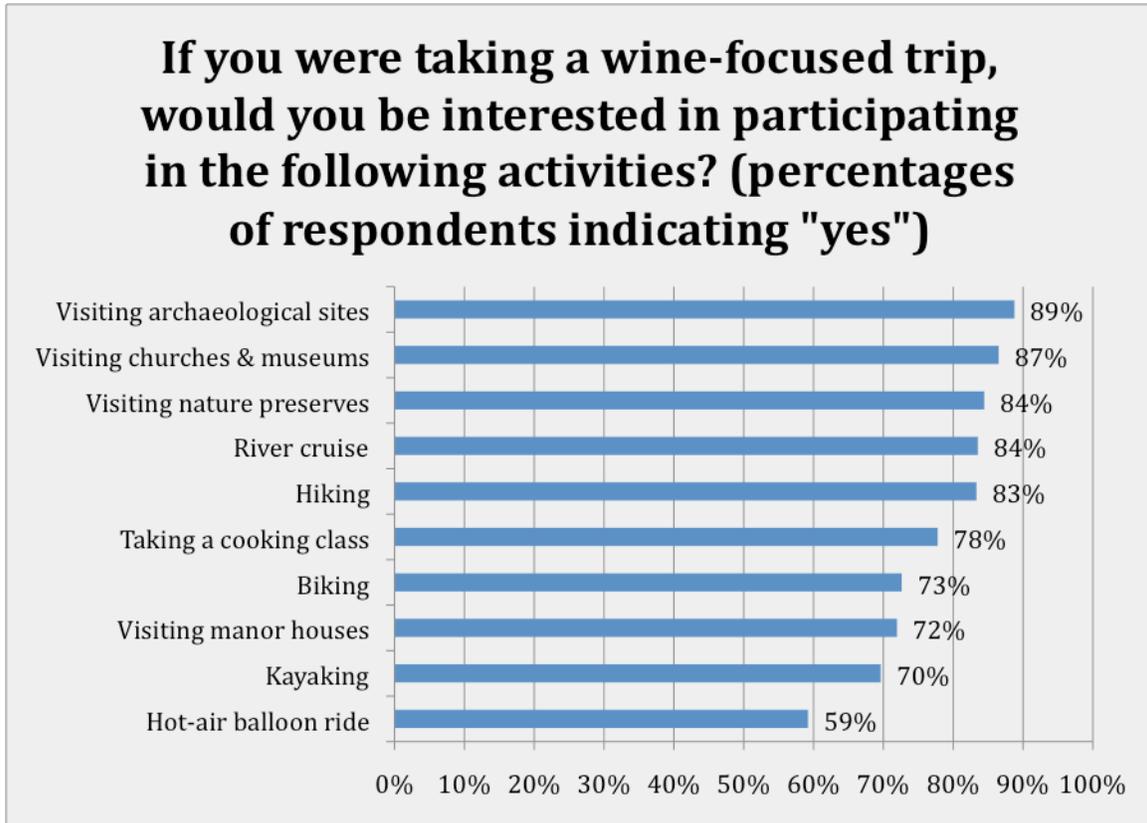
**Question Seven** – If you have taken a wine vacation, where was your last one? The most popular response was Napa and/or Sonoma Valley, California. The Douro Valley was not given as an answer by any respondent.

**Question Eight**



A majority of respondents indicated that they were very or somewhat likely to take a wine vacation in the next three years.

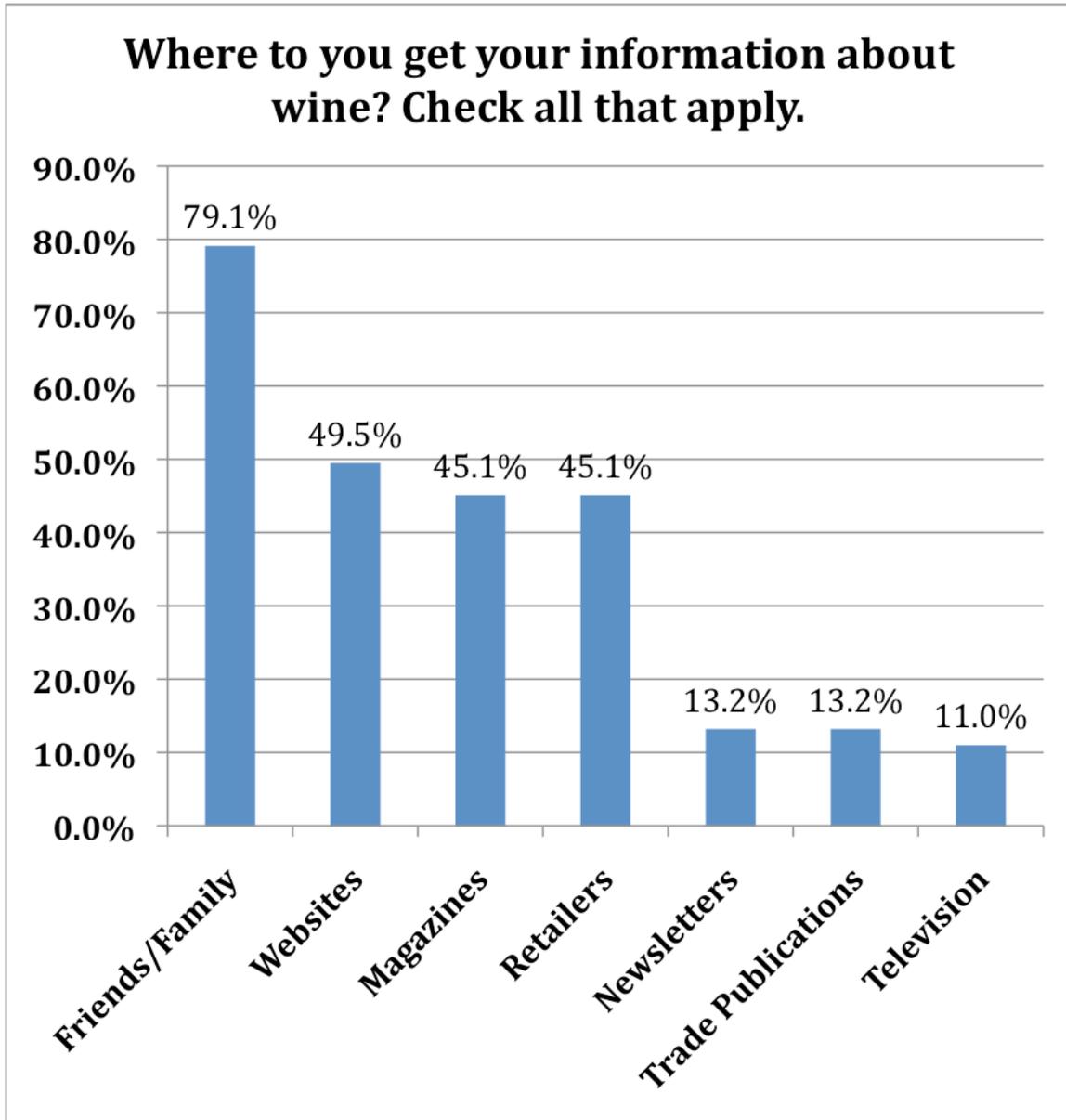
### Question Nine



Respondents indicated that they would be interested in participating in a number of activities that are available in the Douro Valley. Surprisingly, the most popular answer was “visiting archaeological sites”, which suggests an opportunity for greater utilization of the archaeological sites around Foz do Coa.

**Question Ten** – How knowledgeable do you consider yourself to be about wine? A majority of respondents indicated that they were very, fairly, or somewhat knowledgeable about wine.

### Question Eleven



Question eleven indicates that the majority of respondents get information about wine from their friends and family, underscoring the importance of leveraging customer satisfaction to enhance product image and reputation through word-of-mouth. Additionally, websites, magazines, and retailers were important sources of information as well.

## Questions Twelve through Seventeen - Demographics

- Sixty-five percent of respondents were female; thirty-five percent male.
- Seventy percent of respondents were between the ages of 25 and 45.
- Annual household income was diverse:
  - Less than \$25,000 = 12.4%
  - Between \$25,000 and \$49,999 = 17.5%
  - Between \$50,000 and \$74,999 = 28.9%
  - Between \$75,000 and \$99,999 = 17.5%
  - Greater than \$100,000 = 23.7%
- As a whole, the respondents were highly educated.
  - College bachelor's degree = 26%
  - Some advanced degree coursework = 22.9%
  - Advanced/Graduate degree = 42.7%
- A large majority of respondents were caucasian.

## **5 Conclusions**

### **5.1 Findings**

The results of the survey indicate that a majority of the sample population consisted of wine drinkers who are also wine tourists, as indicated by their past participation in wine tourism and plans for future participation. They also indicated a fair level of awareness with Port wine, identifying it as a product of the Douro Valley and placing the Douro Valley in Portugal. However, there was a wide gap in knowledge about the actual characteristics of the Douro Valley.

When asked what activities or attractions they would expect to find in the Douro Valley, only one answer was selected by a majority of respondents, which, not surprisingly, was “vineyard tours.” Other activities and attractions that are available in the Douro, such as kayaking, parks and protected areas, and museums, were selected by less than 30% of respondents. This indicates a strong lack of awareness of the tourism opportunities and activities in the Douro Valley.

Additionally, when asked to chose words describing the Douro Valley, the most popular responses were “I don’t know” and “unknown”. Despite the knowledge the respondents had about Port wine, they knew very little about its point-of-origin.

### **5.2 Recommendations**

The brand image of the Douro Valley rests on a foundation of its status as the oldest demarcated wine-producing region in the world, an honor recognized by its World Heritage status. For many potential visitors to the Douro Valley, their initial awareness of the region comes through their experiences with Port wine. Thus, the retail channel for the Valley’s most famous product can play an important role in raising awareness of and defining the region in the mind of consumers. It is thus recommended that Douro Valley tourism authorities pursue innovative promotional strategies in partnership with wine producers, bottlers, distributors, wholesalers, and retailers to raise awareness of the Douro Valley as a destination.

However, in order to design effective messages for potential markets, it is necessary to have a better understanding of current destination images held by those markets. This online survey has provided an initial snapshot of destination image perceptions held by potential North American tourists. However, it is recommended that Douro Valley tourism authorities implement a more rigorous, thorough survey of this potential market. A key element in the design of a market survey is the identification of an appropriate survey population, which must be representative of the larger population of potential tourists. The population chosen will determine the data collection process. Four alternatives are suggested, with a strong recommendation to utilize the Douro Valley’s

relationship with the George Washington University and implement a survey project in partnership with students in the GW tourism program.

The first option for a survey population is North American consumers who purchase a bottle of port or wine. These individuals have indicated a knowledge and appreciation of the region's main product and are likely to be interested in visiting the Douro Valley. An effective option for communicating with this population is through the product itself. The organization sponsoring the survey should explore partnering with all of the Valley's wine manufactures and distributors to design and promote the survey. A small label could be affixed to each bottle directing consumers to an online survey, or instructions could be printed on the back of the label itself. Response rates could be enhanced by the offer of a coupon towards their next purchase of wine for completing the survey. Considering budget constraints for tourism research, this is a highly cost effective option. Port manufacturers might be willing to absorb the cost of the coupon by recognizing the publicity value and resultant interest in wine and the Douro Valley. Costs would then include the process for creating and affixing the label, the price for hosting the web survey (often very low cost), and the personnel to monitor the survey and interpret the results.

A second option for a survey population is the subscribers to a popular wine magazine, such as *Wine Spectator*, *Wine Enthusiast*, or *Food & Wine*. These individuals have demonstrated their interest in wine and are more likely to be food and wine tourists. There are several options for communicating with this population. An ad could be taken out in one or several of the magazines directing readers to an online survey with a promise for a coupon upon survey completion. Alternately, the organization sponsoring the survey could seek to purchase the email addresses of subscribers and thus directly send them an invitation to take the survey online. However, this information is often not available for purchase. The costs involved in this option depend on the magazines' ad rates.

A third option is to place links for the survey on websites frequented by wine lovers. Possible sites include [wineloverspage.com](http://wineloverspage.com), [forums.winespectator.com](http://forums.winespectator.com), [mustlovewine.com](http://mustlovewine.com), [winetalk.com](http://winetalk.com), and [wein-plus.com](http://wein-plus.com). Visitors to these sites have demonstrated an interest in wine and are likely to be interested in visiting the Douro Valley. The operators of these pages may require the survey sponsor to pay for ad space, or they may allow the placement of links directly in the website forums. Another option would be placing survey links in the Facebook and other social media pages of Douro Valley stakeholders. No matter the method, survey enhancement could include the promise of a coupon in exchange for survey completion. The costs involved in this option could be limited depending on the nature of survey promotion.

The options described above utilize an on-line survey, the effectiveness of which is typically hampered by a low response rate. However, if the survey were left open for six months or a year and continuously promoted, a statistically significant amount of responses could reasonably be expected.

A final option for data collection is to use an interview-style questionnaire to collect responses at a wine festival, event, or vineyard. An advantage of this method is a relatively high response rate. Costs could be minimized by utilizing graduate students in a tourism program to implement the survey. For example, every spring the George Washington University offers a class in tourism research in which groups of students must design and implement a survey for a client. Students could collect data at one of the many spring wine festivals that take place in northern Virginia. The sponsoring agency could provide a response enhancement such as a free case of port for a randomly selected respondent. The students are required to interpret the survey findings and provide a final report to the client. Another option is to contract with a third-party company to administer the survey, although the cost would be much higher.

## 7 References

- Chon, Kye-Sung (1990). The role of destination image in tourism: A review and discussion. *The Tourist Review*, 2, 2-9.
- Deslandes, D. et. al. (2006). Measuring destination image: Do the existing scales work? *Tourism Review International*. 10, 141-153.
- Echtner, C., & Ritchie, J.R. (2003). The meaning and measurement of destination image. *The Journal of Tourism Studies*, 14(1), 37-48.
- Gallarza, M. (2002). Destination image: Towards a conceptual framework. *Annals of Tourism Research*. 29(1). 56-78.
- Gunn, C. (1988). *Vacationscapes: Designing tourist regions*. New York: Van Nostrand Reinhold.
- Pike, S. (2002). Destination image analysis: A review of 142 papers from 1973 to 2000. *Tourism Management*, 23. 541-549.
- Pike, S. & Ryan, C. (2004). Destination positioning analysis through a comparison of cognitive, affective and conative perceptions. *Journals of Travel Research*, 42(4), 333-342.
- Woodside, A.G., & Lysonski, S. (1989). A general model of traveler destination choice. *Journal of Travel Research*, 17(4), 8-14.
- World Center of Excellence for Destinations. (2008). *Executive Report of the SMED in the Douro Valley*. Montreal, Canada.

## 8.0 Appendix

### 1. Default Section

**\* 1. Please identify the location where Port wine is made**

- Tuscany
- Douro Valley
- Alsace
- Maipo Valley
- Napa Valley

## 2.

**\* 1. In what country is the Douro Valley?**

- United States
- Spain
- New Zealand
- Chile
- Portugal

**\* 2. Have you ever considered visiting the Douro Valley?**

- Yes
- No

**\* 3. What activities or attractions would you expect to find in the Douro Valley? Check all that apply.**

- Archaeological sites
- Biking
- Boating/River cruising
- Bungee jumping
- Churches
- Culinary demonstrations/classes
- Hang gliding
- Hiking
- Hot-air ballooning
- Kayaking
- Manor houses
- Museums
- Parks/protected areas
- Skiing
- Vineyard tours
- x - I don't know.

**\* 4. Which of the following would you use to describe the Douro Valley? Check all that apply.**

- Exciting
- Unknown
- Inviting
- Boring
- Dangerous
- Unique
- Attractive
- Expensive
- Rural
- Easy to visit
- I don't know

Other (please specify)

**\* 5. How often have you taken a vacation or trip to a wine destination to specifically spend time visiting wineries and sampling wine?**

- Never have
- Only once
- Once every 2 or 3 years
- Once a year
- More than once a year

**\* 6. If you have taken a wine vacation, where was your last one?**

**7. How likely are you to take a trip centered on wine activities in the next 3 years?**

- Very likely
- Somewhat likely
- Maybe
- Unlikely
- Definitely not

**8. If you were taking a trip that was centered on visiting wineries and sampling wine, would you also be interested in participating in activities such as the following?**

	Yes	No
Visiting churches and museums	<input type="radio"/>	<input type="radio"/>
Visiting archaeological sites	<input type="radio"/>	<input type="radio"/>
Visiting nature preserves	<input type="radio"/>	<input type="radio"/>
Taking a cooking class	<input type="radio"/>	<input type="radio"/>
Visiting manor houses	<input type="radio"/>	<input type="radio"/>
Hiking	<input type="radio"/>	<input type="radio"/>
Biking	<input type="radio"/>	<input type="radio"/>
Kayaking	<input type="radio"/>	<input type="radio"/>
Hot-air balloon ride	<input type="radio"/>	<input type="radio"/>
River cruise	<input type="radio"/>	<input type="radio"/>

**\* 9. How knowledgeable do you consider yourself to be about wine?**

- Very
- Fairly
- Somewhat
- A little
- Not at all

**10. Where do you get your information about wine? Check all that apply?**

- Websites
- Newsletters
- Trade publications
- Magazines
- Retailers
- Friends/Family
- Television

Other (please specify)

**\* 11. Gender**

- M
- F

**12. Age**

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75+

**\* 13. Ethnicity**

- White/Caucasian
- Black/African-American
- Hispanic/Latino
- Asian
- Other

**\* 14. Annual Household Income (US Dollar)**

- Less than \$25,000
- Between \$25,000 and \$49,999
- Between \$50,000 and \$74,999
- Between \$75,000 and \$99,999
- Over \$100,000

**15. Education**

- Not a high school graduate
- High School graduate
- Some college/or associates degree
- College bachelor's degree
- Some advanced degree coursework
- Advanced/Graduate degree

**\* 16. Country of residency**

**Appendix B**  
**North American Tour Operators**

<b>Tour Operator</b>	<b>Tours Offered</b>	<b>Day</b>	<b>Price/person</b>	<b>Price/day</b>	<b>Cities visited in Portugal</b>	<b>Contact</b>	<b>Phone</b>
<b>LUXURY</b>							
<b>Abercrombie &amp; Kent</b>	Taylor Made Portugal	11	\$12,260 +	\$1,115	Porto, Minho, Bussaco, Luso, Coimbra		800-554-7016 (IL)
<b>Tauk Tours</b>	Spain and Portugal	15	\$4,290	\$286	Lisbon, Evora		1-800-788-7885
	Paradors of Northern Spain	14	\$4,990	\$356	Porto, Coimbra, Fatima, Lisbon		
<b>Travcoa</b>	Portugal Independent Journey	8	\$7,650	\$956	Porto, Regua, Pinhao	<a href="mailto:info@travcoa.com">info@travcoa.com</a>	800-992-2003 (CA)
<b>LUXURY - SOFT ADVENTURE</b>							
<b>Backroads</b>	Biking Portugal	6	\$3,998	\$666	Porto, Amarante, Lamego	<a href="mailto:marks@backroads.com">marks@backroads.com</a>	510-527-1555 (CA)
<b>Butterfield &amp; Robinson</b>	n/a				*biking tours/ Spain 6 days \$6,495	<a href="mailto:info@butterfield.com">info@butterfield.com</a>	886-551-9090 (ON)
<b>Mountain Travel Sobek</b>	Kayaking & Wine Tasting Along the Douro River	5	\$3,595	\$719	Porto, Pinhao	<a href="mailto:info@mtsobek.com">info@mtsobek.com</a>	510-594-6000 (CA)
<b>Smithsonian Journeys</b>	Paradores & Pousadas	15	\$5,195 w/air	\$346 w/air	Lisbon, Evora		877-338-8687 (DC)
<b>MASS MARKET</b>							
<b>Brendan Vacations</b>	Southern Spain & Portugal	10	\$1,775	\$178	Lisbon	<a href="mailto:info@brendanvacations.com">info@brendanvacations.com</a>	818-428-6000 (CA)
	Best of Portugal	12	\$1,950	\$163	see sheet 2		
	Highlights of Spain & Portugal	14	\$1,935	\$138	Lisbon, Fatima, Porto		
<b>Central Holidays</b>	Charming Portugal	9	\$907	\$101	Lisbon, Evora, Obidos, Coimbra, Porto	<a href="mailto:info@centralholidays.com">info@centralholidays.com</a>	800-539-7098 (NJ)
	Discover Portugal Contrasts, Algarve	3	\$175	\$58	Algarve		
	Discover Portugal Contrasts, Lisbon	3	\$227	\$75	Lisbon		
	Spain & Portugal	12	\$2,188	\$182	Lisbon		
	Portugal's Lisbon & Algarve	6	\$551	\$92	Lisbon, Algarve		
	Wine Trails of Northern Spain & Portugal	6	\$993	\$166	Porto, Santiago de Compostela, Porto		
<b>Collete Vacations</b>	Sunny Portugal - Estoral Coast	10	\$1,199	\$120	see sheet 2	<a href="mailto:Mpaulo@collettevacations.com">Mpaulo@collettevacations.com</a>	800-340-5158 (RI)
<b>Contiki (18-35yr olds)</b>	n/a	n/a	n/a				714-935-0808 x5348
<b>GAP Adventures</b>	Spain & Portugal Highlights	11	\$1,899	\$173	Lisbon, Evora, Algarve	<a href="mailto:davidc@gap.ca">davidc@gap.ca</a>	
	Spain & Portugal Sampler	12	\$1,999	\$167	Lisbon, Porto, Santiago de Comp. (north)	(Business Development)	800-465-5600
<b>Gate 1 Travel</b>	Classic Spain & Portugal	7	\$1,099	\$157	Lisbon *have an Art & Wine Spain tour	<a href="mailto:info@gate1travel.com">info@gate1travel.com</a>	215-572-7676
<b>Globus Journeys</b>	Portugal River Cruise	12	\$2,549	\$212	see sheet 2	CO	866-755-8581 (res)
	Portugal in Depth	12	\$1,649	\$137	see sheet 2		
<b>GoGo World Wide Vacations</b>							
<b>Insight</b>	Amazing Spain & Portugal	10	\$1,313	\$131	Lisbon, Fatima	<a href="mailto:info@insightvacations.ca">info@insightvacations.ca</a>	866-747-8120
	Best of Spain & Portugal	17	\$3,065	\$180	Lisbon, Obidos, Batalha, Fatima, Porto		
<b>Isram</b>	Explore Portugal - Self Drive	8	n/a		Lisbon, Coimbra, Porto, Amarante	<a href="mailto:info@isram.com">info@isram.com</a>	800-223-7460 (NY)

<b>Tour Operator</b>	<b>Tours Offered</b>	<b>Day</b>	<b>Price/person</b>	<b>Price/day</b>	<b>Cities visited in Portugal</b>	<b>Contact</b>	<b>Phone</b>
<b>Odysseys Unlimited</b>	Paradores & Pousadas (Historic Lodging of Spain & Portugal)	15	\$3,495 incl air	\$233 incl air	Lisbon		
<b>Avanti Destinations</b>	FIT - Driving Tour	5			Lisbon, Pousada de Condeixa a Nova, Porto	<a href="mailto:lworksman@avantidestinations.com">lworksman@avantidestinations.com</a>	323-221-4272 (OR)
<b>Classic Vacations</b>	FIT				Lisbon, Sintra, Casais	<a href="mailto:travel@classicvacations.com">travel@classicvacations.com</a>	800-635-1333 (CA)
<b>Travel Bound</b>	FIT				Lisbon	<a href="#">Travel agents only</a>	
<b>Travel Impressions</b>	FIT				Faro, Lisbon, Porto	<a href="mailto:hr.ny@travimp.com">hr.ny@travimp.com</a>	
<b>CIE International</b>	Cruising Portugal & Spain	7	\$2,399	\$343	Porto, Regua, Barca d'Alva, Pinhao, Bitetos	<a href="mailto:helpdesk@cietours.com">helpdesk@cietours.com</a>	800-243-8687 (NJ)
<b>Le Boat</b>	n/a	n/a	n/a		n/a		
<b>Uniworld Boutique River Cruises</b>	Portugal, Spain & the Douro River Valley	12	\$2,949	\$246	Lisbon, Coimbra, Porto, Bitetos, Lamego, Regua, Pinhao	<a href="mailto:info@uniworld.com">info@uniworld.com</a>	818-382-7820 (CA)
<b>Viking River Cruises</b>	n/a	n/a	n/a		n/a		

# Annex C: Key Words for Optimization

**Overall Strategy: Online Marketing**

---

USA	Douro Trips Portugal Vacations North Portugal Vacations Wine Trips Douro Valley Wine Bike Trips Wine and Walk Tours River Cruises Portugal River Cruises Douro River Cruises European wine tour Porto wine tour
FRANCE	Douro Voyages Douro vacances Vacances au Portugal Vacances Nord du Portugal Vélo et vin Vin et Tours Croisières fluviales Tour de vin Porto
UK	Douro Holiday North Portugal Holiday Wine tours River Cruises Portugal Douro River Cruises North Portugal Villas Spas North Portugal

## ANNEX D - BUDGETS - ONLINE MARKETING STRATEGY

This annex includes the budget and timeline for the SEO and SEM components of the online marketing strategy. A start date of October 1<sup>st</sup>, 2010 is suggested for implementing the strategy.

October 2010: Turismo do Douro identifies goals as suggested below, hires SEO/SEM consultant, and assigns an internal social media coordinator. Once these positions have been filled, the responsible employees/consultants will attempt to reach the monthly goals via their respective channels. Constant monitoring of effective and ineffective practices is crucial to assuring an effective online strategy. Status updates should be given every month.

### Search Engine Marketing (SEM)

The following budget predicts an average of 2,000 search clicks per month by users visiting and searching the new destination website for information on the Douro Valley. The estimation for search clicks increases slightly per the expected high-season months of June, July, August and September. The total fee/hour for “Implementation and Optimization” as well as, for “Project Management and Administration” is based on a percentage of an in-house employee’s salary or based on the standard fee for service provided by external expertise. The numbers of hours required for crafting, implementing and managing a SEM program increases slightly per the expected high-season months of June, July, August and September. In this regard, hours should be adjusted for an increase should any special promotions be marketed online during the off-peak seasons e.g., Christmas holiday promotions advertised online heavily end of October/through November.

SEARCH ENGINE MARKETING													
Clicks	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of clicks	2,000	2,000	2,000	2,000	2,000	2,250	2,500	2,500	2,500	2,000	2,000	2,000	25,750
Total per month	2,000	2,000	2,000	2,000	2,000	2,250	2,500	2,500	2,500	2,000	2,000	2,000	25,750
Fixed Costs	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
#Hours - Impl. and optimization	5	5	5	5	5	10	15	15	15	5	5	5	95
Fee/hour- Impl. and optimization	25	25	25	25	25	25	25	25	25	25	25	25	25
Fixed fee - Impl. and Optimization	125	125	125	125	125	250	375	375	375	125	125	125	2,375
#Hours - Project Mgt. & Adm	5	5	5	5	5	8	10	10	10	5	5	5	78
Fee/Hour - Project Mgt. & Adm	25	25	25	25	25	25	25	25	25	25	25	25	25
Fixed fee - Project Mgt. & Adm	125	125	125	125	125	200	250	250	250	125	125	125	1,950
Total (€)	250	250	250	250	250	450	625	625	625	250	250	250	€ 4,325

## SEO Search Engine Optimization

The following budget predicts an average of 1,000 clicks originating from rankings in organic Google search per month by users searching for information on the Douro Valley and activities available there. The estimation for search clicks varies slightly per the expected low-season months of December and January. The total fee/hour for “Implementation and Optimization” as well as, for “Project Management and Administration” is based on a percentage of an in-house employee’s salary or based on the standard fee for service provided by external expertise. Project management is assumed to be higher than an online experts. In this regard, hours should be adjusted fro an increase should any special promotions be marketed online during the off-peak seasons e.g., Christmas holiday promotions advertised online heavily end of October/through November.

Lead Rates (a lead is defined as a visit to the website or opening of the newsletter from a new source, such as newsletter or partner site) is conservatively calculated to be .1% of the total visits or newsletter recipients. This provides ample room for achieving and surpassing targets.



NEWSLETTER

LR%	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg.
LR% Newsletter	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
LR% from Partner sites	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Number of leads	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of Newsletters	1	1	1	1	1	1	1	1	1	1	1	1	12
Number of Newsletter signups	200	30	30	30	30	30	30	30	30	30	30	30	530
Number of clicks to site from the newsletter	1	1	1	2	1	1	2	1	1	1	1	1	14
Number of partner sites with content	2	2	4	4	6	6	8	8	10	10	12	12	12

ANNEX E – SOCIAL MEDIA ACTION PLAN

TURISMO DO DOURO -- SOCIAL MEDIA ACTION PLAN					
Element	Tools	Actions	Frequency	Time per Month	Cost (€)
<b>Shared Media/Digital Footprint (tourism images, videos)</b>	YouTube Flickr Podcasts* Vimeo Keyword photos/maps	Create podcasts on travel to Douro Valley (for each major town) and make available for download for free on website and iTunes Post videos and photographs in designated Douro Valley channels on YouTube, Vimeo and Flickr Re-label tourism images, including maps, of Douro Valley in order to rank higher within Google Images	Monthly	10 hours	200 *
<b>Social Networks</b>	Facebook Twitter Orkut ( <i>Brazil</i> )	Create and maintain Douro Valley accounts on Twitter, Facebook and Orkut to increase outreach to tourists and travel writers re: news and events — link all social networks to each other and to all blog entries, podcasts, video and photo uploads	Semiweekly	16 hours	None
<b>Wikis</b>	Wikipedia Wikitravel - Douro	Add to current "Douro" Wikitravel entry to update destination information Create a "Douro Valley Tourism" Wikipedia entry; additionally an entry could be made for "Turismo do Douro" Monitor and edit these pages	Weekly	2 hours	None

ANNEX E – SOCIAL MEDIA ACTION PLAN

Element	Tools	Actions	Frequency	Time per Month	Cost (€)
<b>Online Travel Communities/ 3rd Party Recommendations</b>	Lonely Planet – <i>Thorn Tree</i> Yahoo! Travel Matador.com IgoUgo.com	Monitor and respond to online travel forum questions relevant to Douro Valley tourism and respond with answers	Daily	20 hours	None
<b>Monitoring</b>	Google Alerts	Service offered by Google that automatically notifies users when new content from news, web, blogs, video and/or discussion groups matches a set of search terms selected by the user Create Google Alerts for Douro Valley (keywords) Monitor "once a day" Link to relevant news, web, blogs, video and discussion groups back to destination website	Daily	14 hours	None
<b>TOTAL/Month</b>				<b>62 hours</b>	<b>200 *</b>

\* One-time upfront investment for Podcast equipment purchase e.g., studio quality microphone with a desktop mic stand, a mixer with a USB output that connects to computer and a microphone cable

## ANNEX F - Monitoring Plan for Social Media

Element	Tool	Measure of Success	Indicator	Data Source
Listening	Google Alerts	Number of newstories online about Douro increases	Number of newstories	Google Alerts
	Google Blog Alert	Number of blog posts about Douro increases	Number of blog posts	Google Blogs
Increase Digital Footprint	Flickr	If the number of unique views to the Flickr Stream increases each month	Number of views of Flickr photos	Flickr
		The number of comments on Flickr photos	Number of comments	Flickr
		The number of contacts on Flickr	Number of contacts	Flickr
		The number of podcast downloads increases each month	Number of downloads	Website Analytics/ iTunes Downloads
	Podcasts	The number of comments on podcasts increases	Number of comments	Website Analytics
		The number of inquiries from podcasts increases	Number of inquiries	Website Analytics
		The number of videos viewed increases each month		YouTube/Vimeo
	Vimeo/YouTube	The number of comments on the videos increases	Number of views on YouTube/Vimeo	Number of comments
		The number of inquiries to the website from videos increases		Number of inquires
Images on Google		The images ranking highly on Google Images for keywords are owned and linked to the destination website	Ranking of Douro images	Google Page Rank
Social Networks	Facebook	The number of friends increases each month	Number of friends	Facebook
	Orkut	The number of comments on Facebook posts increases	Number of posts	Facebook
		The number of photos posted by Facebook friends	Number of photos	Facebook
		The number of reposts increases	Number of reposts	Facebook
	Twitter	The number of followers increases each month	Number of followers	Twitter
		The number of retweets increases	Number of retweets	Twitter
Online Travel Communities/ 3rd Party Recommendation Sites	Any Travel Community Active on these Websites	The number of conversations about Douro increases	Number of conversations	Google Alerts
		The number of people involved in the conversations increases	Number of people	Monitoring online communities
		The number of people posting increases	Number of posts	Monitoring online communities
Monitor Traffic to Website from Social Sites	Google Analytics	The number of unique visits from social sites increases	Number of visits from social sites	Google Analytics

## **ANNEX G**

### **Evaluation of the forthcoming Douro destination website**

Turismo do Douro has commissioned the development of a new Douro Valley destination website to be located at the web domain of [www.visit-douro.com](http://www.visit-douro.com). This website is to take the place of the current destination website of [www.douro-turismo.pt](http://www.douro-turismo.pt), which through evaluation by the GWU consulting team and from the historical lack of performance online, has been deemed ineffective. The new [www.visit-douro.com](http://www.visit-douro.com) website is likely to launch within the next couple of months, if not sooner.

Per discussions with Turismo do Douro, this consulting team is recommending a social media strategy for marketing the new website as well as, development of a cutting-edge mobile application for tourists' use available for download on the new website. Before creation of the social media strategy and the mobile application, the consultants evaluated the new website based on the Xotels Ltd. criteria previously mentioned in this report. Furthermore, the evaluation was based on the winning project proposal created for Turismo do Douro by the web development company named, Unica Consulting.

The focus of Unica Consulting's project proposal is to create a website for the Douro Valley destination that becomes a competitive factor by supporting the tourism value chain, improving customer service, increasing awareness of the destination and creating additional sources of revenue generation. In terms of usability, the developer proposed implementation of a website that is user friendly and intuitive for the visitor, particularly aimed at allowing the visitor to find what they are looking for in as few search clicks as possible across subjects and locations. The new website development plans also intend to keep contents constantly updated, and attract and retain visitors to the website repeatedly.

The GWU consulting team supports the decision made by Turismo do Douro to select Unica Consulting as their web developer with the associated project proposal in mind. The web development plans outlined by Unica Consulting are in line with the features of contemporary destination websites including website elements such as, interactive maps, a custom itineraries function, and the capability to connect with Web 2.0 virtual communities. The project proposal introduces an optional "Complementary Works" package available to Turismo do Douro for extra cost. It is recommended to pursue use of this Complementary Works package in regards to creating marketing campaigns with Search Engine Optimizing (SEO), and providing additional language translation options to the visitor. Turismo do Douro has chosen English as the primary language for the website, which is favorable but the website should also support Portuguese, Spanish, French and German languages.

The consulting team also recommends that Turismo do Douro's future destination website consider integration of a destination blog, which makes sense from an SEO perspective and adds page volume and overall search engine authority. It is also recommended to make use of local residents who are passionate about their local town or local journalists, which adds credibility and a feeling of authenticity to the site.

Most importantly, the GWU consulting team recommends a social media strategy to complement the new website and for integration of a downloadable mobile application for tourists' use while visiting the destination. An Action Plan for the social media strategy and a framework for development of the mobile application have been created by the consulting team and are described in detail throughout the following pages.

## **ANNEX H**

### **Evaluation of the retailer as a Douro Valley brand ambassador –**

A dozen one-on-one interviews with both United States retailers and international distributors elicited interesting insights about the reputation of Port wine. While the image of Port has consistently entailed tradition and history, it has not evolved over time and continues to rely on its appeal to an established market niche of older, mature customers. As a result, Port sales have been stagnant in North America for the past decade (Exhibit 1). A sweet aperitif, Port does not readily appeal to the American palate and pre-dinner 'cocktail culture'. Without reenergizing the brand and appealing to a broader, younger market and more adventurous generation, the traditional Douro Valley product faces intense competition. The wine industry is increasingly saturated, making it challenging to differentiate a product. By promoting Port and other Douro Valley dry wines to a broader segment and increasing awareness of the region's offerings, consumers will become more aware of and familiar with the region's offerings.

Although Port remains the most recognized product from the Douro Valley, inexpensive dry wines are increasing in availability and demand. Although they offer high value at a low price, the dry wine offerings are somewhat limited, and most consumers and many retailers are unfamiliar with the range and quality grape varieties from the Douro Valley. Compounding the challenge of establishing a reputable brand identity for new Douro Valley products, there is still a lingering perception of poor quality surrounding Portuguese wine due to the presence of co-op vineyards that favored quantity over quality during the 1980's.

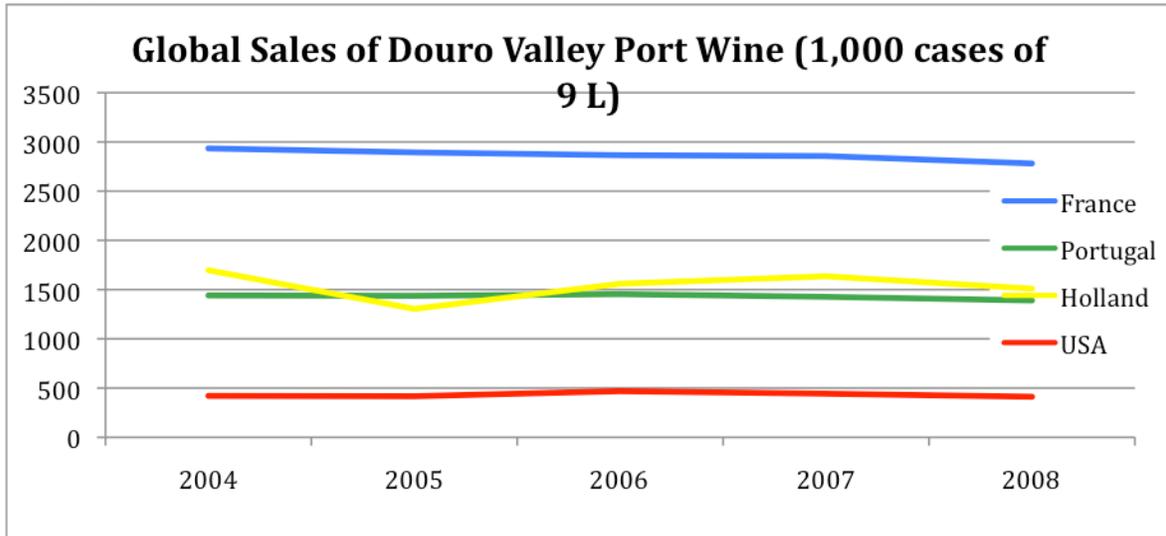
During research interviews, retailers indicated that the messages that consumers receive about Douro Valley wine are somewhat confusing due to inconsistent brand image and conflicting retailer perceptions. Grape varieties are not easily recalled and while Vinho Verde is gaining recognition and popularity within consumer's ideal price range, there is still little brand and regional recognition of the Douro Valley. Retailers indicated customers rarely request Portuguese wine unprompted and mainly purchase Douro Valley dry wine because it is within their price range or as a result of a trusted resource's recommendation, often the retailer's.

As the last consumer touch point, retailers' decision to sell, recommend and promote a region's wine greatly impacts the end consumer's awareness, familiarity and demand for a particular wine product. Exposure to regional products is essential to stimulate demand and form perceptions. Retailers are trusted sources providing expert knowledge and wine advice. They are the single most important resource once a consumer enters the retail store. It is essential for industry experts, distributors and retailers in particular to be aware

and understand a region's offerings to increase a consumer's familiarity with a region. Also, at the same time, retailers' recommendations assist in developing imagery and perceptions of the region from its offerings and perceived value. Reciprocal relationships throughout the entire wine supply chain from producers to importers, distributors and finally, retailers share knowledge and understanding of regional products and directly impact consumer demand and sales.

The U.S. retailer has the potential to be more educated, aware and familiar with the Douro Valley offerings. By appealing to the last touch point with consumers, retailers directly influence consumers' perceptions of a region and its offerings. A significant opportunity exists to create Douro Valley ambassadors and advocates if the correct resources are invested in to promote and appeal to United States wine retailers and distributors.

Exhibit 1 -



Source: Instituto dos Vinhos do Douro e Porto