Quinta da Fonte do Bispo

Business Expansion Program



Abstract

Expansion of the Hotel Resort & Spa Located in Tavira, Portugal.

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# Executive Summary

The Quinta da Fonte do Bispo is wholly owned by the company Quinta da Fonte do Bispo LDA but the deeds are currently held in their entirety by Banco Popular/ Santander Totta, against a tranche of loans. The family owners initially purchased the property for €1,000,000 cash in 2007, with no mortgages or liens against the property. In the year 2009, Turismo de Portugal informed the owners, by mail, that the Rural Turism license under which the company operated was being phased out. In discussions with CCDR and Turismo de Algarve, the owners were informed that support was available for expansion of the existing properties, provided that specified conditions were made that were acceptable to CCDR and Turismo de Portugal. This Expansion Program is part financed by CCDR and Turismo de Portugal, part by the bank and part by the owners.

Construction is currently approximately 75% complete, including furnishing and fitting of the new facilities. The Fiscal Engineering Company, DDN has estimated that construction can be completed within 4 months of restarting and fitting out can continue whilst the inspections are being undertaken and the licenses are being obtained. The company has engaged a Hotel Manager as “end user client’s representative” to oversee the project and provide direction to DDN. The Schedule of Activities & Costs is subject to alteration depending on the terms of the loans/funding that is eventually offered. The current proposed schedule is attached as Addendum #XXX.

The original focus was on drawing people away from the Sun, Sea & Sand of the typical tourist in Portugal and into the hinterlands that offer so much more, being the true Algarve. Our facilities are aimed at the *Baby Boomers* (retirees, born just after the war who are probably the richest segment of society, ever) plus the *Empty Nesters* (couples whose children have left home and have decided to see the world). These two groups do not want to base their holidays on roasting on the beach, surrounded by lager-louts and red-faced, beer-bellied crowds, with loud music blaring everywhere. They are typically “Culture Vultures”, people that seek out cultural activities, historical sites and Arty, Crafty facilities that enhance their outlook on life.

Our theme is: promoting the interaction of people of different nationalities, based on a Healthy Mind and a Healthy Body.

Our typical clients will be a 60-year-old couple, she liking Arts & Crafts and he liking Golf, Fishing, Birdwatching and both enjoying hiking and visiting historical sites. We will have facilities for five Art & Craft Studios at any given time, plus a Heritage Centre in which an interactive multimedia system will inform our clients of the heritage of the country and present videos of the historical sites. Then we will offer them day-trips to visit these sites and make the images come alive in their minds.

The PENT Program, developed by Turismo de Portugal (more of this in section XXXX) specifically mentions the fact that a multiplicity of activities is one of the best options for drawing tourists into the countryside and we have expanded on this fact. We are constructing a virtual Resort for Adult Entertainment (in the nicest sense of the phrase). Sports, Dine & Dance, Lessons in Language and various Arts & Crafts, and many more activities – refer to the OVERVIEW DIAGRAM for a list of these activities.

The key to understanding our philosophy is to think about our resort as a Community Centre, a hub of activity into which our hotel guests are welcomed. Not a cold, soulless environment of a “dormitory hotel” in which people only go to sleep. Join a group making mosaics or painting tiles; join a group playing bowls, croquet or volleyball; go to the recreation centre and swim with day-trippers from the local community, making new friends as you go. With so many world-class golf courses in easy reach, the ladies will not be too concerned if their husbands go off and disappear for a few hours; they will be very well entertained.

The Directors will be “hands on” operators on a daily basis, each having their own sector to manage. Gillian teaches Patchwork Quilting and will run the Craft Studio. Richard Senior is well known in the area as a Cabaret Singer and will organise the in-house music and run the Recording Studio. Richard Junior produces two full-colour magazines in the area that will heavily promote all the hotel’s activities and events and he has intimate contacts in many of the premium golf clubs in the area. Katie has the children to care for but will assist the human resources department.

Tourism in Portugal is increasing year over year and is increasingly being seen as one of the safest holiday venues in the world. It is fully expected to continue this growth for many years. This East Algarve region is becoming very popular, not just as a holiday venue, but also as a retirement destination. Given the new tax incentives and the problems being faced by the EU and other northern European countries, the East Algarve has much to offer. We offer these ex-pats a centre for making and meeting friends, starting as a base from where they make their inspection visits.

Whatever the financial scenario that unfolds, we expect the hotel resort to flourish due to the fact that the area drastically needs a multi-purpose venue that we are presenting. A Four-Star experience in Dining, Dancing, Sports and general activities. A classic wedding venue with hotel rooms and Spa Centre on site. All our facilities are wheelchair friendly with toilets and spacious corridors to allow wheelchairs to pass. Though we aim for adult tourists, the resort is family-friendly and uses this fact for leverage. Visitors that come for one facility will often use another.

Income projections for the Quinta da Fonte do Bispo are attached in Addendum XXX. The data used is extracted from the figures presented by local competitors, based on the lower values in the group (approximately 30% lower than the average). These projections illustrate a total revenue of €1,300,000 for the first full year of operation, generating a net profit of €433,333.00.

The company has already received funding from the EU, via CCDR and Turismo de Portugal as detailed in the AddendumXXX.

The Turismo de Portugal loans are in two sections: a €360,000 loan that is to be repaid within two years and a €1.900,000 loan that is to repaid over fifteen years, with repayments starting when the first loan has been repaid. All these loans are at 0%.

The bank loans amount to €1,430,000 repayable over 15 years at an interest rate of 5.5%. The account currently holds €460,000 that is to be spent on construction.

The company will require an additional €750,000 to complete the hotel as per the original plan, which is necessary due to the agreements in place with Turismo de Portugal.

Our marketing strategy will allow us to communicate the hotel’s values, develop close working relationships with our clients and suppliers and to identify the needs of our guests in an effective manner. Continued differentiation and growth are two goals we have set for ourselves. Growth will take place by raising our profile within the community and targeting new areas of business within both local and national communities.

# Overview of Portugal Within the EU

Capital: Lisbon

Official EU language(s): Portuguese

EU member country: since 1 January 1986

Currency: euro. Euro area member since 1 January 1999.

Schengen: Schengen area member since 26 March 1995.

Figures: Geographical size - [population](https://europa.eu/european-union/about-eu/figures/living_en#population) - [gross domestic product (GDP) per capita in PPS](https://europa.eu/european-union/about-eu/figures/living_en#quality_of_life)

Political system

Portugal is a semi-presidential republic with a head of government - the prime minister - and a head of state - the president - who has power to appoint the prime minister and other government members. The country is administratively divided into 308 municipalities, subdivided into 3,092 civil parishes. Operationally, the only legally identifiable local administrative units are the municipality and civil parish, and the national government.

Trade and economy

The most important sectors of Portugal’s economy in 2016 were wholesale and retail trade, transport, accommodation and food services (24.9 %) and public administration, defense, education, human health and social work activities (19.7 %) and industry (18.5 %).

Intra-EU trade accounts for 75% of Portugal’s exports (Spain 26%, France 13% and Germany 12%), while outside the 5% go to the United States and 3% to Angola.

In terms of imports, 78% come from EU Member States (Spain 33%, Germany 14% and France 7%), while outside the EU 3% come from China and 2% from Russia.

**Portugal in the EU**

European Parliament

There are 21 members of the European Parliament from Portugal. Find out who these MEPs are.

European Parliament office in Portugal pt:

Lisbon, Council of the EU

In the [Council of the EU](https://europa.eu/european-union/about-eu/institutions-bodies/council-eu_en), national ministers meet regularly to adopt EU laws and coordinate policies. Council meetings are regularly attended by representatives from the Portuguese government, depending on the policy area being addressed.

Presidency of the Council of the EU

The Council of the EU doesn't have a permanent, single-person president (like e.g. the Commission or Parliament). Instead, its work is led by the country holding the Council presidency, which rotates every 6 months.

During these 6 months, ministers from that country's government chair and help determine the agenda of Council meetings in each policy area and facilitate dialogue with the other EU institutions.

Dates of Portuguese presidencies:

Jan-Jun 1992 | Jan-Jun 2000 | Jul-Dec 2007

Presidency of the Council of the EU

The following link is a redirection to an external website Current presidency of the Council of the EU

European Commission

The Commissioner nominated by Portugal to the European Commission is Carlos Moedas, who is responsible for Research, Science and Innovation.

The Commission is represented in each EU country by a local office, called a "representation".

**Commission representation in Portugal**

European Economic & Social Committee

Portugal has 12 representatives on the European Economic and Social Committee. This advisory body – representing employers, workers and other interest groups – is consulted on proposed laws, to get a better idea of the possible changes to work and social situations in member countries.

European Committee of the Regions

Portugal has 11 representatives on the European Committee of the Regions, the EU's assembly of regional and local representatives. This advisory body is consulted on proposed laws, to ensure these laws take account of the perspective from each region of the EU.

Permanent representation to the EU

Portugal also communicates with the EU institutions through its permanent representation in Brussels. As Portugal's "embassy to the EU", its main task is to ensure that the country's interests and policies are pursued as effectively as possible in the EU.

Budgets and Funding

How much does Portugal contribute and receive?

Member countries' financial contributions to the EU budget are shared fairly, according to means. The larger the country's economy, the more it pays – and vice versa. The EU budget doesn't aim to redistribute wealth, but rather to focus on the needs of all Europeans as a whole.

Breakdown of Portugal’s finances with the EU in 2016:

Total EU spending in Portugal: € 3.384 billion

Total EU spending as % of Portuguese gross national income (GNI): 1.87 %

Total Portuguese contribution to the EU budget: € 1.598 billion

Portuguese contribution to the EU budget as % of its GNI: 0.88 %

More figures on the EU budget, revenue and spending:

EU budget in Portugal

Money & the EU

EU spending & revenue

EU-funded projects in Portugal

The money paid into the EU budget by Portugal helps fund programs and projects in all EU countries - like building roads, subsidising researchers and protecting the environment.

## The Quinta Fonte Bispo Project EU Relationship

History – the owners purchased the Quinta da Fonte do Bispo for €1,000,000 cash in September 2007 and were operating very successfully, raising the profile of the company, increasing the footfalls and significantly increasing the profit margin.

In 2009, the owners received a communication from Turismo de Portugal that the license under which the company operated was being phased out. No other communication or letter of support or direction was received. The owners applied to the local council for permission to operate as a Motor Caravan and Camping Park, but permission was refused.

The owners attended a seminar run by CCDR, the Portuguese Government entity that handles EU funds and were informed that it had funds to support business owners affected by this new turn of events, but only if Turismo de Algarve gave its support to the underlying project.

Together with Turismo de Algarve, the owners, now the Promoters, devised a Master Plan for converting the Rural Tourism Business into a Small Country Hotel, but with the premise that it supported the PENT Program, the TP 10-year Plan for Tourism in the Algarve.

CCDR worked with us on finding the financial support and suggested a QREN loan, supported by a bank loan under the terms of the 2009 Protocol Bancario, with the remainder of the project funds being provided by the owners and operating costs (fundo de maneio) to be provided by the bank.

There were problems throughout the project, but Turismo de Portugal worked with us to overcome these problems. The existing loans from EU funds are as follows:

Initial CCDR Loan €1,350,000

Top up loan from Turismo de Portugal €350,000

Finishing loan from Turismo de Portugal €740,000

Bringing the total to €2,260,000

This is the outstanding amount owed to Turismo de Portugal under the terms and conditions defined in the contract in section 10.1 of this document.

# Mission Statement

The Quinta da Fonte do Bispo will be dedicated to providing its guests with the highest quality of service in a luxury Four-Star environment. It will value the place in the community within it will operate and will work to develop those relationships and to respect and protect the environment.

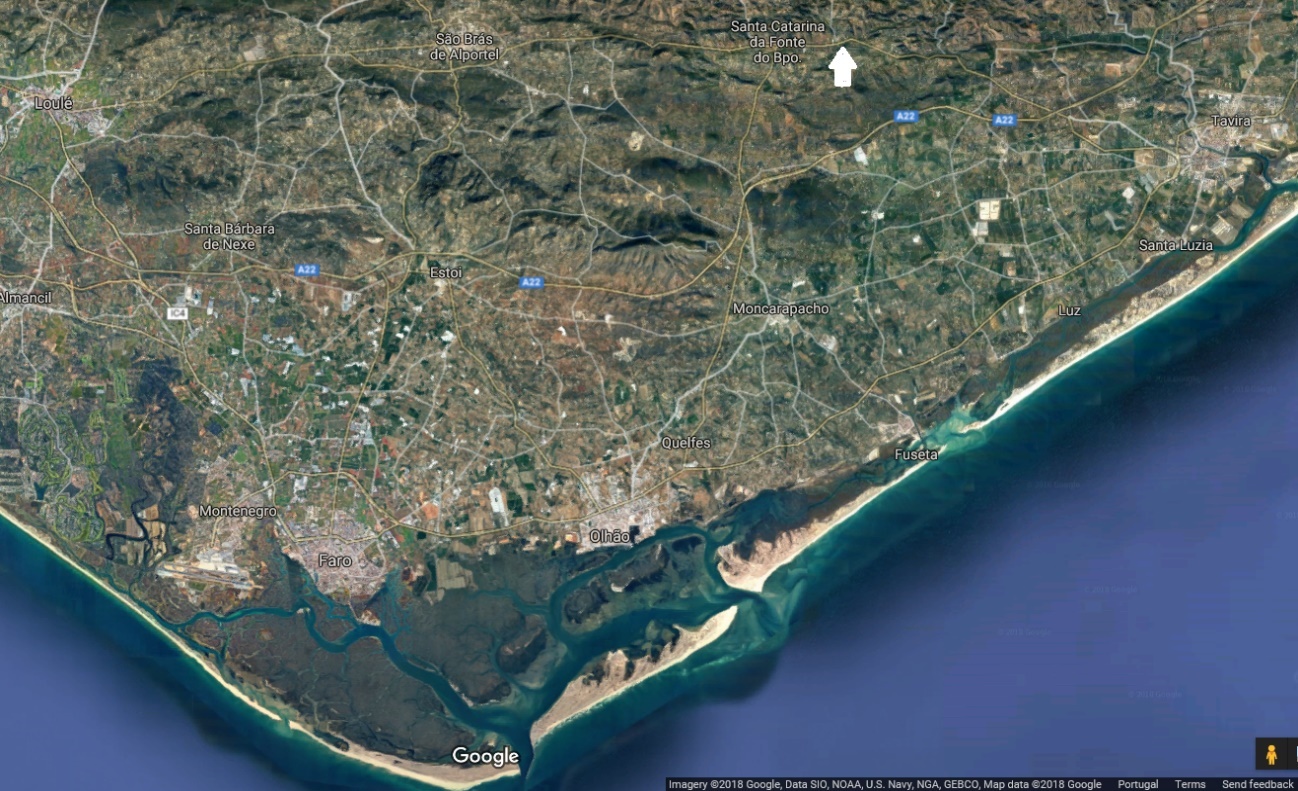
The Quinta da Fonte do Bispo will strive to push the boundaries of inclusivity, ensuring that individuals are treated equally and have the same access to all the facilities that we offer, no matter the physical disabilities, nationality, race or religion.

The Quinta da Fonte do Bispo will continuously strive to create value for both owners and investors while honouring the Hotel’s values and encouraging its staff to develop themselves in an environment of trust, loyalty, caring, and team work.

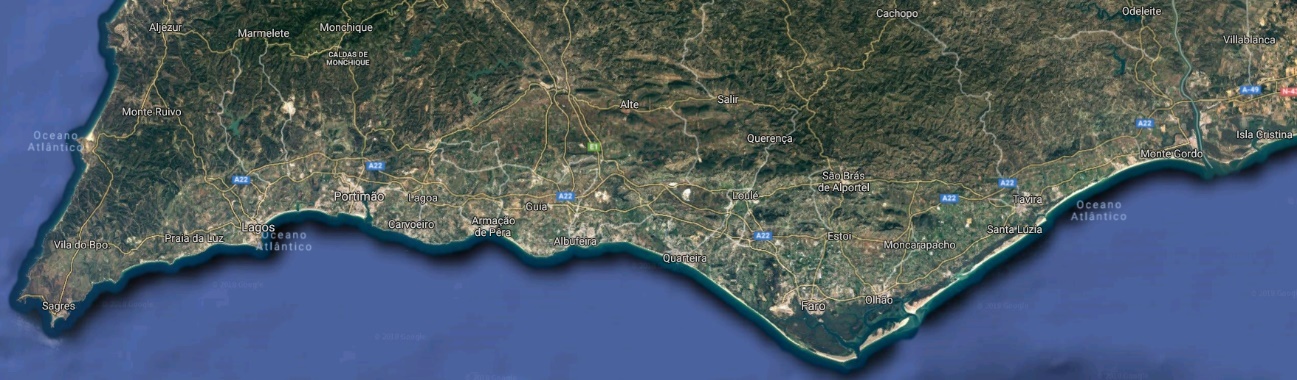
# BUSINESS Analysis

## Location of the Business

Fonte do Bispo is a small village that is generally associated with Santa Catarina da Fonte do Bispo and is situated about half way between the major towns of Tavira and São Bras. Literally translated, the town’s name, Fonte do Bispo, is Bishop’s Fountain, due to the fact that Bishops from Lisbon would retreat to this town for their Summer Holidays.



The site is directly on the National Road EN270 that leads off the main A22 motorway and all the way to Paderne, passing through the main town of Loulé. Being just north of the A22 Motorway opens up the whole of the Algarve to our guests. You can be at the Spanish border in half an hour or out on the Wild West Coast riding the big Atlantic waves in a couple of hours. Some of the finest beaches are within easy reach, many of them Blue Flag and most of them being spacious enough to ensure your privacy.



We are ideally suited for those wishing to tour the East Algarve region, which is becoming more popular as people look to more options from their holiday provider. Retirees are moving into the East Algarve region of Portugal in greater numbers and our Quinta is ideally positioned for those people looking for retirement homes in the sunshine - after all, this region is advertised as having more than 300 days of sunshine per year.

## Description of business:

Classified as a Small Country Hotel, the new Quinta da Fonte do Bispo will be a virtual resort with 32 double rooms, 6 cottages, 8 private double rooms and one apartment, all being en-suite.

The restaurant block has restaurant for 160 diners with more tables outside on the terrace; the banquet hall can seat 200 diners: and the kitchen can adequately service the two venues. The restaurant will serve lunch and dinner, lunch being based on high turnover, menu of the day plus options and the dinner menu will be a higher-class a-la-carte selection. The banquet hall will be used for weddings and Dinner Dances, but it will be available during the week for rent to for dance lessons, yoga, exercise regimes of all types and private parties.

The reception block includes the spa centre with its four treatment rooms, heated swimming pool, Turkish baths, sauna and changing rooms, including shower and toilet facilities for wheelchair users. There are two management offices and one large Board Room for company use.

The recreation centre is an additional cost centre, due to the fact that it will be open to the public. The swimming pool is serviced by a Snack Kiosk where a staff member will monitor the pool and rear garden facilities. Residents and users of the restaurant and banquet hall may use the recreation centre free of charge but day visitors will be encouraged and will be charged a small fee that may be used to purchase items from the kiosk. As well as the swimming pool, there is an amphitheatre, children’s swings, volleyball court and four craft studios, all located in the rear gardens. In the front garden there is a Bowling Green, Croquet Lawn, Petanke (boules) pitch, golf driving nets and a tennis court, all of which are open to the public.

The sports facilities are set up specifically to increase the occupation of the hotel over the low season when players cannot play in their own country. We will have in-house teams and will challenge foreign teams to come, with discounts for use of all the hotel’s facilities. These are enhanced by the inclusion of two additional studios, one dedicated to Needlecrafts and specializing in Patchwork Quilting and one is a music recording studio.

Being a Country Hotel, the figures for the hotel alone don’t support a large restaurant or the other facilities. It is the inclusion of the 9,000 local expat residents and day-trippers that makes this such a high earnings potential business. Consider just the Wedding venue; given a guest list of 200, a price of €80 per head and 50 weddings per year, that would bring in €800,000 per year, but it would also bring in more money for hotel bookings, spa treatments and other leveraged benefits.

As well as the private parties, companies may hold their conferences and team building exercises on site, given our existing challenges, but with 3 hectares of raw hillside as a canvas, many additional challenges can be developed.

One of our key profit drivers will be the child-attraction: the children will love the recreation centre and parents will allow the children extra time outside whilst they have that all-important extra drink. Children’s parties will be hosted, events at the amphitheatre and exposure as a wonderful wedding venue.

The leverage obtained is such that it operates not only on a daily basis, but also one visit to our hotel will lead to other visits for the other facilities.

## Facilities, Activities & Events

### Restaurant

The Main Restaurant is situated on the eastern side of the Events Block, opening out onto the recreation centre and has terraces on two sides that will provide an al fresco option for diners. It has a beverage bar, a cocktail lounge zone and a toilet block with ladies, gents and wheelchair access cubicles. The Kitchen is located between the Restaurant and the Banquet Hall and is equipped to serve both halls concurrently. The restaurant will not serve breakfast (Hotel guests will be served breakfast in the Bistro).

Lunch will be focused on a high-turnover, low margin menu, the objective being to bring people onto the site and promote all our services. Local restaurants are thriving throughout the year in this area, but there is a niche market for family bookings. We will give the children exciting and adventurous activities, giving the parents time for that all-important extra drink. Children will see the place as a perfect birthday venue and older siblings will see it as a potential wedding venue. Marketing by exposure.

The Cocktail Lounge is an expandable zone in the south-east corner of the restaurant. It will have a number of small-but-comfortable sofas and a few sets of tables and chairs. On entry, diners will be offered an aperitif while their starter is being prepared; the Head Waiter will take their order and take them to their table when the starter is ready. A Musician will provide background music during dinner and, once dinner is over, guests will be offered the opportunity to have their coffee or a cocktail in the lounge area and dance to the soft, romantic music. The Cocktail Lounge will remain open until midnight and guests from other restaurants will be welcomed to join us. Note: The mark-up for cocktails is very high compared to meals.

There will also be opportunities to use the restaurant for small weddings and parties if the Banquet Hall is booked. We have the option of using the restaurant in conjunction with the hall for larger Dinner & Dance programs, when space is required for dancing.

### The Banquet Hall

The Banquet Hall is designed to hold up to 200 guests for weddings, private parties, dinner dances and corporate events. It has a mobile bar and toilets for ladies, gents and wheelchair users. There is the option of serving drinks from a window access to the Kiosk, giving space for a Buffet Bar adjacent to the kitchen. This will also be used for children’s parties.

Weddings and private parties for up to 200 people can be catered for, using the kiosk for drinks and a Buffet Bar. Wedding menus will offer a range of options from €65 to €120 plus the cost of licenses and (if requested) musicians and DJs. Private parties will cost from €25 per person, depending on the range of options selected from our tariff. We will have Party Planners that will give prices for providing flowers, decoration and any other features and facilities that the client requests.

Regular Dinner Dances will be held and will be open to the general public. The charge will be from €15 per person, upwards, depending on the menu offered and the entertainment costs.

During the week, the hall will be available for rental to instructors of various skills and occasional assorted events will be held.

### Hotel Rooms

The Hotel block is comprised of 32 double rooms of Four-Star categorisation, each with an integral shower, basin and toilet and with a total area of 25 Square Metres. It is built over two floors, with lift and stair access to the upper floor. Two of the rooms on the ground floor are fitted with toilet facilities for the disabled and all the legal facilities that are required. The corridors are wide enough for two wheelchairs to pass and there are fire escapes on both ends of the upper block.

The downstairs rooms have small, private patios with table and chairs, located outside the sliding doors. The upper floor rooms have a communal patio area on the front lawn, with tables and benches.

Each room is furnished with: A double bed; an armchair; a desk and chair; a television; a telephone; a safe unit, a wardrobe; a full-length mirror; a suitcase table with storage space.

The House Mother will oversee cleaning of the rooms and stocking of fresh consumables; while bookings and queries will be handled by the Receptionists who are under the jurisdiction of the General Operations Manager.

### Maintenance, Laundry and Utilities

There are daily storage facilities for laundry and cleaning materials on both floors of the hotel block, with dumb-waiters (small lifts) for delivering the laundry to and from the basement, where a monthly laundry storage facility is located. A second dumb waiter is located on the north side of reception to service the Bistro, Restaurant, Kitchen, Banquet Hall and the six cottage and apartment.

In the basement, below reception, space is reserved and prepared for a full laundry service to be installed at a later date, but it will be used for long-term storage for all the linen and bed coverings, table cloths, chair covers and reusable cleaning material.

Also, in the basement there are two large maintenance rooms, one houses the hot water storage equipment and controls and the other has the fire-water pumps, swimming pool filtering, dosing and heating systems and both rooms provide working space for regular maintenance of equipment.

The House Mother is responsible for laundry services to the entire business and also for delivering/receiving laundry.

### Cottages

There are six cottages located adjacent to the Bistro, each one consisting of two rooms and a shower/toilet. The rear room is a double bedroom and the front room is a lounge with a kitchenette and can double as a guest bedroom. The House Mother will oversee cleaning of the cottages and stocking of fresh consumables; while bookings and queries will be handled by the Receptionists who are under the jurisdiction of the General Operations Manager.

### The Apartment

The apartment consists of a double bedroom, a lounge and a kitchen/diner. It is available for occupation under the jurisdiction of the Board of Directors and subject to their decisions.

### Staff Quarters and Changing Rooms

There are eight double en-suite rooms located behind the cottages and designated as Staff Quarters. Due to our country location, the cost of transport and the odd hours that our staff will work, we have constructed these rooms for staff to stay overnight after a long day, or for new staff to reside in until they find accommodation in the area.

There is also a staff changing room and a kitchen-dining area for staff use.

### The SPA Centre

The SPA Centre is situated in the Reception Block and use of the SPA facilities is monitored and controlled from the Reception Desk. The facilities include: Four treatment rooms; Heated pool; Sauna; Turkish Baths; Mini Gym and Changing rooms. Use of the SPA Centre will be included in option packages when initially booking hotel rooms, at a large discount (providing tick-boxes for incentives to bookers) and a discount to the advertised rates will be available to all hotel guests. Local residents or local tourists may become members and will receive the same discounts that the hotel guests receive.

Operations are monitored and controlled from the Reception Desk, using a PC Based Booking System for calling in local Freelance professional therapist from a database that lists their speciality programs, prices and schedules. Hotel guests and day visitors will be able to pre-book the therapist of their choice. See the Hotel SPS Manual for more information.

The swimming pool is heated and the area is air-conditioned. The Sauna and Turkish Baths will be available for use during advertised times or by pre-booking by hotel guests.

The mini-gymnasium is equipped with light-training equipment such as exercise bikes, rowing machines, elliptical cross-trainers, treadmills and stair-steppers.

### The Recreation Centre

Use of all the Recreation Centre facilities are free to hotel guests and day visitors are welcome, but are subject to purchase of a daily voucher, per person. This voucher may be redeemed for refreshments or snacks from the kiosk set at the rear of the hotel, adjacent to the swimming pool and the garden toilet block.

The grounds outside of the hotel courtyard zone are considered to be the recreation area and are maintained by the Groundsman under the jurisdiction of the General Operations Manager. Bookings for Bowls, Croquet and Tennis will be controlled from the Reception Desk using a PC based booking system. The volleyball, petanke and driving nets are free to use by hotel guests and voucher holders.

The Kiosk - Day visitors are welcome, but are subject to purchase of a daily voucher, per person. This voucher may be redeemed for refreshments or snacks from the kiosk set at the rear of the hotel, adjacent to the swimming pool and the garden toilet block. The kiosk will be staffed at all times that the Recreation Centre is open for use and the staff member will be responsible for ensuring that day visitors purchase their vouchers and also for ensuring adherence to the swimming pool regulations. Children’s safety is the responsibility of parents and will be signposted and written on the vouchers.

The Amphitheatre is located in the rear gardens, in the north-eastern corner. It will be used during events such as Traditional Folklore Dancing (the local group is excellent), Country and Western Barbecue Dances, Theatrical events and will also be a very attractive Photo-shoot location for weddings and parties, with the guests standing in tiers and everybody visible.

There are Four craft cabins across from the amphitheatre that will be used by local artisans to teach and display their skills. We have painting, sketching, tile painting, mosaic work, pottery, wood turning, jigsaw puzzle cutting, carpet making, lace flower making and several other instructors in the area and a host of cork-based crafts that can be called on. The instructors will book the craft cabins, on-line and will only pay towards any utilities that they use. They can charge clients for the lessons if they wish and they keep the income generated. We have local clubs for mosaics and painting involving the local community and hotel guests and day visitors will be able to join these pre-existing groups.

Adjacent to the craft cabins are a set of children’s activities including swings/climbing frames etc., and other adventurous features are scattered in the vicinity to keep children amused and in sight of the parents.

The outdoor swimming pool is located north of the Banquet Hall and is free for hotel guests and voucher holders. It is surrounded by Lounger/pool chairs and beach-style umbrellas. The pool is only one metre deep but parents and guardians are responsible for the safety of their children and for ensuring adherence to the rules of the hotel.

The Volleyball Court is located adjacent to the amphitheatre and is free to use for hotel guests and voucher holders. It can be disassembled if large events are taking place on the amphitheatre. Volleyball was selected because it is a simple and fun sport and anybody can join in, encouraging people to mix and make friends.

A Gazebo is located adjacent to the banquet hall and will be used for wedding and party receptions to serve the welcome drinks and allow for group gathering in the open air on hotter days.

The Tennis Courts are located near to the front gate and will be monitored and controlled from the reception desk using a PC based booking system. Hotel guests may use the courts free, subject to booking schedules and lessons will be available by arrangement with local coaches.

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=2ahUKEwjJwMrN1cvbAhVBNxQKHcfbA10QjRx6BAgBEAU&url=http%3A%2F%2Fdiggylane.com%2Fgolf-nets-for-backyard-review&psig=AOvVaw1Cjg0x2k2PS2siXtuaVorz&ust=1528808343827555) The Crown Green Bowls Lawn will be run as a club, under the jurisdiction of a Club Captain who will organise daily programs for hotel guests and day visitors alike. There will be an in-house team that will challenge local teams and teams from abroad to challenge matches. We aim to attract teams from abroad throughout the low season, allowing them to keep playing throughout the year. There will be a fee structure depending on use of equipment, coaching requirements and other charges, but these will be kept to a minimum. This facility is designed as a loss-leader to bring in foreign tourists and reduce seasonality.

The Croquet Lawn will be run on the same lines as the Crown Green Bowls Lawn, as above.

The Petanke Pitch is located on the west of the hotel block and is free to use. Its intention is to bring people together.

Golf Driving Nets located adjacent to the Petanke pitch and can be used by hotel guests and voucher holders, free of charge other than a small fee if clubs and balls are hired.

### Bistro & Private Hotel Client’s Courtyard Zone

The zone enclosed by the hotel block, the reception block and the cottages is considered as a safe-zone for hotel guest use and access only. It is very safe for young children and the elderly guests because entrance is via the reception building only. The zone includes:

The Bistro, where breakfast will be served until 10am, small lunches, snacks and poolside services will be available from 10am until 6pm, simple dinners will be available from 7pm until 9pm and then the Bistro will serve as a Guest’s Lounge with TV and table games available and a full bar service.

The Bistro Zone Swimming Pool is for Hotel Guest’s use only, as is the games room and the poolside loungers and picnic equipment.

### Heritage Centre

The Heritage Centre is located adjacent to the Bistro and its main objective is to present the historical sites, artefacts, monuments and places of interest in a Multimedia Format to evoke the interest of our guests in the item. The focus will be on informing them of the magnificent history of Portugal and the Algarve; the number of conquerors and invaders that have left their footprints on the land; the castles and fortresses that they left; the voyages of discovery and extensive empire of Portugal in those times; and of course, the little-known fact that the Portuguese Escudo was once the World’s Reserve Currency and had the power and influence that the United States of America currently has. Our guests will view Portugal with new eyes and their interest will be

Our day trip and affiliate ticket sales (external entertainment venues offer discount vouchers) will be from the Heritage Centre and we will offer Day Trips to visit the sites in our multimedia presentations, making them come alive. A secondary but very important issue is that guests will not be able to visit all the sites that we show, instilling a wish to come back next year – a marketing exercise.

We will have a Hotel Minibus for off-site scheduled trips.

### Patchwork Quilting Studio

Lessons in patchwork quilting have been running successfully on-site for the last seven years, with several loyal members going back to the original group. It is the passion of Director Gillian, who will continue to run this facility when the hotel is launched.

The dedicated Patchwork Quilting studio is located in the Restaurant Block and is equipped for 12 work-stations. Patchwork Quilting is a four-Billion-Dollar $4,000,000,000 industry in the United States and is growing rapidly in Western Europe. There are several independent clubs in the area and we will offer to let them use our facilities for their clubs at a small fee. Again, a loss-leader that brings clients on site to view our facilities and bring us into contention for all their personal and private functions.

We will give lessons to newcomers to the craft and keep a stock for material sales. We will also take commissions for making quilts to order.

The studio is sized to hold a Long-arm sewing machine, a special machine for quilting the layers of material together. This will provide the opportunity of making a fairly good profit margin when it is purchased.

### Recording Studio

The Recording Studio is a fairly basic set of musical instruments, recording equipment and sound generating tools. As such, important elements of it are fairly mobile and it can be used in a variety of locations. Richard Eric is well-experienced in creating backing tracks for live public performances and also recording over these backing tracks to provide CD copies of his performances for marketing.

We have electric and acoustic guitars, keyboards, a ZOOM 24 track recorder, amplifiers, speakers, effects units, Musical Event Recording Camera and two PCs set up for real-time recording.

Richard will give lessons in the operation of all the equipment, ending with a CD recording of the tracks for the client to take home. Alternatively, the client may simply hire the equipment, in situ, and create his/her own recordings.

He will also take on Commissions for producing client’s personal CDs for personal use and marketing.

# Management Tools

### Centralised Computer System

What we need, want, and definitely should have:

Bookkeeping

Epos

E Check in

Broadcasting

Back Office server

Redundancy backup

Redundancy back up base unit.

Theft prevention Cctv

Databases

Client Entertainment

Given the extreme level of control that the Portuguese government enforces on the business community, especially hotels, a properly configured Bookkeeping, Guest monitoring, reporting Database and EPOS are essential. These also provide an extra level of control for stock and consumables, facilitate interpretations of trends and projections for the year ahead, and quite importantly theft prevention.

### Back Office Server.

All of the other computers, epos etc, are worthless without a BOS. All data is sent, processed and stored here, out of the reach of any staff or clients. Databases and servers can be a few hundred euros to many thousands, usually its bespoke software that makes it worth so much.

It should be backed up daily during off hours, and have a redundancy to this, i.e. a second backup for the data on a HD outside of the main unit.

This way, a downed server won’t affect the smooth and efficient operation and is back up in minutes. It should, considering Portuguese electricity, a UPS, uninterruptible power supply, basically this is a battery backup system which gives you enough time to shut the system down until power comes back on.

If used correctly we can also use this for timekeeping, wages, taxes, stock level, room rotation etc in real-time. Data can be shared and sold, used for mail shots and special offers. The same server can be used to snapshot till openings to jpg or pinpointing whom is our best seller or biggest skiver.

Digital juke box, don’t ever let personal tastes from staff or managers alike define the musical tastes of our client. A B.O. digital juke box is an income stream and lets clients define by payment the background noise. If this is disadvantageous or financially prohibitive to set up, then a free choice and random play list should be used and licenced, never a single person/ groups whole album though but on random shuffle and single tracks. We can also add in voice adverts regularly. By hooking this up to the tannoy system we will not have to pay extra for a second sound system.

*If we have the opportunity, Pc Purchases and software purchases should be via Scan.co.uk, Dabs.co.uk or Aria.co.uk. All individual software again is far cheaper to buy in the uk, and the hardware should have at least one backup that’s identical, which means a few minutes to swap out any part or a whole computer.*

We must get current with what software is good and their prices for B.O, Databases, EPOS, key card programming and Stock ordering.

This would probably be cheaper to buy from the UK and contract there also for install vs Algarve procurement and install. Given that these systems are nearly always in English and translated via text or in Windows software or icons in epos then it should prove more cost effective with online maintenance and diagnostics and thus would be far cheaper over the long term if not from the off.

### Point of Sale (POS) System

The Restaurant operations should be designed around a State of the Art Point of Sale (POS) System and Smartphone/Phablet or similar WIFI hand-held device.

Being able to take an Electronic point of sale (EPoS) system to the table can reduce errors in the ordering process and can give customers a better dining experience. A hand-held ordering system is a mobile EPoS system designed to give waiters more flexibility in the restaurant, by taking orders from customers directly at the table and relaying them to the kitchen without having to walk back to a separate terminal at the counter. Also called MPoS (mobile point of sale), the systems consist of a hand-held device and a wireless network that enables it to communicate information from anywhere in the restaurant.

The waiters can improve service by processing orders more quickly, reduce the human error involved in writing down orders and re-entering them at a fixed EPoS terminal, and increase customer throughput. It can also be used for taking orders from queuing customers, meaning that they are more inclined to stay and wait for their table. And waiters can move between tables without having to return to a fixed terminal, therefore improving their efficiency.

Hand-held ordering systems are designed to take not just orders at the table, but payments too. A separate or integrated card swiping system and belt printer (for receipts) can be carried by the waiter, and when the card is fed through the reader, it can be processed without the waiter leaving the table.

Many customers will feel very comfortable with this feature because it helps to reduce the risk of card fraud, in which a customer’s credit card is copied by restaurant staff working out of sight. A hand-held payment processing system enables customers to pay without getting up, and without losing sight of their card. Many hand-held systems now support chip-and-PIN technology for extra security.

Generally, the organisations selling the MPoS systems will also sell the software as part of a package. It can either operate in a “thin client” format, where the EPoS software runs on a central computer and simply feeds a user interface image through to the handheld client device, or it can be a client/server system, in which the database and some back-end processing is handled on the server, but a software program sits on the client device for local processing.

The hand-held ordering system also relays information to the kitchen staff so that they can begin cooking meals immediately, and also integrate with a restaurant management system to help automate tasks such as stock control.

Depending on the type of terminal that we use, we can use the handheld ordering system not only for relaying orders, but for showing extra information to guests. Perhaps, for example, they would like to see a picture of a particular dish before they order. This is particularly useful when language is a problem. Having more information about meals on the server database enables us to provide instant answers to important questions about food content. This will reassure guests with allergies, for example.

It will also enable us to retrieve information about the status of certain dishes — perhaps one dish is off the menu, and the system will report that at the point of ordering, saving you the trouble of taking a new order from a disappointed customer later on.

Finally, the ability to script prompts for the waiting staff can increase revenue. If they are reminded to offer drinks or side dishes with each order, the increased orders can mount up.

It is found that staff might walk about 3.5km a week (about 30 — 45 minutes walking time) time that could be spent offering more drinks, and talking about desserts, which could transfer into a higher per-customer revenue.

Touch screen epos are essentially small pcs, so networking and defining database and stock ordering can be done via a main server. Staff have unique ids for using these tills, cover this with overhead cctv and our stock and cash thefts almost always are gone. The added benefit here is that only a master key, or the back-office software can change the price, and with any till losses paid for by the staff that used it prevents them setting a “special price” for friends etc.

### Client Entertainment

The use of computers for entertainment should be for advertising, email, surfing the web or even video calls. These don’t have to be state of the art gaming machines costing hundreds, rather a basic machine running a frontend where a code is purchased either form FOH, added to the bill via a key card id, or directly on the pc by a client with their credit card, the latter is not really a first choice as customers will not always want to, or should, use them due to credit card fraud.

### E check in.

Pretty self-explanatory, client checks in, is given a unique programmable key, anything they order can be added to their bill as long as they have registered a credit card unless opted out. This key opens the doors to the room or can be swiped at EPOS for drinks and food, making staff thefts or any thefts of wallets and the like obsolete.

The benefit here is an exacting one. We now have a per room ancillary record, or income per room, per head, and per day of spend. Capitalise on this with demographics, i.e. age, nationality, sex etc and we have charts that can be used to define exacting incomes suitable for bank loans or eventual selling off the hotel etc.

E check in means we can make bespoke greetings on room smart tvs without having to enter the data many times, direct sms/Bluetooth messages to an individual like “Mr Bloggs contact reception”, or indeed to reduce staffing levels i.e. “your table or drinks order is ready”, “your transfer has arrived”.

### WiFi & Web.

Internet saturation, forums, Facebook, live app, late [rooms. com](http://rooms.com) and the like, webpages procurement before domains are bought up from under you. Hotel reviews, monitoring, legal check for defamation and having negative anonymous reviews removed.

Overseeing arranging the first gen webpage and its integration into IPTV in rooms, advertising on live screen displays throughout the site and integration of TV stations and unique site radio station on smart TVs. Negotiation with suppliers of hardware once needs are defined.

SMS and Bluetooth advertising, overseeing databases creations for its use.

Stock ordering, defining auto print outs, current gantry sales and what’s left inside barrels. Contracting suppliers for wines, spirits, softs and beers.

### Equipment Purchase and Installation

Firstly, define the installs from a=z then oversee the implementation, this way we will be introducing on the job costing reductions and future problem prevention.

Starting from the plans for hardware, machinery and furniture before the project is water tight, these dimensions are needed to get it running now. Gathering up quotes and centralizing them, sometimes the cheapest and the most expensive are not the best choices so inspecting other work already done for clients is needed.

Advertise in different press looking for partners and suppliers, which needs to be started asap, inviting them to be part of the rebirth of the hotel industry - highlighting the rural aspect, symbiosis partnering, and importantly getting the word out by creating a brand.

Arranging a live seminar so that major suppliers are hearing in Portuguese and English, seeing in front of them what we want in hardcopy what they are "bidding for", and what level of excellence we expect from them, and when needed punitive measures to contracts for failure. By doing this we don’t have many single meetings, capitalizing on time and making them realize there’s competition to drive costs lower. IF they can’t be bothered to turn up to a live introduction, then they won’t give you the reliable service level we should be demanding! This is a make or break year for lots of suppliers, they know this and will cut costs to the bone.

Researching partners for things I mentioned already, rather than just day to day suppliers, promoting their goods though lower costing i.e. COKE, vintners, charcuterie and so on.

Direct to manufacturers for heavy equip, that’s what my first point of call would be too, then checking that it wouldn’t be beneficial not to do it, sometimes being a one-off works if we can find a progressive soul at sales, but our prices even direct from manufacturers is actually higher than from one of their wholesalers, due to end of line, stock shifting and so on. Brit VAT when you’re talking tens of thousands and shipping makes sense too versus local and euro regional.

I know how these work, the bigger manufacturers sell in bulk to the wholesalers, discounts are based on current orders and future delivery orders, they need to sell before the end of credit to make room for the next, so make some deals just to shift stock at cost or less. Product lines are updated and refreshed often.

But given that the downturn has meant less stock ordered, or indeed made, then it may not be the best time for that option, manufacturers don’t care about wholesalers only survival of themselves. For this reason, I would check wholesalers outside PT too, if they are big then their discounts are lots better than a single one-off order would get, a couple of percent on thousands in savings here and there all adds up.

Same thing with seating and tables, if we can get this from manufacturers then good, if not then we’re looking at premiums for older stock in the likes of hotelarias, which should be avoided like the plague.

There is also Howden for room furniture, the last time I was in holiday inn in Vilamoura, I swear their rooms was by this. This stuff is good and rock solid, might be worth talking to them in the UK about quotes and shipping then hiring shop fitters for fitting locally. The savings for that should achieve 40 percent or thereabouts vs PT supply with decent life terms.

[www. csscorporate. com](http://www.csscorporate.com)

With this they should be able to advise on hardware, then buy from the UK and ship, amazon lists epos from 500 per unit, and servers and pcs are cheap from [scan. co. uk](http://scan.co.uk), [aria. co. uk](http://aria.co.uk) or [dabs. com](http://dabs.com) which is a little more expensive.

Add to this MS back office server, which is what I reckon the first link would recommend, in English, then we have an onscreen button for Portuguese and we’re saving hundreds if not thousands on hardware and software by legally importing vs Portuguese sourcing.

For office basic software we can use openoffice, for operating system, assuming that the software company for epos etc insists on a specific software or os, linux means we can dispose of MS windows altogether, but I don’t know if they work with ubuntu or linux.

I doubt they could integrate and IPTV or PPV TV though, so no control over room TVs, unless we’re only wanting a site server running a local webpage, which is easy enough and cheap enough, but no TV other than sat/terrestrial in. But with web-based TV there’s always scope, assuming using a UK ip address with broadband Algarve partnering, that we have "of questionable legality" iplayer, 4od etc.

I also don’t know if they offer programmable room keys software/hardware, which may be another piece of hardware hooked up to the epos but integrateable to foh booking pc/epos. Avoid the cheaper android-based door keys programming, hacked to hell!

### Points for Consideration when Setting up System

Consider a custom setup for computers, we have some links to hotel all in one software. One particular one sets prices for services in real time, costing for FNB and so on.

We’re looking for certs here, MS ones, Cisco, PBX and so on, without them it’s just someone that knows more than we do about PCs! Demand the CERTS, or we’re just going to get a bodger.

Something we might be interested in is IPTV hotel software and hardware providers, this way we’re looking like a Dubai hotel, and it’s all pay per view other than English and euro news channels. Combine this with partnering with an internet supplier and you’re laughing. Off-site OTT so to speak access means they fix, edit and maintain the software remotely.

Specifically, you’re looking at Business server and 64 bit, then all the addons for easy running like Databases, spreadsheets, office, stock ordering etc.

We need a centralized server, with redundancy psu, auto backup software and correctly configured, we can’t skimp on the server and software. We also need to budget for replacement, set a time frame, as pcs the software and hardware when keeping up to date means more productivity...and importantly can be economically repaired or replaced. Windows server software and 5 client software included starts at about 500 euros, the more we want from it the more we pay. Epos points are a client, so that will be taken up almost straight away, with a front desk too.

There are also now android hotel check in apps in android, for the hotelier, and one or two new hotels going this route for all software only in android, including keycards and IPTV ppv etc This is something that I would consider but in windows software only on a windows pad, all of the software and techs really prefer windows.... which means more chance of getting someone for running it and importantly for wages negotiation.

Our check ins can be done in person and in the client’s room by any staff member using a tablet mirroring the main receptions software, including CC registration, so this means our sub manager can check in clients at the same time as the manager and the front desk jockey. There’s nothing more boutique than taking the client to their room in person to do the check in, here we have the introduction to the services in situ and en-route.

We would have to free up an afternoon, I know we’re getting stressed trying to split yourself like an atom, but this set up software if done correctly for epos, check in etc means saving money over the long term, and generating income from the off, think of it as our main asset and THE real general manager, with the added benefit of no sick days and can’t steal from you!

By using a local contract for maintenance only for PCs ePOS etc, and larger corporate based software and hardware supplier, then we open ourself up to "internet search engines for "room deals".

### TV and Video

We all know that there are plenty of expats. who seek further interests, more so when the Brit TV rolls off the dishes.

Clubs will be a growth area for expat businesses and property owners when it happens, when it comes to business then the first company will grow and prosper from it, well if managed correctly including promotion.

Our goal is being the biggest and dominant in the market, akin to Microsoft or ironically SKY tv. We want to be the one that is easily remembered, to the point where when our service is mentioned its exactly like how vacuum cleaners are Independent of manufacturer, all now called Hoovers.

We have to define what the clients will want, not what works for you just for short term income.

The demise of British Tv, aka Pandoras box or a blessing in disguise.

There is no “if” but rather a when it comes to British satellite tv. When it comes to benefiting from this it’s a matter of “first in is first to grow big”.

How can we, The Quinta, benefit and profit from this?

There are other Non-Sky channels available by redirecting a dish to another satellite, but this is not by any means a replacement to what the expat or holidaymaker or temp resident wants. But at least we will have something to put into the rooms for the clients.

While TV may not be important to a weeklong holidaymaker it is to a vast percentage of the Expats. When BBC and the terrestrial licence fee-based channels eventually do go we will have scope to offer services that can be profitable.

Android Tv boxes, and the like being advertised in the local papers and online for watching expat tv, are essentially illegal and are contractual fee-based services. This should not be considered for rebroadcasting; however, it can be used for additional entertainment like games and face book etc and legal tv content.

The British will clamp down on this with changes to software to prevent outside of UK using of the likes of IPLAYER, 4oD etc. They do so now and frequently tweak the software to prevent their usage ex territory. They will also prosecute rebroadcasters, and if the expat, or Hotel has a direct debit to this company it will also take them to court too.

What kind of services can and will we profit from then?

Well, as mentioned previously we’re going to have halls and the like using the ideas for “clubs” etc I have already touched upon then this, it offers the expat and holidaymaker alike something to do when Brit Tv dies.

There is also an extra addition of adding a DVD rental service, assuming we will be adding tvs to the client’s suites, then it’s a no brainer.

Of course, there is ways around the “rental” overheads and high costs associated for DVD rentals that the big chains suffer from.

You’re essentially “selling the DVD” and afterwards allowing the purchaser to “trade them in” with an overhead for another. If we have this service there in place for our holidaymakers then as our expat community visits regularly, which is a major goal especially so in the low season, then they too also have use of the service = increasing our customer base over and above our initial one for the same stock and costing levels.

Android tablets should also be considered as rental commodities for the clients, handy for internet browsing use, Skype and Viber means free calls and texts, and Angry Bloody Birds and their like for the old and young occasional gamer.

Of course, there is also Facebook app; this saves the client money vs using their own phones or laptops vs roaming charges too.

By locking in our own rent able Android boxes, and setting them up correctly, then the user has to pay either per mb usage or per day to access the internet. They are easily prevented from using up bandwidth i.e. downloading illegal files like movies which would affect the service or open up litigation to yourself.

Another benefit from this is the use of video calls and conferencing, most tablets have this already built in.

NB. Internet use. is not dependant on renting the android tablet, thus the client can use their own laptop or android tab of their own and just pays the usage fee.

A simple back office router to cat 5/WIFI connection in each room, this wiring is now legal requirement in all builds anyway so no major cost, makes this easy enough to be self-configurable by the client and yourself, either using their own credit card on-screen or by front desk “switching on” in software.

Offering a 100mb free per stay means basic email can be used for the client, but over and above this, which is normal usage, can be charged nominally at around 2 euros per day for an unlimited(ish) service.

The Sat based internet system also supplies a Uk Ip address, which means iPlayer can be used.

A beneficial by-product is that you personally can have access to UK on demand tv like iPlayer somewhat legally, and whether to allow customers to use it is up to you.

They can sometimes offer I.P phone too, which means cheaper calls including international and local.

Partnering-Look to partner this, the companies offering internet via satellite may well be very responsive to beat their competitor and gain a foothold ready for the death of expat tv.

Running their advert both in the mag and on site in the clubs and halls should be offered for a truly unlimited service, cost to you and them basically nothing! But the benefits for you both are huge.

We may consider a sweetener of offering a couple of venue slots a year for seminars for them, i.e. Tooway, Algarve Broadband, Bentley Walker et al. This will also add prestige to our client list for any advertising on whom our venue customers are.

### Transport

One of our liabilities for increasing this trade is lack of transport, in my opinion some form of minibus would increase our footfall and with two minibuses even more so. Ideally a unique advert bus is paramount, which can also serve as a liveried parked billboard.

Think of a Classic and a newer model, ideal choices are a Toyota long wheel base like the BJ 45, easy for parts and appreciates in value, and for a newer one either an executive bus like the Mercedes traveliner or VW Shuttle. Other options are for a Classic, Citroen Hy Van, VW type 1 “Samba” aka surf bus and the like.

These classics are much admired, and fondly remembered. Therefore, they are eye-catching even if understated, and adds a unique experience not available by other hotels or businesses. There is a local English mechanic that specialises in classics, especially VW, and imports new parts from the Uk....he also rents them out for the surfing community.

If this is cost prohibitive for a second unit then find a partner, perhaps an established transfer company out of season that’s tech savvy. At least one well liveried private hotel bus is not an option but a necessity....and thus opens more income streams, i.e., trips, shopping orders/deliveries of which I will go into detail later.

Drivers don’t for the most part drink, and those on limited incomes drink less when out.

Taxis or transfers to a venue cost them more money, reducing their costs means more potential income. If we want to increase this income then a hotel bus will aid you.

If using technology to the nth degree then sms broadcasting, using the customer registration, means that we can do a “call out” for car sharing too, meaning that personal telephone numbers are not directly given out at all, rather it’s a “Quinta TXT” tm.

Of course, many of our hall rentals will not ever use the bar or diner, but a pickup service with cheaper transit costs to the client still means more clients and regular attendance. This is still important for income and creating and keeping a “community aspect”, which is word of mouth promotion aka free advertising.

Used with a sms based booking service, a bus going west and east of the venue simultaneously increases our client base to around 30 mins outside our perimeter. Arranging convenient single drop off points means quick trips, making it more appealing than a one-hour multi drop.

Importantly this is a costable service, chargeable per zone, and thus another income generator.

*Pay close attention to the two buses section, Chris Robinson can put you in contact with the guy that supplied his new car, he supplies all over Europe to hire companies, fleets and so on, sourcing stock from Germany is so much cheaper than from PT. Ex vat he was supplying Chris with a minibus for 12 k for a preorder new for 9 seats, same in pt ex tax more than twice that!*

# SWOT Analysis

The following analysis highlights the internal strengths and weaknesses of our organization and the opportunities and threats facing the company in our competitive environment. We have already commenced work to improve our areas of weakness.

Organizational strengths must be leveraged in order to capitalize on developing opportunities as they arise, and contingency plans formulated in order to deal with threats presented by the competition and the environment.

Our strategy is to expand our facilities in line with the experience we have gained through working in the hotel industry in the East Algarve for 3 years. This experience has given us a good insight into what our target customer will appreciate and what we must do to attract tourists away from the Sun, Sea and Sand of the traditional Algarve holiday, into the Algarve Hinterland. We note again that the Tourist Board (Turismo de Algarve) identifies this as one of their primary goals and we are working with them to achieve it.

We believe that with our proposed facilities we are better equipped to attract the CRITICAL MASS necessary to support the additional costs of the facilities that we are providing and we explain the rationale, below.

In summary, our SWOT analysis reveals that, though we have weaknesses and threats, our innovative model will serve to bring in hotel guests and day-visitors in numbers sufficient to profit considerably from the natural advantages that the Algarve offers.

Strategic Objective

Our strategic objective is to capture the growing category of tourists who are turning away from the traditional sun, sea and sand holiday towards Cultural and Rural Tourism with a high interest in the yoga, arts & crafts, physiotherapy practitioners and physical fitness equipment and facilities providers. There is also a large and growing interest in the cultural and historical aspects of the region and a desire to learn more about the Portuguese way of life. The tourists that we are targeting need to be stimulated and provided with activities to occupy their time, they are not here to “Chill-out”. We will also tap into the local and mobile-tourist demand that is ever-present in the East Algarve.

## Strengths

1. Increase in Tourism. 12.7 million foreign tourists visit Portugal annually: more than 3 million come to the Algarve. The number of visitors seeking Rural Tourism is increasing: Tourism revenues in Portugal increased by 20.3 percent to EUR 1.02 billion in March 2018 from EUR 848.98 million in the same month of the previous year. In 2017, tourism revenues rose by 19.5 percent to a new record high of EUR 15.15 billion from EUR 12.68 billion in 2016. Tourism Revenues in Portugal averaged 629.55 EUR Million from 1996 until 2018, reaching an all-time high of 2004.34 EUR Million in August of 2017 and a record low of 199.98 EUR Million in February of 1996. In Portugal, tourism and all travel-related revenues account for about 10 percent of the country's gross domestic product. The tourism sector is also a key source of employment and big component of exports of services.
2. Locality and Access. Our property is located directly on a National Road, the EN270 that runs from the Tavira exit from the EN125 extending through Loulé and onto Paderne; a very scenic route. We are wheelchair friendly – all our new rooms and all our facilities will be sized and designed for wheelchair access. The location in the hills, just a few minutes-drive from several large towns, is perfectly situated for events or for getting away from the crowds. Private groups and Corporate bodies will find our restaurant and Event hall facilities easily accessible.
3. Tutors & Captains. We have resident and local arts and crafts tutors to staff our craft studios. Many of these will be run on a weekly basis, forming local clubs into which hotel guests will be invited. The Bowls and Croquet facilities will be “managed” on our behalf by local voluntary Club Captains who will organize matches and ensure that instructors are available for newbies.
4. Upgrading. All the rooms are sized to 5-star requirements, so our four-star price structure will make us very good value for money at enables upgrade to five-star at a later date, if required.
5. Green Label. We aim be certified as Environmentally Friendly as possible in this country-environment.
6. Solar Heating. We have solar powered water heating in excess of the hotels nominal requirement, allowing the extra to be diverted into the SPA swimming pool. We currently do not have EV Panels installed but we are eligible for additional financial support once the hotel is up and running.
7. Leveraged Facilities. The rebuilt Event Hall, the Restaurant and the increased Hotel accommodation will be mutually beneficial in that, in addition to the Communal Advantages, they provide facilities sought by corporate and private clients for larger-scale events. The SPA Centre with its gymnasium, treatment rooms, sauna and Turkish bath will be a further attraction. Our experience leads us to believe that the more “boxes we tick” the higher we are on the potential client’s booking list.
8. Corporate Events. We are equipped to support seminars of up to 200 clients, but these premises are not limited to seminars, given the walled gardens with many sporting challenges, the halls for intelligence tests, and the seven acres of natural hillside adjacent to the recreation centre, making it unrivalled in the area for Team building and bonding activities.
9. Critical Mass Attraction. The recreation centre, with its swimming pool and amphitheatre, located away and independent from the hotel accommodation, will attract families, but will also attract tourist who have rented villas in the surrounding hills to visit the Quinta on day-trips. The combination of these tourists, the hotel residents, the locally resident ex-pats and the local Portuguese people will provide the critical mass we require to maintain a high-quality service to the entire enterprise. This same group of people will have the opportunity of using the craft centres, and joining us for Dinner Dances, Cabaret Evenings and Cocktails in the restaurant.
10. Safety and security. The front five acres of the property is a walled garden, accessed via a guarded entrance. Additional safety for hotel guests is afforded by the courtyard layout of the hotel. Parents of young children and elderly guests have the comfort of knowing that access to the Private Hotel Pool & Gardens is restricted; entrance is only via the Reception Block.
11. Drive and Vision. The owner’s entrepreneurial spirit is best revealed by the events following their arrival in Portugal. The run-down Hotel side of the business was immediately revitalized, the Bistro was refurbished and opened to the public for meals and as a bar-lounge, the event hall was opened to the public for use in charity fund-raising activities and together with friends,45,000 Euros has been collected in 11 years. Regular dinner dances were held, with various themes, such as Fashion Shows and Abba Nights. Regular garden parties and bazaars were held on their landscaped garden.
12. Marketing. Within a few months of purchasing the property, they brought out a full-colour magazine, the East Algarve Magazine, which is distributed free throughout the East Algarve region. In 2017 they launched a second full-colour magazine, Simply Algarve, to cover the Faro and Central Algarve area. Virtually six businesses in one. When the Portuguese authorities changed the licensing of Rural Tourism the family have grasped the opportunity to expand into a four-star hotel with great enthusiasm and are already planning the enhanced marketing campaign required for this innovative project.
13. Entertainment costs. We have resident musicians who can provide entertainment for events and cabaret in the Banquet Hall and romantic music for the cocktail bar each evening.

**Strategy: established differentiating factor. Clear vision, critical mass**

Structure: flat, decentralized structure, empowering a management team, each member responsible for a specific income stream, but conjoined in their target of maximising profits by supporting each other during stressful eventualities.

Skills: diverse range of service skills, management experience and practical excellence within management and staff.

Style: strong, participative culture with worldwide exposure and the will to motivate clients to move towards self-empowerment by improving their physical and mental attributes.

## Weaknesses

1. Location. As this project is designed to be innovative (as required by Turismo de Portugal) our location away from the beaches can be considered a weakness; however, our entire focus is on leveraging the hotel client base with the local expat community. From the outset it was obvious that the 38 letting rooms could not support the multiplicity of activities that we require to attract clients here, including the large restaurant, SPA centre and sports facilities. By creating a virtual Community Resort, our projections rely on only 10% usage of the facilities by the hotel clients and the other 90% be the local community.
2. Experience. The Directors lack experience in running a four-star hotel & restaurant, but this is part of their strategy. The Director/owners have always intended to bring in management and have identified Dr Fernando Garcia as the Manager-designate.
3. Labour force. An entirely new labour force must be engaged and trained to four-star level. They may not be available in the locality, so we have constructed eight double rooms for staff. The intention is that the staff move into our premises, temporarily, while they look for accommodation in the vicinity.
4. Seasonality. Our low-season Agenda will minimize Seasonal variations that usually affect staffing requirements, however, group bookings, weddings and parties will create demand-surges, so a core team will be maintained and temporary contract workers will be engaged as and when required. This action will optimise our costs and keep the core staff employed throughout the year.
5. Low Season revenues: the tourist flow cycle has been considered from the outset and is one of our many advantages over the “dormitory hotels”. In summer, we expect to be booked 120% or more, given that each room can put up four people, using folding beds. The “shoulder periods” which are the four weeks before and after summer will also be very well booked but can be improved using marketing incentives. The low season was our weakest point, but with the inclusion of Lawn Green Bowls, Croquet, Petanke and Tennis, we will be able to attract foreign teams with all-inclusive offers and challenges by our local teams.
6. Staff: Our remoteness from high population areas requires particular attention. Given the ridiculous toll charges, the local working population is severely penalised. We have foreseen this problem and have constructed eight double staff rooms to compensate. Staff will be able to reside on site until they have found local accommodation.

Adequacy of Investment

In this market segment, we are dependent on marketing to raise our profile. We have optimized our capacity in both accommodation and facilities in comparison with our land size and location. We feel we have achieved a self-sustaining operation once the loan has been paid back.

## Threats

Threats to the Hotel have been identified as:

Emerging holiday destinations: In recent years, the classic holiday maker has ventured into more exotic locations in the Baltics and similar emerging holiday destinations, but the current civil unrest and the favourable weather profile in Portugal is driving people back to more established locations, the Algarve being a favourite.

Competition: there may be competition for the hotel side of the business, but our added value facilities will make us stand out as premium value.

Market Entry: potential for a competitive, global brand to enter the market with a similar product. However, this is a double-edged sword; the entry of a competitor, even one offering the same facilities, would raise the profile of the area. The motto of our two magazines (The East Algarve Magazine and the Simply Algarve Magazine) is that “a rising tide lifts all boats”.

Substitutes: fully furnished and serviced business apartments offering lower daily rates. But once again, we offer additional facilities to those tourists, with the restaurant, dinner dances and the recreational facilities.

Economy: There are still a number of threats on the horizon, but this hotel is flexibly designed to withstand even the worst change in the economic status.

## Opportunities

The Hotel's opportunities can be seen as:

Market: continuing growth. The fastest growing and wealthiest sector of the market are the Baby Boomers, those born just after the last war. They are retired now and, being healthier than any previous generation, are looking for holiday destinations that are specifically designed for them. We are such a destination. We pander to their two greatest wishes, health and knowledge, i.e., a Healthy Mind and a Healthy Body.

Competitors: no direct competition exists at present, in terms of the multiplicity of activities that we have on-site. There is a huge demand for this kind of establishment in this area that has so many resident and non-habitually resident expats.

Suppliers & Staff: Supplies (materials) and Staff (Personnel) required to run the facilities are available locally and additional staff can be brought in from other areas if necessary.

Guest Dependency: One of our major goals is to achieve a high loyalty rate with the hotel guests and the local community. Apart from our in-house clubs that present such a multiplicity of activities, we also promote the Heritage Centre: We will provide multi-media screens to present the historical regions, buildings and artifacts, then we will provide day trips to these sites to make them come alive. It should be noted that the guest would have to return a number of times to visit all the sites that we present!

Collaboration: Given our extensive range of facilities, amenities and activities, we will offer to work in partnership with local hotels and other businesses, such as horse riding, quad biking and many more that are based within easy travelling distance from the hotel. We already work with neighbouring hotels to share overbookings and facilities. This will be increased, given our large wedding venue. A fully-booked wedding from abroad will need to spread the guests among many local hotels.

Capacity: The larger capacity and adherence to safety-specific issues enables larger tour operators to list our hotel.

Budget: The increased turnover will increase our marketing budget, increase our activity range and provide the equipment and staff training to support the new activities.

## Competition analysis

Although no direct competition exists, in terms of the four stars plus SPA Package and the sports & recreation facilities, other four-star hotels and serviced apartments do compete for the same corporate business and wedding sectors. Key competitors have been identified as:

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| QUINTA DA FONTE DO BISPO - HOTEL RURAL | | | |  |  |  |  |  | **Jan / 2018** |
|  |  |  |  |  |  |  |  |  |  |
| As tarifas propostas são em média cerca de | | | | 17% | inferiores à média dos valores praticado em unidades com a mesma | | | | |
| classificação num raio de 20 Km | | | |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  | **Rates / Competion in 20 Km radius** |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  | Quinta do | Quinta dos | Vila Monte | Maria Nova | Vila Galé | Ozadi |  | ***Quinta da*** | % QFB versus |
| Month | Marco | Poetas |  |  |  |  | Average | ***Fonte do*** | competition |
|  |  |  |  |  |  |  |  | ***Bispo*** |  |
| Jan | N/D | N/D | N/A | N/A | 75.00 € | N/A | 75.00 € | ***75.00 €*** | 100.00% |
| Feb | N/D | N/D | N/A | N/A | 75.00 € | N/A | 75.00 € | ***75.00 €*** | 100.00% |
| Mar | N/D | N/D | N/A | N/A | 75.00 € | N/A | 75.00 € | ***75.00 €*** | 100.00% |
| Apr | N/D | N/D | N/A | N/A | 75.00 € | N/A | 75.00 € | ***75.00 €*** | 100.00% |
| May | 70.00 € | 80.00 € | 224.00 € | 120.00 € | 75.00 € | 110.00 € | 113.17 € | ***85.00 €*** | 75.11% |
| Jun | 93.00 € | 100.00 € | 389.00 € | 122.00 € | 90.00 € | 140.00 € | 155.67 € | ***95.00 €*** | 61.03% |
| Jul | 123.00 € | 140.00 € | 359.00 € | 122.00 € | 130.00 € | 140.00 € | 169.00 € | ***130.00 €*** | 76.92% |
| Aug | 165.00 € | 160.00 € | N/A | 144.00 € | 165.00 € | 190.00 € | 164.80 € | ***160.00 €*** | 97.09% |
| Sep | 137.00 € | 140.00 € | 305.00 € | 122.00 € | 156.00 € | 140.00 € | 166.67 € | ***130.00 €*** | 78.00% |
| Oct | 109.00 € | 88.00 € | 337.00 € | 85.00 € | 90.00 € | 102.00 € | 135.17 € | ***85.00 €*** | 62.89% |
| Nov | 86.00 € | 68.00 € | 125.00 € | 54.00 € | 75.00 € | 75.00 € | 80.50 € | ***75.00 €*** | 93.17% |
| Dec | 86.00 € | 62.00 € | 130.00 € | 54.00 € | 75.00 € | 100.00 € | 84.50 € | ***75.00 €*** | 88.76% |
| Average | 108.63 € | 104.75 € | 267.00 € | 102.88 € | 96.33 € | 124.63 € | 114.12 € | ***94.58 €*** | 82.88% |

# Target Market Analysis

The Quinta da Fonte do Bispo is a Small Country Four-star Hotel, SPA and Event Resort comprised of 32 double rooms, 6 cottages, 8 private double rooms and 1 apartment. We specialize in holistic holidays to the extent that the client will find everything for a complete holiday here on site, if that is the desire. In summer, the Hotel will focus on attracting foreign tourists to the area, away from the sun, sea and sand of the traditional Algarve tourist and into a culturally fulfilling environment.

In the medium and low seasons, we will switch our focus to corporate clients and clubs, including sports (bowls, croquet and tennis); bird watchers, hikers, cyclists and fishing. For the corporate clients we will offer seminars and customised team building plans, using our extensive list of partners to provide challenging activities for team building events. and for clubs, we will work closely with existing local clubs to provide our clients with the option of joining existing clubs on a temporary basis.

Examples would be Dance Clubs; we would offer to hold additional Ballroom Dancing evenings for a visiting group and invite our local community to join them to offset the cost and add to the atmosphere of congeniality. For Bowls and Croquet, we would hold tournaments and offer home & away challenges to other local clubs, offering special all-inclusive package deals. These sports cannot be played in the UK and northern Europe during their extensive winters, so the Algarve allows them to keep playing.



*Photo - Tavira*

We encourage inclusivity and we welcome local residents, expats resident in the area, non-habitual residents and their clients that rent local houses and apartments and day trippers that happen to be passing. Together with our in-house Club Captains and Instructors, we provide a “warm” pre-existing environment for hotel clients and day visitors to slip into.

The experience of other local hotel indicates that we will be fully booked in the high season and our differentiating factors, explained above, will give a boost to our low season bookings. Customer loyalty will affect our low season bookings significantly more, so we will concentrate on those clients that are potentially repeat bookings, once established. Loss-leading events might prove to bring in high returns over the coming years.

The sports that we include are very typically played by older people and by definition, they are more likely to use our SPA facilities to loosen up and to recuperate after a strenuous match. Yet another example of the “leverage” of one income stream onto another.

In recent years, the Algarve is attracting more tourists from Europe and Scandinavia and fewer from the UK. This is probably only a temporary aberration as Brexit fears cause UK residents to hold onto their cash and we see this being overturned over the next few years. This being said, the number of French, Swedish and Italians in particular that are moving into the area, is raising our profile in those countries and increasing the airline services to Faro. We are not dependent on any one market as our theme is: *promoting the interaction of people of different nationalities, based on a Healthy Mind and a Healthy Body.*

## Market Demographics

The Algarve is the southernmost region of [continental Portugal](https://en.wikipedia.org/wiki/Continental_Portugal). It has an area of 4,997 km2 (1,929 sq mi) with 451,006 permanent inhabitants and incorporates 16 municipalities. The region has as its administrative centre in the city of [Faro](https://en.wikipedia.org/wiki/Faro,_Portugal), where both the region's international [airport](https://en.wikipedia.org/wiki/Faro_Airport) (FAO) and [public university](https://en.wikipedia.org/wiki/Public_university), the [University of Algarve](https://en.wikipedia.org/wiki/University_of_Algarve), are located. Tourism and related activities are extensive and make up the bulk of the Algarve's summer economy. Production of food, which includes fish and other seafood, different types of fruit such as [oranges](https://en.wikipedia.org/wiki/Orange_(fruit)), [figs](https://en.wikipedia.org/wiki/Common_fig), [plums](https://en.wikipedia.org/wiki/Plum), [carob beans](https://en.wikipedia.org/wiki/Ceratonia_siliqua), and [almonds](https://en.wikipedia.org/wiki/Almond), is also economically important in the region. Although [Lisbon](https://en.wikipedia.org/wiki/Lisbon) surpasses the Algarve in terms of tourism revenue, the Algarve is still, overall, considered to be the biggest and most important Portuguese tourist region, having received an estimated total of 7.1 million tourists in 2017. Its population triples in the peak holiday season due to seasonal residents. The Algarve is also increasingly being sought after, mostly by central and northern Europeans, as a permanent place to settle. An American-based study concluded that the Algarve was the world's best place to retire.

The Algarve is one of the most developed regions of Portugal, and with a [GDP per capita](https://en.wikipedia.org/wiki/GDP_per_capita) at 86% of the European Union average, the third-richest (behind [Lisbon](https://en.wikipedia.org/wiki/Lisbon_Metropolitan_Area) and [Madeira](https://en.wikipedia.org/wiki/Madeira)).

### Geography of The Algarve

The Algarve covers 4997 km2, extending just south of the Tagus valley to the southern coast of the Iberian Peninsula. Its highest point is [Fóia](https://en.wikipedia.org/wiki/F%C3%B3ia_(mountain)), 902 m (2,959 ft), in the [mountain range of Monchique](https://en.wikipedia.org/wiki/Serra_de_Monchique). It also includes some islands and islets. The region is also the home of the [Ria Formosa Lagoon](https://en.wikipedia.org/w/index.php?title=Ria_Formosa_Lagoon&action=edit&redlink=1), a [nature reserve](https://en.wikipedia.org/wiki/Nature_reserve) of over 170 km2 and a stopping place for hundreds of different species of birds. The length of the south-facing coastline is roughly 155 km. Beyond the westernmost point of [Cape St. Vincent](https://en.wikipedia.org/wiki/Cape_St._Vincent) it stretches a further 50 km to the north. The coastline is notable for picturesque [limestone](https://en.wikipedia.org/wiki/Limestone) caves and grottoes, particularly around Lagos, which are accessible by [powerboat](https://en.wikipedia.org/wiki/Powerboat).

### History of The Algarve

Human presence in southern Portugal dates back to the [Paleolithic](https://en.wikipedia.org/wiki/Paleolithic) and [Neolithic](https://en.wikipedia.org/wiki/Neolithic) periods. The presence of [megalithic](https://en.wikipedia.org/wiki/Megalith) stones in the area of [Vila do Bispo](https://en.wikipedia.org/wiki/Vila_do_Bispo) attests to this presence.

The [Cynetes](https://en.wikipedia.org/wiki/Cynetes), influenced by [Tartessos](https://en.wikipedia.org/wiki/Tartessos), were established by the sixth century BC in the region of the Algarve (called Cyneticum). They were strongly influenced by the [Celtici](https://en.wikipedia.org/wiki/Celtici). Those [Indo-European tribes](https://en.wikipedia.org/wiki/Indo-European_migrations), [Celtic](https://en.wikipedia.org/wiki/Celts) or pre-Celtic, founded the city of [Lagos](https://en.wikipedia.org/wiki/Lagos,_Portugal) (then called [Lacóbriga](https://en.wikipedia.org/wiki/Lacobriga)). The [Phoenicians](https://en.wikipedia.org/wiki/Phoenicia) had established trading ports along the coast circa 1000 BC. Some sources claim that the [Carthaginians](https://en.wikipedia.org/wiki/Ancient_Carthage) founded Portus Hanibalis – known today as [Portimão](https://en.wikipedia.org/wiki/Portim%C3%A3o) – in about 550 BC. Much of the [Iberian Peninsula](https://en.wikipedia.org/wiki/Iberian_Peninsula) was absorbed into the [Roman Republic](https://en.wikipedia.org/wiki/Roman_Republic) in the second century BC (despite the resistance of the [Lusitanians](https://en.wikipedia.org/wiki/Lusitanians) and other tribes), and the Algarve region similarly came under Roman control. Many Roman ruins can still be seen, notably in Lagos, but also at [Milreu](https://en.wikipedia.org/wiki/Estoi). Roman bath complexes and fish-salting tanks have been found near the shore in several locations, for example the ones near Tavira, [Vilamoura](https://en.wikipedia.org/wiki/Vilamoura) and [Praia da Luz](https://en.wikipedia.org/wiki/Praia_da_Luz).

In the fifth century, the [Visigoths](https://en.wikipedia.org/wiki/Visigoths) took control of the Algarve until the beginning of the [Umayyad conquest of Hispania](https://en.wikipedia.org/wiki/Umayyad_conquest_of_Hispania) in 711. When the [Moors](https://en.wikipedia.org/wiki/Moors) conquered Lagos in 716, it was named Zawaia. Faro, which the Christian residents had called Santa Maria, was renamed Faraon, which means "settlement of the knights". Due to the conquest of the Iberian Peninsula, the region was called [Gharb Al-Andalus](https://en.wikipedia.org/wiki/Gharb_Al-Andalus): Gharb means "the west", while [al-Andalus](https://en.wikipedia.org/wiki/Al-Andalus) is the Arabic name for the Iberian Peninsula. For several years, the town of [Silves](https://en.wikipedia.org/wiki/Silves,_Portugal) was the capital of the region.

In the mid-13th century, during the [Reconquista](https://en.wikipedia.org/wiki/Reconquista), the [Kingdom of Portugal](https://en.wikipedia.org/wiki/Kingdom_of_Portugal) conquered the region in a series of successful military campaigns against the Moors. Al-Gharb became the [Kingdom of the Algarv](https://en.wikipedia.org/wiki/Kingdom_of_the_Algarve)e and the moors were expelled, but battles with Muslim forces persisted. The Portuguese finally secured the region against the subsequent Muslim attempts to recapture the area in the early 14th century. King [Afonso III of Portugal](https://en.wikipedia.org/wiki/Afonso_III_of_Portugal) started calling himself King of Portugal and the Algarve. After 1471, with the conquest of several territories in the [Maghreb](https://en.wikipedia.org/wiki/Maghreb) – the area considered an extension of the Algarve – [Afonso V of Portugal](https://en.wikipedia.org/wiki/Afonso_V_of_Portugal) began fashioning himself "King of Portugal and the Algarves", referring to the European and African possessions.

Prior to the [independence of Brazil](https://en.wikipedia.org/wiki/Independence_of_Brazil), the [United Kingdom of Portugal, Brazil and the Algarves](https://en.wikipedia.org/wiki/United_Kingdom_of_Portugal,_Brazil_and_the_Algarves) (1815–1822) was an official designation for Portugal which also alluded to the Algarve. Portuguese monarchs continued to use this title until the proclamation of the [First Portuguese Republic](https://en.wikipedia.org/wiki/First_Portuguese_Republic) in 1910. Between 1595 and 1808, the Algarve was a semiautonomous area of Portugal with its own governor, as well as a separate taxation system.

*[](https://en.wikipedia.org/wiki/File:Muralha_de_Lagos.jpg)The* [*walls*](https://en.wikipedia.org/wiki/Castle_of_Lagos) *of the ancient town of* [*Lagos*](https://en.wikipedia.org/wiki/Lagos,_Portugal)

In the 15th century, Prince [Henry the Navigator](https://en.wikipedia.org/wiki/Henry_the_Navigator) based himself near [Lagos](https://en.wikipedia.org/wiki/Lagos,_Portugal) and conducted various maritime expeditions which established the colonies that comprised the [Portuguese Empire](https://en.wikipedia.org/wiki/Portuguese_Empire). Also from Lagos, [Gil Eanes](https://en.wikipedia.org/wiki/Gil_Eanes) set sail in 1434 to become the first seafarer to round [Cape Bojador](https://en.wikipedia.org/wiki/Cape_Bojador) in West Africa. The voyages of discovery brought Lagos fame and fortune. Trade flourished and Lagos became the capital of the historical province of Algarve in 1577 and remained so until the fabled [1755 Lisbon earthquake](https://en.wikipedia.org/wiki/1755_Lisbon_earthquake). The earthquake damaged many areas in the Algarve and an accompanying [tsunami](https://en.wikipedia.org/wiki/Tsunami) destroyed or damaged coastal fortresses, while coastal towns and villages were heavily damaged except Faro, which was protected by the sandy banks of [Ria Formosa](https://en.wikipedia.org/wiki/Ria_Formosa) lagoon. In Lagos, the waves reached the top of the city walls. For many Portuguese coastal regions, including the Algarve, the destructive effects of the tsunami were more disastrous than those of the earthquake proper.

In 1807, while [Jean-Andoche Junot](https://en.wikipedia.org/wiki/Jean-Andoche_Junot) led the first [Napoleonic](https://en.wikipedia.org/wiki/Napoleon) invasion in the north of Portugal, the Algarve was occupied by Spanish troops under [Manuel Godoy](https://en.wikipedia.org/wiki/Manuel_Godoy). Beginning in 1808, and after subsequent battles in various towns and villages, the region was the first to drive out the Spanish occupiers. During the [Portuguese Civil War](https://en.wikipedia.org/wiki/Portuguese_Civil_War), several battles took place in the region, specially the [battle of Cape St. Vicente](https://en.wikipedia.org/wiki/Battle_of_Cape_St._Vincent_(1833)) and the battle of Sant’Ana, between liberals and Miguelites. [Remexido](https://en.wikipedia.org/wiki/Remexido) was the guerrilla Algarvian leader who stood with the Miguelite absolutists for years, until he was executed in Faro (1838).

The establishment of the [First Portuguese Republic](https://en.wikipedia.org/wiki/First_Portuguese_Republic) in 1910 marked the end of the Kingdom of Portugal and the Algarve.

### Human Geography of The Algarve

About 450,000 permanent inhabitants (90 residents per km2) live in the area, although this figure increases to over a million people at the height of summer, due to an influx of tourists. The Algarve has several cities, towns, and villages; the region's capital is the city of [Faro](https://en.wikipedia.org/wiki/Faro,_Portugal), while other cities include [Albufeira](https://en.wikipedia.org/wiki/Albufeira), [Lagoa](https://en.wikipedia.org/wiki/Lagoa_Municipality_(Algarve)), [Lagos](https://en.wikipedia.org/wiki/Lagos,_Portugal), [Loulé](https://en.wikipedia.org/wiki/Loul%C3%A9), [Olhão](https://en.wikipedia.org/wiki/Olh%C3%A3o_Municipality), [Portimão](https://en.wikipedia.org/wiki/Portim%C3%A3o), [Quarteira](https://en.wikipedia.org/wiki/Quarteira), [Silves](https://en.wikipedia.org/wiki/Silves_Municipality,_Portugal), [Tavira](https://en.wikipedia.org/wiki/Tavira_Municipality), and [Vila Real de Santo António](https://en.wikipedia.org/wiki/Vila_Real_de_Santo_Ant%C3%B3nio_Municipality), in addition to various summer retreats such as [Vilamoura](https://en.wikipedia.org/wiki/Vilamoura), [Praia da Rocha](https://en.wikipedia.org/wiki/Praia_da_Rocha), [Armação de Pêra](https://en.wikipedia.org/wiki/Arma%C3%A7%C3%A3o_de_P%C3%AAra), [Alvor](https://en.wikipedia.org/wiki/Alvor_(Portim%C3%A3o)), [Monte Gordo](https://en.wikipedia.org/wiki/Monte_Gordo,_Algarve), [Tavira](https://en.wikipedia.org/wiki/Tavira_Municipality), and [Sagres](https://en.wikipedia.org/wiki/Sagres,_Portugal).

Before 2004, the [Faro District](https://en.wikipedia.org/wiki/Faro_District) was the administrative unit governing the Algarve. In 2004, the Greater Metropolitan Area of the Algarve was formed, which was converted into an [intermunicipal community](https://en.wikipedia.org/wiki/Intermunicipal_communities_of_Portugal) in 2008.[[15]](https://en.wikipedia.org/wiki/Algarve#cite_note-15) Algarve is also a [NUTS](https://en.wikipedia.org/wiki/Nomenclature_of_Territorial_Units_for_Statistics) II and NUTS III statistical region. The intermunicipal community of Algarve is subdivided into 16 municipalities.

### Economy of The Algarve

Agricultural products of the region include [fig](https://en.wikipedia.org/wiki/Ficus), [almond](https://en.wikipedia.org/wiki/Almond), orange, [carob bean](https://en.wikipedia.org/wiki/Carob_bean), [strawberry tree](https://en.wikipedia.org/wiki/Arbutus_unedo), and [cork oak](https://en.wikipedia.org/wiki/Cork_oak). Horticulture is important and the region's landscape was known for the large areas of land covered with plastic [greenhouses](https://en.wikipedia.org/wiki/Greenhouse) which are used to that end. [Fishing](https://en.wikipedia.org/wiki/Fishing_in_Portugal) and [aquaculture](https://en.wikipedia.org/wiki/Aquaculture) are important activities in the coastal area of Algarve, with [sardines](https://en.wikipedia.org/wiki/Sardine), [soles](https://en.wikipedia.org/wiki/Sole_(fish)), [cyprinids](https://en.wikipedia.org/wiki/Cyprinids), [gilt-head bream](https://en.wikipedia.org/wiki/Gilt-head_bream), and various seafood, including the [grooved carpet shell](https://en.wikipedia.org/wiki/Grooved_carpet_shell), being the major products. Algarve's wines are also renowned. Four wines in the region have [Protected Designation of Origin](https://en.wikipedia.org/wiki/Protected_Designation_of_Origin) ([Denominação de Origem Controlada](https://en.wikipedia.org/wiki/Denomina%C3%A7%C3%A3o_de_Origem_Controlada" \o "Denominação de Origem Controlada) – DOC): [Lagoa DOC](https://en.wikipedia.org/wiki/Lagoa_DOC), [Lagos DOC](https://en.wikipedia.org/wiki/Lagos_DOC), [Portimão DOC](https://en.wikipedia.org/wiki/Portim%C3%A3o_DOC), and [Tavira DOC](https://en.wikipedia.org/wiki/Tavira_DOC). [Food processing](https://en.wikipedia.org/wiki/Food_processing), cement, and construction are the main industries. Tourism-related activities are extensive and make up the bulk of Algarve's economy during summer. The Algarve's economy has always been closely linked to the sea, and fishing has been an important activity since ancient times. Only since the 1960s has the region embraced tourism, which has become its most important economic activity. With the increase in life quality and purchasing power, many shopping malls have been constructed, mostly in the past 15–20 years. Recently, an [Ikea](https://en.wikipedia.org/wiki/Ikea) opened in [Loulé](https://en.wikipedia.org/wiki/Loul%C3%A9), one of five in Portugal.

In 2017, the Algarve was the Portuguese region that experienced the biggest economic growth, an increase of 4.6% of its GDP.

### Development of The Algarve

The Algarve has been experiencing a strong development since the beginning of the 1960s, initially due to the need to accommodate its foreign visitors. The region started the construction of better [infrastructure](https://en.wikipedia.org/wiki/Infrastructure), mainly [roads](https://en.wikipedia.org/wiki/Roads), [sanitation](https://en.wikipedia.org/wiki/Sanitation), [power grids](https://en.wikipedia.org/wiki/Power_grids), [telecommunications](https://en.wikipedia.org/wiki/Telecommunications), [hospitals](https://en.wikipedia.org/wiki/Hospitals), and [housing](https://en.wikipedia.org/wiki/House). Due to the austerity measures introduced in 2011, tolls were placed on the main motorway that crosses the region to offset the expense of its maintenance. Private investors, with the support of [municipalities](https://en.wikipedia.org/wiki/Municipalities), also began the construction of a variety of [hotels](https://en.wikipedia.org/wiki/Hotels), [resorts](https://en.wikipedia.org/wiki/Resorts), [golf courses](https://en.wikipedia.org/wiki/Golf_courses) (which are considered to be some of the best in Europe), and [villas](https://en.wikipedia.org/wiki/Villa). All this led to a large [development](https://en.wikipedia.org/wiki/Economic_development) in the region, especially for the locals, who had previously lived in harsher circumstances. Today, the Algarve is amongst the regions in Portugal with best [quality of life](https://en.wikipedia.org/wiki/Quality_of_life).

### Tourism in The Algarve

In the 1960s, the Algarve became a popular destination for tourists, mainly from the United Kingdom. It has since become a common destination for people from Germany, the Netherlands, and Ireland. Many of these tourists own their own property in the region. Algarve-based [publications](https://en.wikipedia.org/wiki/Publications) and newspapers are written in English specifically for this community. In recent years, the Algarve has seen a high increase in tourists from [Spain](https://en.wikipedia.org/wiki/Spain), [France](https://en.wikipedia.org/wiki/France), and [Italy](https://en.wikipedia.org/wiki/Italy), followed by [Canadians](https://en.wikipedia.org/wiki/Canadians), [Americans](https://en.wikipedia.org/wiki/Americans), and [Australians](https://en.wikipedia.org/wiki/Australians). Portuguese people from other parts of the country also visit the region in large numbers, especially in the peak of the summer (July and August).

Tourist attractions in the region include its beaches, [Mediterranean climate](https://en.wikipedia.org/wiki/Climate_of_Portugal), [safety](https://en.wikipedia.org/wiki/Crime_in_Portugal), [cuisine](https://en.wikipedia.org/wiki/Portuguese_cuisine), and relatively low prices. Well-known beaches in the Algarve range from [Marinha Beach](https://en.wikipedia.org/wiki/Praia_da_Marinha) to [Armação de Pêra](https://en.wikipedia.org/wiki/Arma%C3%A7%C3%A3o_de_P%C3%AAra). A well-known [spa town](https://en.wikipedia.org/wiki/Spa_town) is [Caldas de Monchique](https://en.wikipedia.org/wiki/Caldas_de_Monchique). In addition to its natural features and beaches, the Algarve has invested in the creation of a network of golf courses.

The Algarve is also popular for religious tourism, notably pilgrimages to the Sanctuary of Our Lady of Piety (best known as the Sovereign Mother), a Marian shrine dedicated to the patron saint of [Loulé](https://en.wikipedia.org/wiki/Loul%C3%A9), that attract thousands of pilgrims of the Catholic faithful to the city, or with the international pilgrimages to the apparitions site of Our Lady Mother of Goodness occurred near [São Marcos da Serra](https://en.wikipedia.org/wiki/S%C3%A3o_Marcos_da_Serra).

*[](https://en.wikipedia.org/wiki/File:Festa_da_Nossa_Senhora_2012.JPG)The procession of the Sovereign Mother (Our Lady of Piety) attracts thousands of pilgrims to the Marian shrine of* [*Loulé*](https://en.wikipedia.org/wiki/Loul%C3%A9_Municipality)*, in Algarve.*

Algarve's mild climate has attracted interest from Northern Europeans wishing to have a holiday home or residence in the region. Being a region of Portugal, and therefore in the [European Union](https://en.wikipedia.org/wiki/European_Union), any [EU citizen](https://en.wikipedia.org/wiki/EU_citizen) has the right to freely buy property and reside with little formality in the Algarve. British expatriates, followed by Germans, Dutch, and Scandinavians, are among the largest groups wishing to own a home in this sunny region of Portugal.

Tourism plays an important role in the economy of the Algarve. A large number of seasonal job opportunities are tourism-related and are fulfilled by thousands of locals and immigrants. Due to its seasonal nature, most of the economy relies on the good weather available mostly for only 5–6 months (characterised by a prolonged lack of rain and temperatures above 30°C throughout the day), meaning that many Algarvians go unemployed during the low season. Nonetheless, due to the very high monetary income that the high season brings, most people in the Algarve are still able to have comfortable lives even while unemployed. In March 2007, the Portuguese economic minister, Manuel Pinho, announced the creation of the "Allgarve" brand, as a part of a strategic promotion of the Algarve as a tourism destination for foreign citizens. According to World Travel Awards, Algarve is the Europe's leading golf destination in 2013 and 2014. Over 25 top-class courses are located in the Algarve, most of which were designed by legendary names such as Nick Faldo, Seve Ballesteros, Jack Nicklaus, and Christy O'Connor, Jr.

### Accommodation

Accommodation in the Algarve ranges from high-rise resorts in places such as Albufeira to traditional guesthouses, located in the small towns and villages surrounding the Algarve coast. Over the past few years, many tourists visiting the Algarve have moved away from the resorts and have chosen the comfort of a traditional Algarve guesthouse.

### Education

The [University of Algarve](https://en.wikipedia.org/wiki/University_of_Algarve), headquartered in [Faro](https://en.wikipedia.org/wiki/Faro,_Portugal), with an extension in [Portimão](https://en.wikipedia.org/wiki/Portim%C3%A3o), is a public university which awards all academic degrees in fields ranging from [marine biology](https://en.wikipedia.org/wiki/Marine_biology) to [economics](https://en.wikipedia.org/wiki/Economics) to [environmental engineering](https://en.wikipedia.org/wiki/Environmental_engineering). Also, students are served by several higher-education private institutions (Piaget – Silves and others), state-run and private secondary education schools, including a number of [international schools](https://en.wikipedia.org/wiki/International_school), and a wide network of [kindergartens](https://en.wikipedia.org/wiki/Kindergarten) and primary schools.

### Sports

[](https://en.wikipedia.org/wiki/File:EstadioAlgarve.JPG)

The 30,000-seat Algarve Stadium ([Estádio Algarve](https://en.wikipedia.org/wiki/Est%C3%A1dio_Algarve)) was built as a venue for [UEFA Euro 2004](https://en.wikipedia.org/wiki/UEFA_Euro_2004).

The Algarve has many sports clubs, including football teams ([S.C. Olhanense](https://en.wikipedia.org/wiki/S.C._Olhanense), [Portimonense S.C.](https://en.wikipedia.org/wiki/Portimonense_S.C.)) which play in the first, second, and third lay tiers of professional football. [S.C. Farense](https://en.wikipedia.org/wiki/S.C._Farense) is the most successful football club in the Algarve and play in the [Campeonato de Portugal](https://en.wikipedia.org/wiki/Campeonato_de_Portugal_(league)). Some other ancient sports clubs (football teams) from the region are Esperança de Lagos, Lusitano FC (Vila Real de Santo António), and Silves FC.

### Culture

[](https://en.wikipedia.org/wiki/File:C%C3%A3o_de_agua_Portugu%C3%AAs_2.jpg) [](https://en.wikipedia.org/wiki/File:Linces19.jpg)[](https://en.wikipedia.org/wiki/File:Porches.Pots.jpg)

Traditional hand-painted [pottery from Porches](https://en.wikipedia.org/wiki/Porches_Pottery_(Olaria_Algarve)) - [Portuguese Water Dogs](https://en.wikipedia.org/wiki/Portuguese_Water_Dog) are native to the Algarve; they were the fisherman's main companion and were often taken with sailors during the [Portuguese discoveries](https://en.wikipedia.org/wiki/Portuguese_discoveries). The Algarve had the highest population of the [Iberian lynx](https://en.wikipedia.org/wiki/Iberian_lynx) in Portugal. However, no lynxes in the wild have been reported in the region since 2003.

The Algarve is famous for its pottery and ceramics, particularly hand-painted pottery and [azulejos](https://en.wikipedia.org/wiki/Azulejo), which are painted, [tin-glazed](https://en.wikipedia.org/wiki/Tin-glazing) ceramic [tiles](https://en.wikipedia.org/wiki/Tile). Numerous ceramics and pottery outlets are open throughout the Algarve. For working potteries and ceramics workshops, the main, or best-known, pottery centers are located in the towns of [Almancil](https://en.wikipedia.org/wiki/Almancil), [Porches](https://en.wikipedia.org/wiki/Porches_(Lagoa)), and Loulé, but many other potteries and workshops are in the Algarve region. [Corridinho](https://en.wikipedia.org/wiki/Corridinho) is the traditional dance of the Portuguese southernmost region – Algarve.

### Market Psychographics:

Tavira is a member of the EU Common Market for tourist goods coming from all over the world. People from Tavira are used to doing business with people from any continent. There is a strong 'small business' ethic in the community, and many families run Enterprises have been prospering for generations. There is also a strong sense of community and a high level of awareness as regards to caring for the environment.

Credit cards are accepted in most hotels, restaurants and department stores. Most stores open from 9 a.m. to 6 p.m., Monday through Saturday. Some of them open on Sunday. Special Sales and Markets are frequent throughout the year.

## Market Needs

To qualify for the QREN funds, we had to produce an Innovative Theme that would draw clients from the busy sun, sea and sand resort towns up into the hinterlands, the hills to the north of the A22 Motorway. There is a need for integrated facilities for events and day trips for town dwellers, expats of all nationalities and tourists that book into dormitory hotels or rent houses in the country.

By providing a large event hall, we bring in the Wedding Trade to the area and the guests are very likely to fill our hotel and those of the other hotels in the vicinity.

The hotel client demand must be overlaid on top of these existing local demands to provide the Critical Mass necessary to make these facilities profitable – therein lies the innovation and our key differentiating factor.

## Market Trends

The Algarve is breaking records to the up-side for Tourism related activities on a regular basis.

## Market Growth

Growth had stalled after the 2008 financial crisis and the recovery was very slow and arduous. Now, given the problems being faced by the new competition in countries like Bosnia and Morocco, the Algarve has received a massive boost. Couple this with the number of Europeans that now see Portugal as a good retirement option and need to check out the country, first-hand, and growth is extraordinarily high.

## Objectives

Our marketing strategy will be for the hotel to sell itself by “ticking all the boxes” of potential clients. The battle for new clients can be won on the booking form by providing all the potential client is looking for in a holiday and more.

1. To provide a themed Hotel/Restaurant/Spa complex featuring: “Healthy Mind & Healthy Body, on a platform designed to promote the interaction of people of different nationalities”.
2. Given the Spa Centre with gymnasium, heated pool and five treatment rooms we are looking after client’s physical well-being. All rooms and all facilities are designed to be wheelchair accessible.
3. The Craft Centres will promote mental agility and, together with our outdoor team sports, will promote hand-eye co-ordination.
4. The music studio and Heritage Centre will exercise the mind and leave our clients with a deeper understanding of Portugal and the Portuguese way of life.
5. Overall, the hotel will stand out as a multi-activity-based holiday centre that will facilitate a holistic well-being program.
6. A Recreation Centre will be located adjacent to the hotel complex and will be open to the public. Team sports facilities such as beach volleyball and boules will encourage people to mingle and later, they will meet in the restaurant when it becomes a cocktail lounge with light music for dancing.
7. We developed our Business Model to reduce seasonality and offer a Premium Product at an affordable price by combining three markets (Hotel Residents, Local Community & Tourists) and offering them a diverse agenda on one site; a Virtual Resort in the Hills in which Meetings, seminars and Congresses are targeted and the 4 Star Restaurant will promote Gastronomy and Wines of the region.
8. We can attract potential foreign immigrants to Portugal and earn their loyalty by providing a premium product at an affordable price and offering in-house villa inspection programs in any of the five regions across the Algarve. A bonus is the fact that they get to interact with the local community and learn about the History, Culture and Tradition of Portugal in our Heritage Centre (We are retaining the Casa Mae and Workers Cottages and creating a Museum Style Heritage Centre as part of the ‘Healthy Mind’ utilities).
9. Chef: It would help us to select the ideal Chef if a presentation would be made at the interview. This would include:
10. A typical menu and what the focus of the restaurant would be (ie, Portuguese, Italian, Sea food, Steak, Country and Western theme or similar).
11. How many staff would you need and what specialties would need to be covered.
12. Other ideas and an example of what you would bring to the table.

## Marketing Objectives

~~• To share our strategic objectives with potential creditors in order to properly fund the initial capital investment to build the facilities.~~

~~• To communicate how loyalty amongst our guests will be developed by providing a positive hotel experience to them.~~

~~• To establish the hotel starts up revenues, profit and growth target goals within the given time and budget action plan.~~

# Marketing Mix Strategy

In general terms, this is more a country resort or retreat than a hotel, given the multiple income streams and all the services on offer are provided at the Four-Star level. Our dependence on “leveraging” each facility against the others will be the cornerstone of our marketing campaigns.

We will develop innovative packages offering special terms and prices to private individuals, party bookings and corporate entities. For example, our two magazines might publish Special Offer Code-numbers for groups of 6 or more; or entry to Dine & Dance sessions for private parties.

Leverage and Critical Mass are key issues for our success; Day visitors using the Recreation Centre facilities will consider using the restaurant; those using the Restaurant might use the SPA Centre or the Craft Studios. Wedding guests might use the hotel, the SPA and the Restaurant.

The primary goal is to increase footfalls, visitors to the hotel, in order to show them the full range of our facilities and instil a sense of being welcomed. Children will chose us for their parties, couples will chose us for their wedding and romantics will visit us for our events and our Cocktail Bar late evening ambience.

## Marketing Mix

### Product:

The Hotel will be positioned as a four-star tourist resort and community centre for private clients and as business seminar hotel, strategically located away from the tourist crowds and offering a multiplicity of activities and high level of personal service. Our focus is on offering our guests added value and differentiating ourselves in our levels of personal service. We provide a quality hotel experience where guests are valued, respected and their business is truly appreciated. In this section, we will review some important elements of our marketing mix strategy to accomplish our goals.

In general, the Hotel will provide the customer-guests with an alternative to the impersonal, large four-star properties in the city and, as our theme states: a platform for the interaction of all nationalities, focused on a healthy mind and a healthy body. We seek to differentiate our product and services in the following areas:

#### Inclusivity, no-one left behind

#### Quality of service and facilities

#### Strong customer-service ethics

#### Innovation and Excitement in all our events and day to day activities.

### Place:

~~product and service information will be sold to the guest via personal selling, direct marketing, advertising and~~

### Price:

~~pricing strategy will be consistent with the differentiation objective, to provide added value for a reasonable rate~~

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  | **Occupancy & Rates** |  |  |  |
| 1st Year |  |  |  |  |  |  |  |
|  |  |  | Sold nights\* Occup |  |  | Average price |  |
| Month | Days | Occup | N° of Rooms | Price per | Monthly | per sold room | REVPAR |
|  | per month | % | 38 | Room € | expectation | (without/IVA) |  |
| Jan | 31 | 25.0% | 295 | 75 € | 22088 € |  | 18.75 € |
| Feb | 28 | 25.0% | 266 | 75 € | 19950 € |  | 18.75 € |
| Mar | 31 | 35.0% | 412 | 75 € | 30923 € |  | 26.25 € |
| Apr | 30 | 40.0% | 456 | 75 € | 34200 € |  | 30.00 € |
| May | 31 | 45.0% | 530 | 85 € | 45059 € |  | 38.25 € |
| Jun | 30 | 75.0% | 855 | 95 € | 81225 € |  | 71.25 € |
| Jul | 31 | 85.0% | 1001 | 130 € | 130169 € |  | 110.50 € |
| Aug | 31 | 90.0% | 1060 | 160 € | 169632 € |  | 144.00 € |
| Sep | 30 | 75.0% | 855 | 130 € | 111150 € |  | 97.50 € |
| Oct | 31 | 45.0% | 530 | 85 € | 45059 € |  | 38.25 € |
| Nov | 30 | 25.0% | 285 | 75 € | 21375 € |  | 18.75 € |
| Dec | 31 | 30.0% | 353 | 75 € | 26505 € |  | 22.50 € |
| Annual | 365 | 49.6% | 6877 | 95 € | 737333 € | ***101.15 €*** | 53.16 € |
| Average of occupied rooms per night |  |  | 18.8 |  | € 695,597.17 |  |  |

~~SPA and others facilities (e.g. restaurant & bar) will be managed by out-sourcing the service. The hotel will provide the facilities and establish the service policy and strategy to ensure that the out-sourcing contractors will provide be aligned with the hotel marketing plan. Revenues generated from the SPA and other facilities have been considered as part of the hotel total estimated revenues.~~

### Promotion:

## Why the Algarve?

We Say This Region Is the world’s #1 Retirement Haven, so it is naturally a great place for older tourists to visit because their needs are catered for – in Spades!

We support this argument as follows: [Portugal’s Algarve region](https://www.liveandinvestoverseas.com/country-hub/portugal/the-algarve/) is the best place in the world, all things considered, to live in retirement. Nowhere else in the world could you embrace a better overall being-retired experience than in this southernmost coastal region of Portugal.

The Algarve has been attracting foreign retirees for decades and is home today to more than 100,000 resident expat retirees. A great Existing Expat Community.

Thanks to its 3,300 hours of sunshine per year, more sunny days than almost anywhere else in Europe, the Algarve has a longstanding reputation as a top summer destination among European sun-seekers and a top winter retreat for those looking to escape Northern Europe’s coldest months. Definitely, the Algarve gets an “A” for Climate.

The Algarve is one of the safest regions in Europe, and [Portugal](https://www.liveandinvestoverseas.com/country-hub/portugal/) ranks as the 17th safest country in the world. Violent crime is rare, and petty crime is limited to street crime during the busy tourist season. “A” for Safety and Crime.

Portugal and the Algarve have enjoyed important infrastructure investments recently, specifically to do with the country’s highway network and airports, making this a great base for exploring all of Europe and Northern Africa and earning the location an “A” for Infrastructure.

[Portugal’s health care](https://www.liveandinvestoverseas.com/country-hub/portugal/health-care-in-portugal/) is international-standard, and medical tourism is a growing industry in the region. We give the country an “A-” for Health Care.

The Algarve’s 100 miles of Atlantic coastline is punctuated by jagged rock formations, lagoons, and extensive sandy beaches, many awarded coveted Blue Flags from the European Blue Flag Association. The water off these shores is azure, and the cliff-top vistas are spectacular. In other words, you could fill at least some of your days at the beach, swimming, sunning, and boating.

In addition, the region boasts 42 golf courses in less than 100 miles and is generally recognized as a top golfing destination in continental Europe, and the world.

Plus, again, this is Old-World Europe, meaning Continental culture. We award the region, therefore, an “A” for Entertainment. Living or holidaying here, you’d be well and fully engaged, whether your idea of a good time is a morning round of golf, an afternoon shopping at an open-air market, or an evening of fine dining.

You could describe life here as healthy. The Portuguese are the biggest fish eaters per capita in Europe, and fresh fish of great variety is available in the ever-present daily markets. The abundance of sunshine means an abundance of fresh produce, too. These facts, along with low rates of pollution and generally clean streets and towns, translate to an “A” for Environment.

You could also describe life here as very affordable. The [cost of living in Portugal](https://www.liveandinvestoverseas.com/country-hub/portugal/cost-of-living-in-portugal/) is among the lowest in Western Europe, on average 30% lower than in any other country of the region. A retired couple could live here comfortably but modestly on a budget of as little as €1,100 or €1,200 per month. Right now, that’s only slightly more in dollar terms.

With a budget of €1,800 per month or more, you could enjoy a fully appointed lifestyle in the heart of Old Europe. Grading the Algarve for its cost of living relative to the rest of Europe, it gets an “A”.

Tourists thinking of buying a home of your own for retirement overseas, will be interested to know that the property market in this region remains severely undervalued and, like the cost of living in general, among the most affordable in Europe. Further, Portuguese real estate has one of the most favorable price-to-rent ratios (a measure of the profitability of owning a house) and price-to-income ratios (a measure of affordability) in the region. Bottom line, this means housing is cheaper to buy and investors can make more money from rentals than in most other European countries. We give the country an “A-” for Real Estate.

Further, recent legislation allows resident foreign retirees to receive pension and foreign income in the country tax-free for 10 years, if they qualify for the new Non-Habitual Resident (NHR) status. The law also provides for reduced taxation on wages, intellectual property, interest, dividends, and capital gains. On the other hand, tax rates are relatively high and the tax-free status for NHR residents is not indefinite but for 10 years.

The country’s new Non-Habitual Resident and Golden Visa programs mean it is much easier than it’s ever been. These retiree- and investor-residency programs are not as benefit-rich or as affordable as comparable programs in the Americas (in Nicaragua, Ecuador, or Panama, for example), but they are very competitive for Europe. That’s why we award Portugal an “A” for Residency.

Many of our hotel’s clients will be visiting the Algarve as a retirement destination and we feel that we can attract these tourists, due to our local Community, and help them to make their decision.

#### Our primary focus

will remain on mass communication via the Internet, on our company website and using top booking agencies, but limiting use of these to periods when we need to boost occupancy rates.

#### Our family owned Magazines,

the *East Algarve Magazine* and the *Simply Algarve Magazine* will heavily promote our events and in-house facilities and to a minor degree, will advertise hotel room bookings, particularly when linked to events at the hotel.

#### Direct mail

campaigns to existing and prospective clients will be sparingly used as a cost-effective means of targeted campaigning. Personal and corporate collaboration within the local markets will become an important element of the mix in order to build long-term relationships within the local community and generate the initial high levels of personal and corporate activity required to fund the target growth.

Public relations activities will play an important role in the marketing mix, presenting the hotel as a supportive member of the community and participating in significant local events (e.g. National Tourism Association Campaigns, American and National Chamber of Commerce Activities, Environmental Protection Agency Sponsorship Programs, Tavira Development Authority Council Meetings, etc.).

## Estimated Tactical Budget

Our annual marketing budget ~~is US$100,000~~. Sales are estimated to achieve gross revenues of ~~$1, 200,000~~ for the 1st year of operation. Our marketing expenses will be approximately ~~8.3%~~ of the gross revenue.

### Sales Forecast

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Income Projection / Sources** |  |  |  |
|  |  |  |  |  |
|  |  | **First complete** | **Potential** | **Potential** |
|  | ***Prices without IVA*** | **Year** | **Year 4** | **Year 8** |
| **Hotel Rooms** | Average occupancy expected over the year | 50% | 53.4% | 56.1% |
|  | Average rate €€ | 101 € | 111 € | 124 € |
|  | Per Annum ***(IVA Net 6%)Per Annum (IVA Net 6%)*** | 695,597 € | 818,542 € | 968,211 € |
| **Spa** | Treatments per day on average | 5 | 5.4 | 5.7 |
|  | Price per treatment on average €€ | 20 € | 22 € | 25 € |
|  | Per Annum | 37,093 € | 43,650 € | 51,631 € |
| **Bistro** | Total Daytime snacks and evening meals average over year (10€) | 77 € | 90 € | 107 € |
|  | Total Evening bar drinks for hotel guests in TV lounge (10€) | 153 € | 180 € | 213 € |
|  | Per Annum | 83,868 € | 98,692 € | 116,738 € |
| **Restaurant lunches** | Average number of lunches served per day | 39 | 42 | 45 |
|  | Average cost of lunches (we assume a €15 menu do dia) €€ | 13 € | 14 € | 16 € |
|  | Per Annum | 187,893 € | 221,103 € | 261,532 € |
| **Restaurant dinners** | Average number of dinners served per day | 58 | 63 | 66 |
|  | Average cost of dinners (we assume €20 menu option) €€ | 17 € | 19 € | 21 € |
|  | Per Annum | 370,266 € | 435,710 € | 515,378 € |
| **Event hall** | Weddings - cost per person (€45 - 90) average €€ | 65 € | 71 € | 80 € |
|  | Average number of guests | 50 | 54 | 57 |
|  | Number of weddings per year | 18 | 19 | 20 |
|  | Per Annum | 58,763 € | 74,466 € | 92,570 € |
| **Event hall** | Celebration Parties - cost per person (20 - 50) average €€ | 17 € | 19 € | 21 € |
|  | Average number of guests | 50 | 54 | 57 |
|  | Number of parties per year | 18 | 19 | 20 |
|  | Per Annum | 15,670 € | 19,858 € | 24,685 € |
| **Event hall** | Children's parties - cost per person (€10 - 20) average €€ | 13 € | 14 € | 16 € |
|  | Average number of guests | 30 | 32 | 34 |
|  | Number of parties per year | 20 | 22 | 23 |
|  | Per Annum | 7,835 € | 9,929 € | 12,343 € |
| **Event hall** | Seminar and company events - cost pp (€25 - 75) average €€ | 44 € | 48 € | 54 € |
|  | Average number of guests | 50 | 54 | 57 |
|  | Number of seminars/events per year | 10 | 11 | 11 |
|  | Per Annum | 21,764 € | 27,580 € | 34,285 € |
|  | **Total Per Annum** | **1,478,751 €** | **1,749,530 €** | **2,077,372 €** |
|  |  |  |  |  |
| ***Cocktail bar 365 days x 10 people per night x 2 drinks*** | | 29,675 € | 34,920 € | 41,305 € |
|  |  |  |  |  |
| ***Dinner dances*** | Consider an average of 2 per month x 80 people x €25 pp | 41,787 € | 49,173 € | 58,164 € |
|  |  |  |  |  |
| ***Bowling green and croquet lawn*. Assuming 10 people per day x € 5** | | 14,837 € | 17,460 € | 20,652 € |
|  |  |  |  |  |
|  | ***Total Estimated per Year*** | ***1,565,051 €*** | ***1,851,082 €*** | ***2,197,494 €*** |
|  |  |  |  |  |

### Marketing Expense Forecast

~~Marketing expenses are projected to be approximately 5.3% (average) of overall annual revenue. The breakdown of expenditures is as follows:~~

~~Table 5.2.2 Marketing Expense Budget~~

~~Monthly Expenses FY #1 FY #2 FY #3 Print Advertising $ 10,800 $ 11,448 $ 12,364 Internet Advertising $ 24,000 $ 25,440 $ 27,475 Public Relations $ 9,600 $ 10,176 $ 10,990 Direct Advertising $ 20,400 $ 21,624 $ 23,354 Total Expenses $ 64,800 $ 68,688 $ 74,183 Total Sales $ 1,214,609 $1,263,193 $1,313,721 (%) of Sales 5.34% 5.44% 5.65%~~

## Proposed Action Plan and Timeline

Our Fiscal Engineering company DDN, Lisbon, has put together a tentative plan for re-starting work and bringing back the original subcontractors where possible to complete their contracts. The schedule will be arranged to simplify access to the site for heavy duty tasks, but many minor tasks can be accomplished simultaneously and these, together with the entire scope, will be on the Schedule.

We will be completing the entire scope as defined in the project Master Plan that was approved by Turismo de Portugal and Tavira Câmara to make sure that there are no Licensing problems once construction is complete. This introduces a financing problem due to the fact that Santander Totta are continuing the policy of withholding full support for the project that Banco Popular instigated.

The funds currently available will allow us to complete the hotel to a state that it may obtain an operating license of some sort, but this will be a short-sighted action. We will, instead, work diligently to use the funds to their best advantage and seek financial support to complete construction and open the entire facility.

Refer to DDN Schedule

# Macro environment (industry changes):

Total tourism sector in Portugal represented about €xxx MM in Year 2016. Revenues generated to the hotel industry represented about xx% which was about €xxMM. (xx% increase versus 2015). The external, environmental issues that affect the Hotel are:

### Political:

a stable environment where little affects the ability of the hotel to generate revenue.

### Economic:

~~Economy grew etc..~~

~~Social: the trend towards cost effective business travel leads hotel guests to seek more value for money, which is where our added value differentiation strategy comes into play.~~

### Technological:

~~the installation of 'on-line' room reservations system will require the integration of the hotel IT system with hotel web sites (e.g. Expedia.com) to manage a central reservation system. This requires a high level of investment.~~

# Management Team

## Organization Structure:

The Bassett family are, together, the Principal Shareholders of the company and are jointly responsible for steering the management of the hotel’s growth and organization jointly with the management team. All staff, sales and marketing personnel will report to the Hotel General Manager as per the following organization chart.

***The Quinta da Fonte do Bispo Proposed Organization Chart***

Director

Gillian E Stapleton

President

Richard E Bassett

Director

Richard J Bassett

Hotel General Manager

Fernando Garcia

Company Secretary

Sonia Garcia

Manager

Katie A Bassett

Management Team

TBD

Human Resources

Anon

## Other Management Considerations

Day to day activity will be managed by the Hotel General Manager, supported by four key Supervisors acting as management support and a Head Chef. Each of these Supervisors will be team leaders in one of the Principal Income Streams but, as workload flows through days and seasons, the Supervisors will be delegated to spend time supporting others that are under pressure.

House Mother: Responsible for all cleaning work + F&B

Reception: Responsible for Reception + Spa + General Handymen/Gardeners/Security +

Marketing and Event Management: Responsible for marketing in general + organising events in the event hall, the amphitheatre and the restaurant +

Customer Services: Responsible for the Heritage centre, taxi services, day trips, outside ticket sales

The hotel will adopt a soft-start approach, as we will be opening in the low season and we will ramp up activities as we bring more staff on-line and train them into a cross–functional team, working together to ensure smooth operation of the entire hotel.

The Supervisors will be trained to cover for each other during stressful periods and holidays.

# Financial, Budgets and Forecast

~~The financial plan for driving and funding the growth of The QTFB Resort & SPA is presented in detail in the following sections. Initial capitalization (after founder’s seed) is about $1.5 million. This capitalization is intended to be provided by the local bank sector and the private investors.~~

## Important Assumptions

~~The financial assumptions upon which this plan is based are outlined as follows:~~

## Sales Forecast Sales Forecast Estimated 2004 Estimated 2005

**~~Estimated 2006 Average Share (%) Average ($)~~** ~~Corporate Single $ 94,050 $ 97,812 $ 101,724~~ **~~7.7%~~** ~~$~~

## Projected Operating Expenses

~~THE QTFB RESORT & SPA ANNUAL EXPENSE DETAIL 2004 2005 2006 Operating expenses : Sales and Marketing : Salaries $ 75,000 $ 80,250 $ 84,263 Benefits 97,500 104,325 109,541 Telephone 1,200~~

## Projected Financial Statements

~~THE QTFB RESORT & SPA Statement of Projected Result of Operations For each of the~~

**~~EQUITY Owner's equity:~~** ~~Contributed capital: Additional paid-in capital - preferred $ 1,500,000 $ 1,500,000 $ 1,500,000 Preferred Stock 0 0 0 Common Stock 0 0 0 Total Contributed capital $ 1,500,000 $ 1,500,000 $ 1,500,000 Retained earnings (77,410) (169,831) (240,830)~~ **~~Net Owner's equity $ 1,422,590 $ 1,330,169 $ 1,259,170~~**

## Breakeven Analysis

~~Break even, based upon fixed initial market overheads, will be obtained prior to the end of the 1st year of~~

## Proposed Business Ratios

### Profitability Ratios:

~~Gross Margin and Net Profit Margin indicate that the hotel will generate profit~~

### Activity Ratios:

~~AR and AP Turnover suggest a good management of the balance sheet plus the~~

### Debt and Liquidity Ratios:

~~Debt and Liquidity Ratios are very low. It is an indication of the required initial capital funding required from the owners’ equity.~~

# Regulatory Compliance with EU/CCDR/TP

The original Quinta da Fonte do Bispo was unique in that it operated under two separate licenses; it had the Turismo Rurale Section and the Restaurant/Event Hall. This is set in a walled garden of 5-Acres with all the Garden Based facilities necessary for Turismo Rurale classification; tennis court, games room etc. This unique rural combination of Event Hall and expanded accommodation opened up many options for activity and marketing and provided the flexibility to grow and compete with foreign competition and local sea-side based facilities.

Our location near the International Airport and the Spanish Border, with easy access to Algarve Sotavento Beaches is a particular asset that we leveraged and the quaint charm of the former farm provided a link with local history, instilling tranquil vibrations in the visitors.

To make the Quinta profitable throughout the year we had to take innovative steps. We took notice of the fact that there are at least 20.000 resident ex-pats in the region who need more and better facilities and a platform to interact with the local community.

* We brought local residents in (Portuguese and Ex-pats) by allowing them to use the facilities and forming clubs in various activities.
* We brought in Tourists by putting on Entertainment and Dinner Dances.
* To promote these events we launched a 48 page full color magazine – free in the East Algarve region. See: [www.eastalgarvemag.com](http://www.eastalgarvemag.com) (Control and Click to view magazine please).
* We allowed entrepreneurs to use our facilities free and their clients spend money in the restaurant. This includes teachers of Art, Mosaic, Portuguese language, Dancing, music, handicrafts, pilates, yoga and several other activities. These attract people of all nationalities and encourage them to socialize and patronize our events.
* Our Dinner/Dances attract people of all nationalities and proved to be very successful (Photographs).
* Our garden based events bring in several hundred people per event. Our Mediterranean Garden Fair brought in more than 600 people.
* Our Craft Fairs were very well supported and people passed through all day.
* Our gourmet evenings attract many people that became regulars.
* We held lessons in Portuguese at varying levels every week.

By combining our residents and our day visitors, **we achieved a critical mass that allowed us to give premium quality services at attractive prices that we could not provide otherwise.** Being a Rural Hotel, we had to differentiate ourselves from the Sun, Sea and Sand Holiday, and this abundance of premium services did so and draw in the Cultural Tourists, a group that (according to reports) is expanding and actually spends more money.

Our innovation was product based rather than technical, and this was reflected by the fact that half of our income was derived from non-hotel business. Our intention is to SCALE-UP this existing model for our new Hotel Project and increase the premium quality services with the addition of a Spa Centre, Conference Rooms and Heritage Centre, where Tourists can learn about Portuguese History and Culture.

### Reflecting these Attributes onto the New Platform

We believe that we have captured a set of facilities and activities that complement each other and truly provide a regime that supports the concept of ‘Healthy Mind and Healthy Body’ on a platform that actively promotes interaction of people of all nationalities.

Every facility that we are providing in the new resort was tried and tested here on site: The Dine & Dance theme, the Restaurant, Weddings, Recreation Centre, Spa Facilities and all the Art & Craft ventures were all proven successes that allowed the resident hotel clients to mix into existing club atmospheres, making for an inviting experience.

*This is our presentation: A 4 Star Hotel and Restaurant complex, based on our tried and tested philosophy of bringing together people, by combining our hotel clients with the local residents of all nationalities, people renting local villas and the visitors to the area. This defines the innovative approach that we have adopted, because to draw people away from the traditional Sun, Sea & Sand holiday, we need to offer an exceptional range of utilities and facilities, on site, and at affordable costs.*

### Execution of Due Diligence

Our confidence is based on three issues: Our previous successful experience in every facility that we have included; our Income/Expenditure Forecasts; and our close adherence to the relevant elements of the PENT Program.

*Our first task here is to gauge our degree of innovation and to assess our compliance with Turismo de Portugal’s long term strategic plans. In this paper, we define our objectives and, where possible, we compare them with PENT specified objectives.*

Our Strategic Vision is to be innovative in the products that we offer and the way we market these products.

* We developed our Business Model to reduce seasonality and offer a Premium Product at an affordable price by combining three markets (Hotel Residents, Local Community & Tourists) and offering them a diverse agenda on one site. A Virtual Resort in the Hills in which Meetings and Congresses are targeted and the 4 Star Restaurant will promote Gastronomy and Wines of the region.
* We can attract foreign tourist to Portugal and earn their loyalty by providing a premium product at an affordable price. A bonus is the fact that they get to interact with the local community and learn about the History, Culture and Tradition of Portugal in our Heritage Centre (We are retaining the Casa Mae and Workers Cottages and creating a Museum Style Library as part of the ‘Healthy Mind’ utilities).
* Our greatest challenge when we took over the Quinta was to attract people away from the sun, sea and sand traditional holiday, and bring them up into the hills, the Pés da serra.

How are we facing these challenges: Our innovation is not technical, it is our product and marketing, and this innovative approach has worked for us as a small hotel (see our list of activities – attached). With the new hotel, we are providing a greater diversification of offerings that is unique, targeting the increasing number of potential Hotel Clients who are demanding multiple motivations and subsidizing the cost by bringing in the local community and tourists from the surrounding villas and hotels.

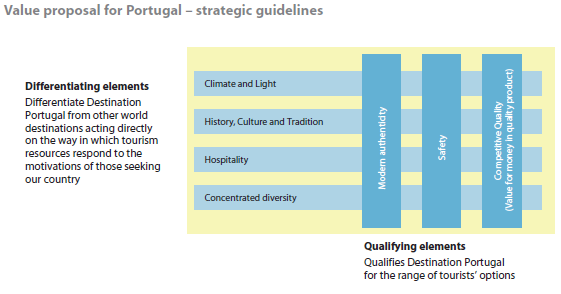
We had resident ex-pats from the UK, Ireland, Sweden, France, Denmark, Holland, Germany and Italy coming in as day visitors and we had people from Spain right across to Faro join us for our regular events. With a far greater selection of activities, we are confident that this innovative approach wil attract more clients and can be scaled up to a 38 Room Hotel.

Our conservative projections, based on comparison with the official figures submitted by our local competitors illustrate that our hotel will be profitable. We expect that the hotel itself will contribute less than 30% of the turnover, with the Restaurant and Banquet Hall bringing in the bulk of the profit.

We have verified that other high-quality hotels are becoming more profitable in this financial environment and we take note that Turismo Portugal support this kind of innovation in their National Strategic Plan for Portugal (PENT).

## The PENT PROGRAM Related Issues

### We comply with this PENT graphic below:



Compliance with the objectives should increase the occupancy rate of the existing offer and presupposes various occupancy rates for new hotels in each region.

### The following points are extracted from the PENT Manual:

The forecast performance should be based on re-enhancement and value growth, relying on multi-segmented Sun and Beach and reduction of seasonality, fostered by a commitment to Meetings and Congresses and Golf. The plan also aims to increase diversity, developing other products and fostering Integrated Resorts with an international-standard hotel offer.

* The main objective for Portugal should be to grow in terms of quality and not quantity, never confusing Residential Tourism with the real estate business.
* The main focus should be on the creation of Integrated Resorts, with associated offers (e.g. golf, spa).
* Transport access and health facilities are also of decisive importance.
* Health and Wellness Tourism has progressively increased in Europe and current growth is forecast to continue in the future. In 2004, this product represented 3 million trips.
* In Portugal, the Health and Wellness product represents 1.9% of tourists’ motivations visiting the country.
* There is also a reduced number of spas (11), insufficient in order to endow Portugal with visibility as a Health and Wellness destination. For these reasons, Portugal only has a 1.4% share of the European market for this product.

The value proposal for the country will focus on the key factors that differentiate Portugal from other competing destinations - "Climate and light", "History, culture and tradition", "Hospitality" and "Concentrated diversity" - and on elements that bring value to Portugal in the context of tourists' options - "Modern authenticity", "Safety" and "Competitive quality".

Fragmentation of the offer and the individualist outlook of the sector's agents also constitute negative factors that have constrained the performance of the Portuguese tourism sector. The lack of cooperation between the different market players has constrained the existence of an integrated offer. For example, tourists cannot make direct bookings in official Internet sites and there are no national search engines for hotels or restaurants, unlike in other countries.

Evolution of the sector at the world level has enabled strong growth of the Tourism sector in Portugal, but requires an action strategy that will make it possible to respond to more sophisticated demand and competing offers.

The main consumer trends suggest that tourism will enjoy future growth, fostered by development of short breaks, an increase in the number of adults/senior citizens that travel and the search for diversified experiences.

There is also positive correlation between average annual expenditure on holidays and age. Average annual expenditure per capita on holidays in Europe rose to € 615, and tourists aged over 50 years have expenditure rates above the average.

Search for diversified experiences

As in the case of expenditure trends, there has also been evolution in terms of products and experiences sought by tourists. One of the strongest trends in this context is increased diversification of experiences. This is naturally reflected in the main motivations underlying the trip; the offer of a broad range of products.

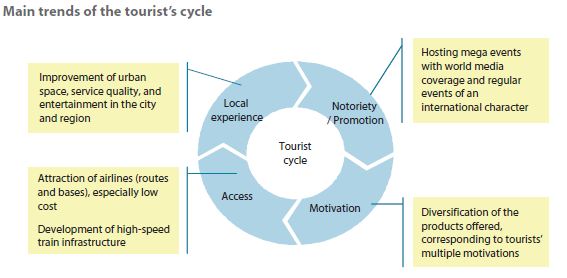
Sophistication of the hotel trade with segmentation of experiences and focus of the leading groups on marketing and hotel management activities

The hotel trade has accompanied changes in consumer behaviour and currently presents the following main trends: on the one hand, there is increased sophistication of the business, resulting in growing segmentation of experiences; on the other hand, the leading groups increasingly focus on hotel management and marketing activities.

Competitive environment between destinations - Countries and cities are increasing the sophistication of their offer, and now compete throughout the tourist cycle (notoriety/promotion, motivations, access, local experience) in order to attract and build loyalty amongst tourists

Various destinations have made a considerable effort to host events with major media exposure in order to increase levels of notoriety/promotion. There has also been greater diversification of products on offer, by means of differentiated and innovative offers, in order to respond to tourists’ multiple motivations.

### Multiple Motivation as important as the following figure illustrates:



> Development of infrastructures/content and regular events in order to respond to multiple motivations: Consumer behaviour has tended towards more complex preferences, with multiple motivations.

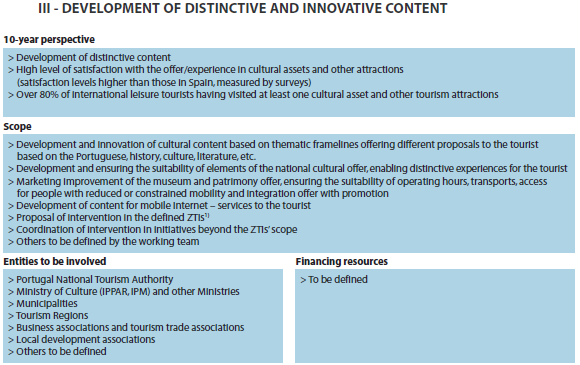
### Our Heritage Centre Promotes the following**:**

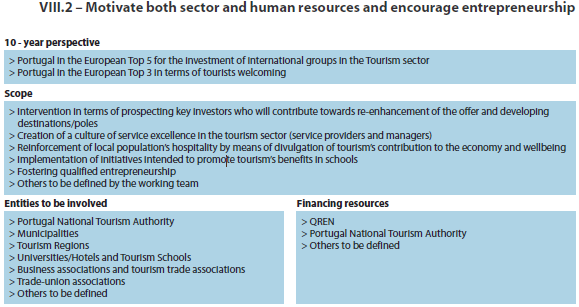
> In the diversification markets the objective should be growth of market share - priority of strengthening the notoriety of the Destination Portugal brand

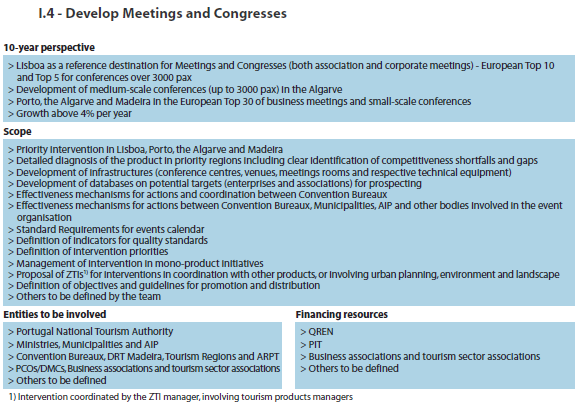
Portuguese history, culture, literature and music should be platforms for dialogues that enrich and encourage content interpretation of museums, monuments and sites in distinct rural and urban areas. It is also necessary to increase foreign tourists’ interest in Portuguese history and culture - for example, optimising monuments for public enjoyment, fostering their use for historical, artistic and cultural events.

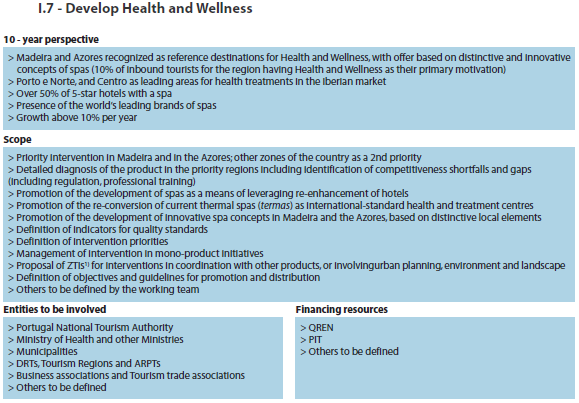
It is necessary to ensure the suitability of the cultural assets’ offer to tourists (including those with special needs), either in terms of opening hours, the information and content provided, or access. The objective is to transform the visit into an experience, making the tourist an active element therein. The cultural assets’ offer should be included within the overall offer (for example, through the creation and reinforcement of thematic routes.

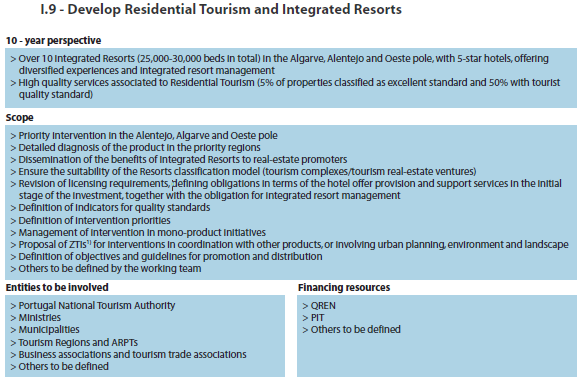
### Tables from the PENT Manual describe our compliance with the guidelines:

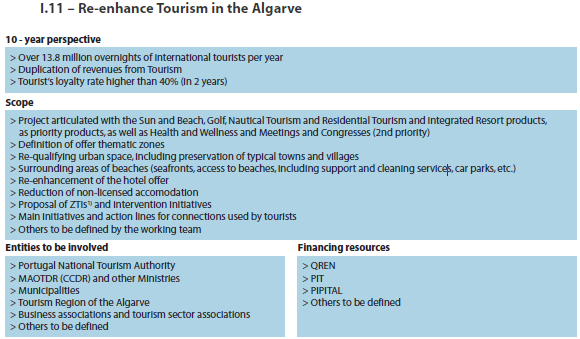












# Operational Issues & Planning

## **Should we consider using Top Flight managers as consultants?**

Chef Leonel Perreira offered to work with us on our launch program and for the first six months. He gave us a proposal. He would give us menus for Summer, Winter and a selection of wedding menus. I propose that we contact him again to review his availability and willingness to work with us.

I am wondering if we could do the same with the hotel manager’s job. Get an experienced professional in to help us set up the hotel SOPs, recruit good staff and oversee the training program. See the cv of Antonio Casares as an example.

### **Timing of engagement**

Manager – our management strategy is not finalized, in fact, due to the delay, I have decided to totally revise the program and repeat the study. I originally proposed a horizontal hierarchy, with a steering committee composed of department heads. Now, given the time-constraints, I am reviewing the recent applicants for this position who have superior experience and the qualifications that we require.

Fernando Garcia ([ferga1@sapo.pt](mailto:ferga1@sapo.pt))

Antonio Casares (casaresantonio@hotmail.com)

Nuno Reis ([reimouro@hotmail.com](mailto:reimouro@hotmail.com))

Paulo Ermida Costa (pjecosta@yahoo.com.au)

Luis Grosso (luismgrosso@hotmail.com)

Carlos Umbelino ([e.umbelino@gmail.com](mailto:e.umbelino@gmail.com))

Miguel Rocha ([miguelr\_71@yahoo.com](mailto:miguelr_71@yahoo.com))

Miguel Passos (miguelpassosf@gmail.com)

**F&B/Marketing – I propose hiring an experienced and qualified F&B manager with exposure to modern marketing methods. This person should be young enough to take over the management role at a later date.**

Ricardo Hora (ricky\_hora@hotmail.com)

Antonio Martins Alves e-mail : ammalves@netc.pt

**IT – we don’t have a clean room to set up the Server System and to configure the PCs. This person will be useful now to identify and purchase the multimedia items, select and start to configure the booking system and interface it with the marketing program.**

Chris Ulph (chris.ulph@hotelementary.com)

Rui Villas (rvillas@gmail.com)

Arcádio Folgado ([arcadio.h.f@gmail.com](mailto:arcadio.h.f@gmail.com))

José Carlos Pescada ([pescada@sapo.pt](mailto:pescada@sapo.pt))

**Accounts – Gillian is still loaded with the company and project accounts. We do not need a full-time accounts person, so we need to look out for polyvalentes.**

**Maintenance – I recently proposed a maintenance technician but it didn’t take off. I wanted this person to monitor and assist in the commissioning of the electrical and HVAC systems. We should keep looking for a suitable applicant. In the meantime, we need to start marking up the filing system so that we can put a maintenance manual together. First, set up a Department Prefix, a letter for each department, and then give each document a unique 4 digit suffix. We need to have a printout of these file lists and they need to be signed out and signed back in again. I propose that Dila takes on this role initially.**

# **New Topics**

**Bistro and Casa Mae fireplaces. To be removed.**

**Fireplaces in the cottages are to be removed, but the chimney tops are to remain.**

**Existing pump room can be used for the electricity supplies for the alpendra, bbq area, sauna room and project office. We need to decide what these spaces are to be used for.**

**Electrical – server system to be relocated to the basement, an area of the laundry is to be sectioned off, with a door directly off the corridor.**

**~~Moving reception to the Bistro. Done~~**

**~~Veronica and São will be relocated to the Bistro. Done~~**

**The sooner we get a computer server, the better. The email system is becoming unmanageable and the databases are becoming tangled – we are all updating different versions. We need to be working off the same platform.**

**~~The telephone and wifi system will be relocate into the bistro, fixed to a board to make future relocation faster. The printer will also be relocated to the Bistro. Certigarve to do the move. Done~~**

**High water table problem – when it rains hard, the water table is above the floor of the basement so the basement and lift cage both flood. This is a symptom of underground water pressure that can cause structural problems over time. The upward pressure of the water can destroy the structure of the hotel. The rainwater system has been redesigned to alleviate this problem and we have tested the theory. The rainwater collection well has been dug lower than the water table, with an open base, so that the underground water pressure is relieved as the water collects in the tank. We watched this happen. Then we placed a pump in the tank and watched as the pump first drew the water from the tank, then, as the level went below the outside water level, it started drawing water from the surrounding area into the tank. We now have to install a pump and level switch to empty the tank into the stream when the level gets close to our basement level.**

**We, the family are using three rooms at present. Richy will hopefully be moving out with the children within two weeks. Gillian and I will eventually move most of our stuff up to the Casa Mae roof, but we may have to live in one of the staff quarters until the CMTavira inspection is complete. We need to vacate one of the cottages asap to give the HVAC team an office and storage location. We also need to find a way to get the water guys to pay for a room (even if they don’t actually use it).**

**Office staff can use the Casa Mae rooms as an office until after the CMTavira inspection, when Rava will use it. Suggest Rava will use the middle office as his HQ. I will use the Hair salon until opening.**

**We need to identify the minimum TV requirements for a 4 star hotel. Our intention is not to encourage clients to stay in their rooms, so we need not provide fancy options.**

**We need to start identifying museum pieces that people will lend to us for the heritage centre. São has started this and has discovered a museum in Belmont. They specialize in the voyages of discovery because Pedro Cabral was born there. We will contact them to see if we can work together. We will also see if there is a similar museum for Vasco da Gama in his home town, and follow that up.**

**The clean maintenance workshop will be located in the basement technical area, but we need some kind of garage for the gardening equipment and lawn mowers. We need gardening equipment: a good lawn mower and a small tractor, or we could get a dump truck and buy a gang mower to tow behind it. A dump truck will be useful for landscaping work.**

**We need business cards and advertising brochures, soon, so we need somebody to design them.**

**The shop – we need to decide what we are going to stock in the shop. We already have quite a lot of cork products, we need more. The shop is large enough to have the booking office located in the shop. One of our managers, perhaps the marketing manager, could be located at a desk in the shop from where she can sell tickets for excursions, but she can also do her own work.**

**Q1 has PT been asked to move the three offending electricity pylons and do we have a date?**

**Q2 have we checked that it is not necessary to tell the river authorities that we are relocating the bridge?**

**Q3 has anybody seriously looked at using our own soil/schist from the back-land for filling and leveling? Victor, John and Richard identified some schist, slate beds located midway up the hill, alongside the road, that could be used for lower level landfill. Also, some of the concrete can be “Lost” up near the second back road, supposedly to shore up the road.**

**Q4 what equipment can we buy second hand? Gym equipment, desks for the offices, conference table, chairs and cabinets for the boardroom, music equipment for the studio, sewing machines and workstations for the quilting studio, sheds for the craft studios, furniture for the staff quarters, lockers for the staff room, kitchen equipment for the staff kitchen, some of the bistro and main kitchen equipment, craft items and other things to sell in the shop, anything else?**

**Q5 have we any feedback about the sauna and Turkish bath units?**

**Q6 do we have a design for the swimming pool roof yet?**

**Q7 We have NO communal sports facilities now. We need to reinstall the bowling lawn and look at providing things like goal posts, badminton nets, volleyball nets etc.**

**There is a Swedish garden game called King Cobb:** <http://www.youtube.com/watch?v=wgei5ImLXKo> **and another one called ladder golf:**

<http://www.thisoldhouse.com/toh/video/0,,20397772,00.html> **one called Molkky:**

<http://www.youtube.com/watch?v=Zcii8DG2Esc> **Have a look at these videos. I think the guests will like them. We can get Igor to start making some of these sets.**

# **Key Staff Positions - Hiring full time employees vs consultants.**

**Manager**

**Our options are still open. We could go for several sub-managers or we could go for one general manager. We have cv’s in for both options.**

**IT Techy**

**We have interviewed many IT specialists, but most do not have hotel experience, those that do, command high salaries. An option here is to hire a server specialist in the very near future and have him set up the server system for our use on the project and to also look at purchasing the required equipment for us, at the best possible price. The advantage to us now, is to all be working off the same databases. AT the moment, São has one version, Veronica has another and I am updating the original. I am sure that Dila is having the same problem.**

**There are many levels of server that we could adopt, from a simple hard disc based system to a full-blown private raid server, with many levels in-between. We need to record our requirements so that our techy can make an informed decision. Having our own server can hide the country that we are in, so we will be able to access data from all over the world.**

1. **Suggest a 25 user system to allow for future expansion.**
2. **Back room pc users via wifi**
3. **Home use by management**
4. **Multiple access to filing system**
5. **Reception desk x 2 users**
6. **Kitchen x 2 pos + printer \*\*\* see note below**
7. **House mother to know what to prepare and clean**
8. **Maintenance system to be controlled over the internet**
9. **Security system to be accessible by wifi**
10. **Telephone system to be fully computerised**
11. **Regular automatic backups**
12. **\*\*\*\*\*work in progress**

**We can probably save half the price if we go for used/refurbished equipment.**

**\*\*\* Question – do we really want point of sale units for waiters? The suggestion is that they are mainly used by fast-food establishments. I think I agree.**

**Spa centre**

**We have identified a local group of contract workers who wish to work with us. They are led by two locals, Manuela and Dra Cristina. Manuela comes with a disability allowance and Dra Cristina wants to work with her as receptionist. She is also a Lawyer.**

**Our option is to consider bringing in a consultant for two to three months to kick them off in the right direction. I have identified several qualified and experienced people, but they are expensive to take on as staff.**

**We have cv’s for more than 5 people who could be spa managers, but we will not be able to pay them until the money starts flowing.**

**Kitchen**

**We have a number of options for the role of chief chef, but none that we can afford that stands out from the crowd. Nelson is not the one for managing the restaurant complex, nor is the pair of ladies from Tavira that I interviewed. The options here are to take on a quality F&B manager or to hire a top chef to set us up as a consultant.**

**We have many cv’s of F&B managers capable of running the complex, but we could even go for an event organizer with wide experience.**

**If we have a top manager, the F&B manager’s role can take over the whole of the restaurant complex, including Bistro and Kisok.**

**Front Desk**

**This needs to be poly Valente – must take on marketing of hotel and have day trips as well. Also needs to be degree qualified in accordance with QREN agreement.**

# Organisation Chart

Hierarchy during project

**Directors**

Richard E } Sec Dila

Richard J }

Gillian }

Rava }

Kate }

**Construction:**

Eng Rava Eng Victor } Arq Joã

Eng Ferrer } Eng&asso }Subcontractors

**Operations:**

Eng Richard } IT Eng

} Veronica }Igor

Gillian } São }Alda

}Interior designer

}Nelson

**Accounts:**

Gillian Dila

Operations Hierarchy

**Operations**

Gillian Dila (Accounts Asst).

Veronica (House Mother)

Cleaners

Laundry

Richard São (HR)

IT Eng

Reception Mgr

Receptionists

Porters

Gardeners

Spa Receptionist

Spa practitioners

F&B Mgr (Chef de Sala)

Barmen

Waiters

Kiosk op

Kitchen Chef

2nd Chef

Cook

Bistro Cook

Dish washer

Breakfast op

**Project Continuation**

Rava

Maintenance Mgr

**Marketing**

Richy Jr

# **General Priority List**

**Artisan Arts Group**

**Met with local director on 22 Jan 2014. Waiting for her document outlining the options that we will have to work together.**

# **Marketing – In-house**

Our main focus will be internet marketing via our websites, but we need to use all the promotional tools that we can. Newspapers, magazines, radio, tv etc. We must write interesting articles for inclusion in Flight Magazines. We need to use promotional events, prices and vouchers. We need to leverage our businesses by giving combined offers from hotel/Spa/restaurant.

We need to decide on our advertising/marketing budget. This will be used for websites, magazines and tradeshow tours with Turismo de Portugal.

**Hotel**

Website: [**www.qtfontebispo.com**](http://www.qtfontebispo.com)

Concentrate on the hotel and Spa Centre business with this site. Use all the benefits of the on-line booking system. Put together package deals.

Identify all the free offers from booking websites and setup campaigns.

Identify the best on-line booking company for our business – best price, best coverage etc.

Advertising campaign to businesses offering special deals.

**Banquet Hall**

**Weddings**

Website: [www.wedinalgarve.com](http://www.wedinalgarve.com)

Integrate offerings of Banquet Hall, Hotel, Spa Centre into package deals.

Identify and contact local wedding planners

Identify wedding magazines and write articles for submission.

**Activities**

Website: [www.activitiesinalgarve.com](http://www.activitiesinalgarve.com)

**Birthday parties for adults and children. Offer of recreation centre as bonus.**

**Ticket Agents**

Make a comprehensive list of the major attractions across the Algarve and another list of the smaller activity businesses like horse riding, boat trips, quad bikes etc.

**Kid’s Club**

Use of the banquet hall for children’s entertainment like table tennis, afternoon disco, karaoke.

**Spa Centre**

See Spa Manual http://www.wedinalgarve.com/Spa%20Brochure.pdf

**ON Site Facilities**

Tennis, lawn green bowls, indoor bowls, volleyball, petanke, basketball, golf driving nets, splash pool, table tennis, karaoke, badminton. Also see the list of garden games like King Kubb

# Task Priority

~~Finalise architectural design~~

Publicity & Marketing

Hiring Plan

Landscaping

Interior decorating

Scope of work

Purchase list

Marketing

Operational focus

Operations during construction

Identification of Problems during construction phase

**Finalise architectural design**

Discuss operational requirements with Ana. My main concern is for the wedding group during summer. They need a private area to congregate in the early evening and it would be preferable for them to have parking facilities closer to the hall. Bruno is concerned with parking being too close to the hotel entrance.

Determine final footprint of the two halls.

Check with Engineering for feasibility and cost implications.

Determine which buildings are in the current scope of work. The garage workshop is not shown on any drawings, but will have to be reconstructed. The entrance bridge should be located close to the hall on the south side, so we could put a security office by the gate, as part of the garage block. There also needs to be an area to park a gardeners vehicle and to do “dirty maintenance.

Finalise usage of areas for specific functions.

Identify areas for car parking, roads and access bridges.

**Publicity & Marketing**

Public announcement of Project Start – immediate requirement

QREN Notice board – immediate requirement – **need new one Feb 2014 - Done**

News report for key staff

Wedding Venue Website & Marketing Campaign for August 2014

**Hiring Plan**

Determine order of hiring – human resources – IT/Financial/marketing, Engineering, Chef/Manager

Develop personnel specifications

Contact Social Services to determine existing incentives

Advertise for key staff members

Interview key staff members

We cannot see the restaurant opening before the end of July, so it is not feasible to employ any additional operating staff until the beginning of July.

**Landscaping (see specification)**

~~Leveling lake surround and recreation area~~

Two new stronger bridges

Roads and roundabouts

Fountains and stonework

Walls & fencing

Drainage of front grassed area

Irrigation

Reclaim plants and trees for future use

Location of earth and rocks

**Interior decorating**

Identify persons or company – ~~Teresa working with us~~

Work with company to determine themes for all areas

**Scope of work**

List all the work that is required

Determine which are included in existing scope of work

Determine how others can be included at minimum cost

**Purchase list**

~~Identify all items that need to be purchased – Complete – see Operations Spreadsheet~~

~~Break down into related groups~~

Identify responsibility for each type of item

Obtain prices from responsible person

Test market for better prices

**Marketing**

Wedding Venue announcement in papers and magazines – São working on text

~~Contact Globres to get best deal~~

~~Identify booking manager and train on Globres~~

Write articles on hotel and distribute to OAP and Health magazines

New brochures, business cards and printed material

Now we are testing Ibelsa booking system

**Operational focus**

Restaurant – operational hours, specialty menus, event options

Banquet hall – optimizing use

Spa centre – specialization, theme and terms and conditions for operators

Recreation area - themes

**Operations during construction**

Use of cottages

Use of Bistro

Access to the public

**Identification of Problems during construction phase**

Sewage from cottages and bistro must be maintained

Bistro must be operational until restaurant is functioning

Office space is required for home team

Secure Laydown area must be identified

Storage facilities for equipment and personal belongings

1. **Order of Work**
2. ~~Lake~~
3. ~~Demolition of halls~~
4. ~~Contruction~~
5. Casa Mae
6. Staff quarters
7. Restaurant and Banquet Hall
8. Interior decoration
9. Car park
10. Recreation Area
11. Reception and Spa
12. Hotel rooms
13. Interior decoration
14. Existing swimming pool and gardens
15. Bowling green
16. Tennis Court
17. **Alterations and additions**
18. ~~Lockable dry storage is required. Suggestion – demolish existing garage and rebuild as one block, in breezeblock. This can later be converted into a Security Hut overlooking the Entry Bridge and a new, larger garage.~~ No, use basements
19. ~~The stream currently runs into the lake which overflows into the river. We have to dig a channel from Margaret’s house all the way down to the river. In very heavy rain, the stream overflows onto the road and some water flows into the Quinta and floods the Event hall. To avoid this, a wall must be built all along the South side of the road, from Margaret’s house down to the river.~~
20. ~~The lake can be reconfigured as a swimming pond and a water purification lake which can double as either a fishing lake or a boating pond. It does not have to be very deep. There will be a separating wall with overflow from swimming pool into the lake and this wall can be made into a bridge. Water will be drawn from the lake into the filter/pump-house.~~
21. ~~The East Terrace will now look out over a 160sqM hard floored multi-purpose area. Durable state of the art, waterproof floor will allow use as a roller-skating rink, children’s go-karts, craft fairs, sales demonstrations,~~ ~~Martines dancing, Fado recitals, open air concerts and general competitions. It will need a 1 Meter high wall or strong fence and gateways~~. Now is an amphitheatre.
22. ~~Weatherproof and secure storage must be provided for existing equipment, personal belongings and building materials. We can build a two-story building on the existing tennis court. During construction this can be used for storage and fine engineering/craftsmen and general assembly work, testing and inspection. Later, the downstairs can become a wedding/party venue, releasing the restaurant for residents. The upstairs can be made into apartments for staff to live on-site. Two tennis courts can be constructed along the EN270 on the East corner of the land. It will look inviting.~~ New staff rooms and basements instead for storage
23. ~~The 4 Star Terrace on the West of the hall will have to be relocated to the North side of the hall, overlooking the swim pond & lake. Access will be through a door adjacent to the lady’s toilet.~~
24. The recreation area can be enhanced with a stone children’s fortress along the North East wall, with stairs to the platform for a zip wire running parallel to the volleyball court. A simple skittle alley could be built along the South East corner.
25. Staff parking can be relocated along the East Wall, beside the hotel, and a fence can be erected with a card-key operated gate for security.
26. **Casa Mae Extension**
27. ~~Remove personal belongings and salvageable wood from the mezzanine.~~
28. ~~Move reception into Bistro.~~ Now, move reception/office into Quilting studio.
29. Replace flooring above the reception office.
30. Remove roof, salvaging main beams and tiles where possible.
31. Raise walls by about 1 Meter.
32. Replace roof, if possible replicate the roof style of the new hotel, ie, false tile bank.
33. Open doorway through to the small reception office mezzanine.
34. ~~Construct a 2 bedroom apartment with reception room to the west, kitchen in the centre and two en-suite bedrooms to the East, above the existing reception office.~~ Not possible for licensing reasons.
35. All South facing ground floor rooms to have patio doors leading to the terrace.
36. Existing reception room to be used for general storage during early stages, but will be used as a museum.
37. The three bedrooms of Casa Mae will be converted to staff quarters; a ladies changing room, a gents changing room and a common lounge. ~~Now to be used by Rava.~~ No, now to be Gillian’s residence.
38. The kitchen will be refurbished for staff use and the existing toilet will be refurbished for general staff use.

1. Detailed work scope
2. ~~Dig a channel for the stream along the North side of the access road.~~
3. ~~Dig channel down road to fit a 10 Meter drain and replace the small drain under the road, connecting it to the new drain and connecting the discharge into the channel on the North side.~~
4. ~~Empty the lake.~~
5. ~~Remove the artificial banking of the South side of the lake and bring the level close to the recreation area level. Use excess soil to level the recreation area or front grass area.~~
6. Shore up the North bank of the park with decorative stone, if necessary use the slope to give landscaped sections with trees and shrubs for privacy. Wall on the South side of the road must be high enough to contain storm volume rain flows that occasionally overflow and must divert the rain down the road to prevent flooding of the gardens.

**Spa centre layout**

I need to talk to Victor about the layout. Ferrer looking into alternatives.

**~~Contact Booking system~~** ~~company to come in and discuss options.~~

~~Dear xx We have decided to go with your booking system. Can you tell us the minimum specification for the computer that we require (if there is one). We will have two of our staff in on the training. We would like to start on it as soon as you have time, after the 6~~~~th~~ ~~January.~~

~~Veronica and Gillian will sit in on the training, then Sao will be given some tasks.~~

~~We have two trainees from ESAI with us and we think it might be good for you and them if they get some exposure to your system. They might introduce it to their company when they get a job (Not important if you think not necessary).~~

**Landscape**

Need to get things moving. It is way behind schedule. What are we doing about the garage – workshop?

Existing swimming pool: what are we going to do? Replace mini-tiles? Replace calcada around the pool. Pump and filter system to be new. John has his plan ready for submission to contractors. I need to review his prices.

**Old Equipment**

Do we have any old equipment that we can get rid of; send to the auction.

Lamps, fans, pictures, tools, machines. Check what we can get rid of.

~~Need to get Igor and Veronica to look at this topic~~ Now Ged to look at this.

**Obstacles**

~~Sewage from bistro, casa mae and the cottages.~~

Water to the bistro, casa mae and the cottages.

~~Telephone system – this may need to be moved to a temporary location – it is in the reception room now, but needs to be operational when casa mae is being re-constructed.~~

~~Perhaps we can fit the telephone equipment onto a wooden panel and relocate it in the first cottage. Rewiring would be minimal.~~

Electricity supply poles need to be moved, but supply needs to be maintained.

Plans for casa mae need to be produced.

## Music Licenses

We need to arrange a meeting with CMTavira regarding the music and dance licenses to answer the following questions:

1. We are located in a holiday designated out of town location, so what reductions in license fees available to us.
2. Are there regulatory time restrictions to our music license. The Quinta has operated until 04:00 am for many years now, but the CMTavira started restricting our license quite recently, without giving a reason. We need this to be reverted.
3. Outdoor music and dancing. We have submitted a landscaping plan that includes an amphi-theatre.

We want to negotiate a 10-year all-inclusive license that will allow us to do the following events.

Restaurant:

1. Dinner & Dance to discs (02:00)
2. Dinner & Dance to live music (02:00)
3. Musical Cabaret performances (0:00)
4. Stage shows (0:00)
5. Karaoke nights (0:00)
6. Cocktail bar (02:00)

Event Hall

1. Wedding receptions (mixed live and recorded music) (04:00)
2. Corporate events (0:00)
3. Private parties (mixed live and recorded music) (0:00)
4. Craft Fairs and Bazaars (22:00)
5. Yoga, Tai Chi, etc. (22:00)
6. Zumba, Line dancing, Latin American, Ballroom (23:00)
7. Children’s disco & karaoke parties – daytime only

Recreation Area: (Normally until 21:00 unless requested)

1. Folklore dancing
2. Summer outdoor dancing
3. Live musical performances
4. Stage shows (plays & musicals)
5. Competitions & challenges
6. Bazaars & Markets
7. Barbecue parties

**Topics (Critical Review & Comments)**

Spa Centre

Hair Studio

Recreation Area, Bowling and Tennis

Golf (Driving Nets and Putting Green)

Patio and patio doors for downstairs rooms

Air flow in the Banquet Hall

**Spa Centre**

A: We need at least one double room so that couples or friends can be together. The relaxation room is a must. Consider having hot towels available to finish treatments. At least one wet room should be provided.

**Hair studio**

A: This is a must for a hotel with banquet hall for weddings. The bride, bridesmaids and mothers will all want to have their hair done. It should be in a prime place, available to the public, not just hotel residents. The fastest growing treatment is finger nails. We should have a nail studio available to the public. Where can we put this? Best place is on the corner of Casa Mae, what is this to be used for?

Response: Front corner of Casa Ma or the first office opposite. We can offer one of the cottages as a bridal suite and the front room can be used for hair dressing and nails.

**Recreation areas**

A: This has changed from the original concept. The amphi-theatre is imposing and commands the area. Where has the children’s sports track gone? The adventure is not as adventurous as initially proposed. What else has changed?

Response: We have a landscape gardener and we have delegated responsibility to him. I showed the team what I wanted but it was changed. I did not want the amphi-theatre but the team decided that the landscaper knows better. I wanted two tennis courts we will have one. I wanted a putting green we don’t have one. We can put driving nets up later. I asked for the bowls green to be brought closer to the hotel block but it was decided to leave it at the front. We still have the multi-sports court, but it is smaller.

A: Who is responsible for making this hotel work? You! If it fails are you going to say, oh, it was the landscaper’s fault – that won’t wash. It is your responsibility to provide what you know will be needed. Anything that does not do its job is totally wasted money. What will the amphi-theatre do? Who will use it and How often? What licenses do you need? Will it pay for itself?

Response: we can use it for things like folk lore dancing and stage shows. We are going to contact CMTavira and ask for a better deal for musical entertainment. Children will be able to use the stage area for playing.

A: This needs to be revisited. You are doing things backwards. You need to know what your costs will be. You need confirmation that CMTavira will give you an outdoor events license. You need to see how many people turn up to see the Folklore Dancers. How much do the dancers charge? Can you afford to pay them or will you be subsidizing them? This needs work.

**Golf**

A: Golf is by far the biggest attraction to the Algarve but you are doing nothing to attract them here. Why not? If you have to subsidize something, let it be a big attraction. It may swing the decision for a family to come to your hotel. Many of your other features will not do this. A putting green, a small pitching area and driving nets are not expensive to install and maintain.

Response: None.

**Patio Doors and Terraces**

A: One of your best assets are the south facing rooms that overlook the front park. On summer evenings it will be wonderful until late, and in the winter, the afternoons and early evenings will be very beautiful. If the bowls green were to be closer to the hotel, they could sit on their little private terrace and watch the bowls. The doors could be auto locking so very safe and you only need a few stone tiles laid on front of the patio doors.

Response: It is a safety hazard. People will be able to let their friends in to sleep overnight and we would not know. They might leave the door open when they leave the room. We can’t control access.

A: That is a very weak argument. You should have a safe in each room, bolted down. People are very safety conscious nowadays and very few, if any will leave their doors, open. What do you lose if somebody sleeps overnight without paying? What is that compared to the ability to sit outside your room in the late evening and relax on your own. You are wasting one of your best assets and you may also lose a lot of clients who won’t return. It will feel like a prison block.

Response: I will talk to the team about this. They do put safety at the top of the list.

**Air Flow (in the Banquet Hall)**

~~A: On a nice day you will have to have the AC on. Normally, you would be able to have the doors open and the through-breeze would cool down the room. You have no through breeze.~~ Windows on west side will now open.

~~Response: Mmmm.. never thought of that. I can ask if it will be possible to have the first window next to the craft studio as a sliding door with a small terrace as a feature. I will ask.~~

**Current problems:**

~~Chef – we need to decide if we are going with Carlos. Can we afford him? If not, we need to tell him asap and find someone else. –~~ **~~Carlos denied, his proposal was too expensive~~. ~~We are talking to the chef of La Ver de Tavira. His proposal looks good. Talk again early in the New Year.~~** ~~We have been contacted by the Chef of A Ver, Tavira –~~ **~~Need to ralk to him again with proposal.~~**

Spa – ~~we have Angelica’s company or we have a lady who will run the spa centre as an employee, so we keep most of the profit. We need to meet both.~~ New team set up to give us a proposal; we are waiting for their response. We have talked to Manuella and she brought a team in to meet us and discuss options. **See the Spa Master Plan**

~~IT – we need to determine what we really need and inform Tavifor, then we need to hire an IT person. Must be able to put system together, including server, and also must be able to create good websites.~~ **~~We have contacted two possibilities and need to decide which one we put a proposal to. Not decided yet, need to wait until we know when the money is due. In the meantime we need a multi-function printer A3 Colour and two desktops. We can rent these.~~**

~~Interior decoration is holding us back.~~ **~~Veronica has spoken to interior architect and she will take us to see her work early in the new year.~~**

**What are we going to do about:**

The floor of the basements.

The existing solar panels and water tank.

~~Fireplace in casa mae~~ – remove it.

~~Bistro fireplace~~

**Management Philosophy**

1. The intention is to hire three senior, experienced hotel professionals (the core team) plus one high quality Chef plus one person to take charge of the spa centre.
2. A key member of staff will be the IT professional, so he may also become a core team member.
3. For each one of the core team we will take on one university degree trainee as an understudy. We receive assistance from SS and IEFP on wages and SS payment for these trainees.
4. For the Spa Centre we should consider taking on newly qualified therapists (with SS & IEFP benefits) and training them in our methods. We will use consultants for full price treatments but trainees will offer a reduced rate block booking until they are fully proficient.
5. The major decision at the moment is the selection of our Chef. We have analysed Carlos’ offer and it is very expensive. It is a very ambitious plan. Leonel Perreira will join Carlos for two months and will then provide support for a further four months. Carlos is asking for 2,000€ a month, clear. That is very expensive. We could get a decent Chef for half that price. But if we want to really create a splash, Carlos and Leonel is the way to go. See the cost breakdown that São has provided.
6. We are obliged by our contract to employ six university graduates on a full time basis within three years. The three core team members and at least two of the trainee managers, plus the IT Tech. The roles they will take up are summarized in the following table:

**Staffing Roles**

|  |  |
| --- | --- |
| **Job Title** | **Job Description** |
| General Hotel, | Carla - receptionist, staff assignment, hotel marketing - |
| General Banquet Hall, | Claudia – focus on weddings |
| Accounts, | Isabel - book keeping, time keeping, liaison with Dirigeste II, |
| Spa, | Carla - quality control, product selection, consultant management, stock management, |
| IT – | responsible for all website creation and maintenance, also for installation and commissioning of all computer hardware and software. |
| Marketing | Split - event marketing and organisation |
| Interior design | Claudia (design, purchasing & installation) |
| Housekeeping | Isabel |
| Gardens | Isabel |
| Museum & craft workers | Claudia – Veronica |
| Chef |  |

**Proposed Staff**

1. Permanent
2. Veronica
3. Sao
4. Dila
5. Joao
6. Alda
7. Carla Branco (Estag -
8. Claudia (Estag -
9. Isabel (Estag - Veronica

***Contractors:***

1. John - landscape
2. Teresa – Interior Architect

**Websites:**

|  |  |  |
| --- | --- | --- |
| **Site Name** | **Owner** | **Description** |
| Fontedobispo.com.com | Carla | Hotel, block bookings (bowling clubs, golf clubs, sports clubs, team building etc), |
| Qtfontebispo.com | IT | Hotel |
| Fontebispo.com | Veronica | East Algarve and Fonte do Bispo Promotion |
| Wedinalgarve.com | Claudia | Weddings, seminars, celebrations, trade shows, corporate events, |
| Tavispa.com | Spa Mgr | All spa activities |
| Tavicorp.com | Isabel | Corporate events, team building, Trade Fairs, |
| Tavitemps.com | São | HR plus a list of people who want to do temp work in the área, mainly for us at banquet hall events, but also for other hotels and event organisers to call on. |
| (heritage centre page) | Veronica | Create a web page for inclusion on all other websites. |
| Tavifun.com | Stagiem’ | Booking tickets for off-site activities. Most tourist and sports businesses will give us a fee for tickets for them. We can split this fee by giving our clients half as a discount |
| Tavitours | Veronica | Organise tours , list tour operators, devise our own tours and philosophy. |

Initial Jobs

1. HR and contracts
2. Social security optimisation
3. Junta relations repair
4. Directory management for emails and documents
5. Printing out and filing important documents
6. Personal assistant, phone answering, mail sorting
7. Set up filing system
8. IT system configuration – server/intranet
9. Booking system
10. Accounts system
11. Point of sale cash registers and billing
12. Website generation and maintenance – six languages
13. Marketing material and translation
14. Integration into local events
15. Interior design
16. Purchase of specialised equipment
17. Landscaping
18. Sorting conserved fixtures and fitting (sinks, taps, plugs etc).

We need to work with the local SS Office to help them to get people back to work.

We have an active project and some very experienced people.

We can take people off the register and they can get some work experience.

Each of our staff can take on a trainee who can help with their work.

When we open, we will have many jobs of varying levels and our trainees will be first to be considered.

Our business will include: a 38 room Hotel, a 4 suite spa treatment centre with heated pool and gymnasium, a 200 seat restaurant, a 200 seat banquet hall, and a recreation centre for family fun.

Our full complement of staff will be up to 22 people.

Hotel Manager

Chef

IT Supervisor

Head Receptionist

Cleaning staff

Gardener-general workers

Bar staff/waiters

Maintenance Technicians

Spa centre supervisor

Scope of work for demolition

1. ~~Demolish the garage/workshop.~~
2. ~~Dig canal along north side of the lake to divert water down to the stream.~~
3. ~~Reclaim re-usable material from kitchen and hall.~~
4. ~~Move all garden features, pots and ornaments to BBQ area for safe keeping.~~
5. ~~Identify trees that can be transplanted that we want to keep and move them to their new location.~~
6. ~~Construct well on south side of the road to slow down and turn the water flow. Responsibility of the CMTavira.~~
7. ~~Move the hall kitchen equipment for storage under the gym area.~~
8. ~~Demolish the fountain feature in front of the hall.~~
9. ~~Demolish the hall and kitchen.~~
10. ~~Divert the water into the canal.~~
11. ~~Remove the ridges on the south and west sides of the lake and level the entire area at 146M. Use excess rocks to raise the east platform of the recreation area and to build a wall along the high end of the back road. Replace the fencing along the west perimeter and protect access to the lake during construction.~~ Re-use south of lake fencing along the high end of the back road.
12. ~~Remove all the re-usable equipment from the lake-house and demolish it.~~
13. ~~Remove the ridge that the lake-house sits on, level to the recreation area.~~
14. ~~Take up and save the calçada from the new hotel and restaurant footprints and from other areas that will be landscaped. Store along the west access road.~~
15. ~~Remove the trees from the footprint of the new restaurant building.~~
16. ~~Remove trees from recreation area.~~
17. ~~Dismantle the gazebo and store it safely for re-use.~~
18. ~~Demolish the wall between the existing recreation area and the kitchen, use the rocks to build wall along high end of the back road.~~
19. ~~Demolish the tennis court and save fencing and perimeter blocks for re-use.~~
20. ~~Level the recreation area with the lake surrounding area. If necessary, use excess earth and rocks to raise the footprint of the volleyball area and provide a ramp for access.~~
21. ~~If necessary, leave the slope from the road down to the recreation area to be used for recreation facilities: climbing, slides etc.~~
22. ~~Excavate the new swimming pool/lake per design documents.~~
23. ~~Excavate foundations of the restaurant building per the design documents, including basement area of 60SQM under the dance hall (where the tennis court is.~~
24. Scrape topsoil from land across front grass, where the bowling green and the new tennis court ready to be spread over dumped rocks.
25. Level the ground where the new tennis courts will be and dig drainage channel around it.
26. Level the ground for the bowling green and dig foundations and drainage for the retaining wall and drainage.
27. Dig drainage channel east/west across front grass, just north of existing access road and ensure drainage into the stream.
28. ~~Disconnect solar water tank and panels.~~ Move tank to suitable position behind cottages and hang panels on the back alley wall, then reconnect pipes to supply and lag the system.
29. ~~Store all contents of the rouperier to the containers and the fridges to the gym storage area.~~
30. ~~Demolish the rouperier, saving all re-usable or saleable parts.~~
31. ~~Remove trees and plants from the reception block, level the area and excavate the basement. Use the earth and rocks to level the reception access from the car park, per the drawings. Use excess material to fill in the lake at the entrance to the Quinta, along the south road.~~
32. ~~Remove the trees and dig the foundations of the hotel block. Use the terra to raise the reception area frontage, then use the remainder to level the lake along the front road.~~
33. Use all excess terra to raise the grass level at the front of the quinta.
34. Mark out footprint of roads.
35. Bring all the internal roadways up to reasonable flat and level stage, ready for calçada or stone laying.

Construction

1. Construct new shell of garage/workshop/security hut for use as temporary lockable storage.
2. Construct first floor of Casa Mae building, demolish roof, raise walls, fit new roof, fit new doors and windows.
3. Construct doorway from old office into new upstairs apartment.
4. Thin out the trees and cut down to manageable size, then put up flag poles along front wall.
5. New front gates and dressing for the gates and walls.
6. Fit fencing along the north side of the recreation area, north of the rock wall.
7. Fit fencing along the west side of the reclaimed land adjacent to the lake.
8. Construct new bridge adjacent to the south side of the security hut.
9. Reconstruct/strengthen and widen the existing bridge.
10. Remove the roof of Casa Mae, raise walls etc.
11. Use existing calçada to construct roads & or parking as per drawings.
12. ~~Cut back trees along the west stream border, plant hedging and fit fencing, but keep the older character trees where possible.~~

# Newspaper Articles - Drafts

**New Boutique Hotel for Tavira**

British family partners with *Algarve 21* (Eu Funding Body) to bring a Four Star Hotel complex to the small town of Fonte do Bispo, in the Tavira hills.

This €3.4 Million expansion program will convert the existing Quinta da Fonte do Bispo into a 38 room hotel with a Spa Centre, a Four Star Restaurant and a separate Banquet Hall. The funding program is in place and licensing from Turismo de Portugal and Tavira Camara has been completed.

Friends of the Quinta (of all nationalities) who have brought their children to use the Quinta facilities will be pleased to know that a new, expanded recreation centre is being provided for day visitors.

The Bassett family, who also have interests in the Pink Flamingo in Tavira and who publish the East Algarve Magazine, explain the focus of this new enterprise as follows: “Our intention is to provide a platform for the interaction of residents and tourists of different nationalities, based on access to multiple activities that promote a Healthy Mind & Healthy Body.”

“For many years now, we have had art & craft, yoga, and various dance instructors using our facilities and we have collected more than €15,000 with our charity event organizers. These have attracted people of all nationalities so we will continue to provide and expand these facilities, free to instructors.”

As an alternative to the predominant ‘sun, sea and sand’ holiday, the new hotel will offer a virtual resort in the hills, multiple activities to keep clients active, mentally and physically while they are on site, and an extensive range of day-trips to all the excitement and adventure that the Algarve has to offer.

This expansion program is to be welcomed by unemployed workers in the Tavira area as it will employ up to fifty construction workers until February 2014 and, once running, will have an average of 22 full time staff and many more temps for events.

For more information, please see [www.qtfontebispo.com](http://www.qtfontebispo.com) where contact details for employment and partnership information is available.

**Newspaper article re music licenses**

How can we attract more tourists to our wonderful resorts and holiday centres? One thing that is sadly lacking is the music, particularly live music. I conducted an investigation and found that the Camara music license is the main deterrent. A bar owner explained to me that he had to pay about €40 for a live performance license (even a single acoustic guitar required this license) and more for the performer, plus the Camara will not issue the license unless they are sure that the music patent fee has been paid. Two questions: firstly, why does the Camara not drop the license requirement in the low season? Secondly, why does the Camara take it on itself to police and promote the music patent system; let them collect it

Dropping the license would attract tourists and encourage residents to go out in the evening and would give employment to many entertainers. Who knows where the music patent money goes? How can it be directed to the correct authors? In the Algarve bars, the majority of the live music appears to be 60s to 90s pop and rock. Portugal should drop their assistance to the music industry and perhaps this will encourage them to come up with a reasonable alternative, perhaps an annual fee for MOR music.

The PENT program, a ten year plan designed to promote the Algarve and in particular help to draw people into the interior to enjoy the Portuguese heritage and countryside needs to be revisited to boost what the region offers to its clients.

**~~Chef article for newspapers~~**

~~One of Portugal’s top Chefs visited Tavira on Wednesday, Chef Leonel Perieira came to see how work on the new four star hotel and restaurant at the Quinta da Fonte do Bispo is coming on and to offer his support and advice on the setting up and operation of the hotel.~~

~~“My colleague Chef Carlos told me about the planned themes for this hotel and described the passion that the owners have for promoting the East Algarve and particularly the country areas that are not marketed as widely. I am glad for the opportunity to assist the owners with these ambitious plans” said Sr Pereira.~~

~~According to the owners, as expressed in their pre-construction promotional website (~~[~~www.retirodosbispos.com~~](http://www.retirodosbispos.com)~~) the objective of the hotel is to provide an alternative to the ´sun sea and sand´ holidays that Portugal is famous for, by providing a multiple activity resort located in the scenic hills just North of Tavira. With 38 rooms, a spa centre with heated pool, gymnasium and five treatment rooms, a restaurant for up to 200 people and a banquet hall, it is a prize project for the region and will bring tourists into the area, spreading the wealth into the local community.~~

~~Chef Carlos has worked as second Chef to Chef Leonel for more than 8 years and is keen to step up to First Chef. He is currently advising the owners on the focus and operation of the hotel and how to integrate operations with the banquet hall and providing healthy options that the Spa Practitioners advise, with a view to managing the restaurant complex.~~

The theme for the hotel is “Healthy Mind & Healthy Body, based on a platform that promotes the interaction of people of all nationalities”.

Artisanarts will feature strongly, allowing local artisans of cork, tile painting, carpet making and similar arts and crafts, to make some money by teaching hotel clients and tourists in the craft centre. There will also be a needlecraft workshop and a music recording studio, both open to the public for workshops and lessons.

The Heritage Centre will bring forward the proud history of Portugal: how the voyages of discovery brought power and wealth to the nation; the relationship with Brazil, Angola, Mozambique and all the other former colonies; the fact that Portugal had the reserve currency of the world in the 15th century; the occupation by the Romans, the Moors and the Spanish and how to spot the architectural remnants still existing in many of the Algarve towns and how tourists can recognize these remaining artifacts.

The Spa Centre will have a gymnasium, heated swimming pool, sauna, Turkish bath and five consulting rooms. As well as in-house specialists, local practitioners will register on a menu of treatments that are available.

The recreation centre will have an outdoor swimming pool, crown green bowling lawn, tennis courts, volleyball court, putting green, golf driving nets, a go-kart track and a multi-sport court (football, short tennis, roller skating etc).

For further information and to view photographs of the construction progress, please go to [www.qtfontebispo.com/Construction](http://www.qtfontebispo.com/Construction)

**Notes**

The Quinta da Fonte do Bispo has been operating under the Rural Tourism Banner for more than 25 years now, with the new British owners flying the flag for the past five years. It has operated as a community centre where people of all nationalities, whether resident ex-pats, Portuguese locals or tourists, have gathered. As well as the entertainment in the event hall, the owners have encouraged artists and instructors to use the Quinta premises, free of charge, as a base. Drawing and Painting; mosaic classes; zumba; yoga; line dancing; Latin-American dancing; pilates; barber shop quartet; music jam session; and ballroom dancing lessons have all been available at the Quinta and the instructors have pocketed the income.

The new Hotel complex will continue both of these traditions, the Arts & Crafts of

**Letter to Ticket Agencies**

From: Retiro dos Bispos (Resort Hotel).

Our hotel has an agency to sell tickets for business activities like yours.

Would you like us to act as your agents?

Please provide the following information to us:

Business Name:

Full Address:

Contact Name:

Telephone Landline: Mobile:

Description of services that you provide:

What percentage do you pay your agents?

Do you have a link to a website that has your current price list?

Do you have promotional photographs:

Will we collect the payment for the tickets?

Will you provide us with tickets for our clients?

# Joblist – Core Team

**Hotel Manager**

**House Mother**

**F&B Manager + Accounts**

**Interior decorator**

**Head receptionist + Shop & Ticket sales**

Booking system management, group bookings, linked offers, tour bookings, external activity booking, shop sales, hairdresser and nails,

**Wedding and Event planner + Spa Centre Receptionist**

Weddings, Celebration parties, corporate events, seminars, trade shows, Team building activities

Buyer/stocktaker/food hygiene regulations – Veronica – reports directly to the manager

IT Specialist – ~~Andrê~~

Engineering - Victor

Security - ~~João~~

**Kid’s Entertainer**

## Hotel:

Reception

Shop

Booking Centre

Spa Centre:

Indoor heated pool & Jacuzzi

Gymnasium

Sauna

Turkish Baths

Treatment rooms x 5

## Banquet Hall:

Weddings & private celebration parties

Corporate events, seminars and conferences

Team building and challenge matches, physical and intellectual

Dinner & Dance events

Theatrical perfomances

Dance lessons

Local clubs – singing groups, stage acts, Bird watchers, Rotary club, Masons etc

## Restaurant:

Up to 160 diners

Parties & small weddings

Cocktail bar (evenings)

Culinary events

## Joblist for Jobcentre

**Chef** – to be responsible for management of the Restaurant and Banquet Hall. We are open to ideas for the culinary focus of the new hotel and welcome suggestions at the interview stage. All applicants must have five years experience in the specified position to be eligible.

**2nd Chef** – to assist the Chef and take on specified responsibilities. All applicants must have five years experience in the specified position to be eligible.

**IT Specialist** – to configure the intranet and server, maintain email systems, maintain hardware, install and configure software applications, assist with installation and maintain the telephone system, Assist with the setup up and maintain the TV/Video systems, assist with the setup and maintenance of the cash register systems, and assist with the setup of the front desk booking system. Also responsible for installation and correct operation of all electronic equipment as delegated by the hotel manager. All applicants must have five years experience in the specified position to be eligible. Some English language is essential.

**Event Organizer** – responsible for all aspects of wedding ceremonies on-site and receptions. Will also promote seminars, birthday parties, conferences and team building exercises. Integrating events with the other hotel features will be considered very important. We welcome further suggestions at the interview stage. All applicants must have five years experience in the specified position to be eligible. Some English language is essential and other languages a benefit.

**Hotel Manager** – to be responsible for the smooth running of the hotel and the achievement and maintenance of the four star rating. Direct responsibility will be for the hotel block, the reception block, the heritage block, the Bistro and the gardens, including the recreation centre. We welcome suggestions for the smooth startup of the business at the interview stage. All applicants must have five years experience in the specified position to be eligible. Some English language is essential and other languages a benefit.

## Further Information

A Four Star Hotel located in the East Algarve that provides a multi-activity platform for people of all nationalities to socialize, promoting a theme of Healthy Mind & Healthy Body.

This is a Country Hotel in the East Algarve region of Portugal, not far from Faro Airport and close to Tavira. The Quinta da Fonte do Bispo was a Rural Tourism classed hotel, but we have secured planning permission for a 38 Room Four Star Hotel, Spa and Restaurant complex, with Banquet Hall and Seminar Centre.

On the complex, clients will meet and mingle with other ex-pats, local residents and tourists, providing a community centre atmosphere complete with Spa Centre, Banquet Hall, Craft Studios, Recreation Centre with Natural Swim Pond, Heritage Centre, and Four Star Restaurant.

The Expansion Project is actively supported at all levels within the Portuguese Government and the detailed design is in progress. Construction will be complete within five months.

# Unscheduled work

1. Workshop – where will it be?
2. Have we any reply from the CMTavira about the stream diversion?
3. Who is going to do Casa Mae roof?
4. How are we going to manage the room letting? How will we funnel the expenses?
5. What will we do about Margaret’s place?

We need to talk to Telmo and Bruno about use of the rooms. How can we minimize the losses. We should ask them both to rent rooms and accept a minimal overhead for the cost. Otherwise they could charge silly things like 5 +15% on top, and then we also have to pay 6% IVA. Let’s get an agreement and a mode of booking the rooms agreed.

Operations

Driving licenses for G & R.

Driving test for R and V for 15 seater minibus.

What is João doing? Is he still on the SS register?

New application from Vera in Sta Catarina and Veronica’s friend near São Bras – need to talk to them unofficially.

Also Philippa from the cake shop.

**Operations Team**

Prepare newspaper announcement - Portuguese and English

Talk to Junta

Talk to GNR

Social security office

Labour department

~~University – landscapers – 2 girls – didn’t work out~~

Cook school for ideas about apprentices

Talk to local group leaders who arrange events

Talk to local commerce leaders to find out what they need and how we can help.

**Suppliers**

Landscaper for heavy work – Lasse no

Interior decorator

Swimming pools

Elio – internationalization fund

**Project Construction Tasks**

Casa Mae

Staff quarters

Back road water diversion

Maintenance / garage / workshop

Maquette – model of resort

I want to enquire at the camera regarding the cost of having a music themed restaurant that will have live music, indoors and out, from 2pm until 10pm **every day**, and ambient music indoors from 10pm until midnight, **every evening**. What would be the entire cost – music licenses and royalty license for the whole year. Would the camera have any objection? The theme may be Country and Western music, so the meal would be based on barbecue style food.

I want to take driving lessons for a 15 seat minibus, perhaps Gillian as well. Can you ask if there are any problems with this. We both have full UK driving licenses. I think we have to answer some questions in Portuguese. Can you find out what these are?

If we find a UK registered camper van, is it expensive to import? What about taxis or commercial vehicles? Or motorcycles? Is there any type of vehicle that is cheap to import?

Regarding the diversion of the stream water; if there is a summer storm, we may have a big problem with the water going into the foundations. Can we dig a channel along the back, at ground level, and make a low dam at the stream to dump the water into the stream. Perhaps we could leave it like that for a while.

**New Restaurant, Blank sheet, looking for Chef with novel ideas.**

The new Four Star Boutique Hotel complex includes 38 rooms, a Spa Centre, a 200 seat Restaurant and a 200 seat Banquet hall.

The setting is in the hills, just north of Tavira in the Algarve, just 30 minutes drive from Faro airport.

The main theme is “Healthy Mind and Healthy Body – based on a platform that encourages the interaction of different nationalities.

We are looking for a four star Chef who can help us develop the theme into a major attraction.

The Chef will be responsible for the Restaurant and the Banquet hall.

# Attractions

Team Building – Corporate Events – Mystery Holidays – Friends Challenge – Stag/Hen Party Decathlon

Team Building – A selection of challenges and games that rely on group cooperation to achieve better results and promote confidence and trust in the team.

Corporate Events – Tailored to the aims of the event. The promoter may select any of the listed activities, whether Challenges or pleasure, and team challenges (mental or physical) can be developed for specific aims. Lectures and specialist consultants (eg, business, commerce, confidence etc.) can be included.

Mystery Holiday – Leave it to us! Tell us about your group and we will book it for you. Your group just wakes up in the morning with a list of what to pack for the day’s adventure. All travel and food arrangements are taken care of.

Friends Challenge – Pick anything from the lists and we will put together a schedule for your group, some will be day trips and others may be two or three per day. Many of the activities that you always wanted to try, become possible when booked by groups.

Stag/Hen Party Decathlon – Pick ten or so activities and we will schedule them to get maximum fun and enjoyment out of them.

**Competition**

Archery

Tennis

Pool & Snooker & Darts

Boules (Petanke)

Table Tennis

Crown Green Bowling

Obstacle Challenge

Team Cooperation Challenges

Treasure Hunt Rally

General Knowledge Quiz Challenge

Karaoke Contest

Write and Record a Song Contest

Golf

Clay Pigeon Shooting

Go-kart Racing

Squash

Water Polo

Paint Ball

Flat Green Bowling

Horse Riding, Hacking, Carriage Driving & tournaments arranged

Backhoe challenge, lessons and challenge http://www.youtube.com/watch?v=X\_dGEWSwM2E&feature=player\_detailpage

**Water Sports**

Surfing & Wind Surfing & Kite Surfing

Gliding, Hang Gliding & Para-gliding

Water Skiing

Scuba Diving

Jet Skis & Skidoos

Sea Fishing

Fresh Water Fishing

Whale & Dolphin Watching

Swimming

Canoeing and Kayaking

Sailing/Yachting & Cruises

**Adventurous Sports**

Micro-light Flying & Flying Lessons

Sky Diving

Rock Climbing

Quad Bike Trekking

Mountain Biking & Road Cycling

Off Road Motor Bike Riding

Race Car Driving at the Autodrome

Hunting

**Hobby Clubs**

Camera Club

Bird Watching

Hiking, Rambling & Rock Climbing

**Personal Development**

Painting for Pleasure

Mosaic Tiling

Ballroom Dancing

Zumba

Latin America Dancing

Line Dancing

Needlecraft

Cookery

Sight Seeing Tours and Cultural Tours

Circuit training, yoga, water aerobics, aerobics.

Gymnasium,

Karate

Fitness and wellness classes in yoga, Tai Chi, pilates

Ballet, Jazz & tap dance classes

Belly Dancing

**On-site**

**Art & Craft**

Mosaic tiling

Knitting & crochet

Tile painting

Patchwork Quilting

Straw doll making and dressing

Wool spinning

Carpet making

Music recording studio

Woodcraft

Pottery

Lace making

**Relaxation, Fitness & General Health**

Yoga

Tai chi

Reiki

Zumba, Aerobics, Line dancing

Bowen

Massage (Various specialties)

Gymnasium

Sauna

Turkish bath

Circuit training hillside track

Dancing lessons (ballroom & LatAm)

**Sport**

Tennis

Crown green bowling

Volleyball

Cycling

Table tennis

Snooker/Pool

Badminton

Putting green

Golf driving net

Archery

Crossbow

Swimming

Dartboard

**Off-site**

**Sport**

Go-kart racing

Quad bike tour

Motorcycle scrambling & off-road tours

Kayak & canoe

Sea doo

Wind surfing & surfboarding

Blow karting

Off road cycling/mountain biking

Sea & freshwater fishing

Horse riding/trekking

Water parks

Flying, micro-light, hang gliding

Land yachting

Golf & mini golf

Water skiing

Lawn bowls

Motor racing

Scuba Diving

Ten pin bowling

Climbing

Para gliding

Squash

Hiking

**Pastime & Daytrips**

Jeep safari

Bird watching

Marine zoo, Dolphinarium and sea trips

Sailing

Cruise, Rio, Ria and sea

Casino

Fatima & Lisbon

Gui Shopping

Spain Shopping

Beach hopping, every day, different venues

Algarve Castle tours

Cultural tours

Historical lectures

**Retiro Dos Bispos 4 Star Hotel Complex**

**(Old folks home option)**

We are building a Hotel for the elderly and infirm who need a holiday, minor treatment, convalescence or rehabilitation. Two important factors must be stressed: a) We keep the costs down and the quality of services up by offering the hotel’s services to the general public, which provides the necessary critical mass; and b) We encourage families with children to use the hotel and its facilities, so that the longer term residents are immersed in a more natural environment in which the elderly and the children can relate to each other.

The Quinta da Fonte do Bispo, located near Sta Catarina has received planning permission for expanding into a 4 Star, 38 room Hotel, Spa and Restaurant, with a Banquet Hall for weddings and celebrations. We are grateful for the moral support of CMTavira and have secured financing of two-thirds of the required funds from QREN and more from CGD Bank. We commence construction on January 15th 2013.

**Project Description**

1. Hotel accommodation away from the concentrated areas – the multiplicity of activities that we will provide will attract people into the interior, away from the beaches, where they can appreciate what Portugal has to offer.

2. All our rooms are designed to be wheelchair accessible – so that as the baby boomers become less mobile, we will be able to accommodate them comfortably. When a family with a wheelchair bound member arrives, they can all be placed in adjacent rooms, the disabled person will not be sent to some remote area of the hotel.

3. All our facilities are wheelchair accessible, including the sports and exercise areas. We have selected sports that can be played by the disabled, such as the Crown Green Bowls lawn. The spa center pool will have a chair lift to allow disabled people graceful entry and exit of the pool.

4. Our Spa Center will have 5 treatment rooms that can be used for various treatments such as rehabilitation of broken limbs, massage, mineral water baths, beauty treatments or any one of the many specialized treatments that are available.

5. If we specialized in rehabilitation or convalescence, we would only require 38 patients; just one major hospital could keep us full. But our intention is to remain flexible and provide the facilities so that families can have a good holiday together.

6. Our gymnasium, wet and dry steam rooms, and heated swimming pool will provide adequate facilities to assure a healthy body, and is supported by various sporting activities and a nature trail (wheelchairs require assistance) up into the hills behind the hotel.

7. A healthy mind is exercised by our various craft centers providing hand eye coordination and the museum, which presents Portuguese history.

8. We will have craft studios for art, mosaics, tile painting, traditional rug making, patchwork quilting and various local crafts. Residents and visitors to the hotel will have a selection of these arts and crafts available to them on a daily basis, which provides employment to local arts and crafts instructors.

9. The museum will provide books and videos about the history of Portugal and her colonies, Vasco da Gama and the voyages of discovery, the Moorish period, and other main topics. Visitors will learn about local architecture and on visiting Tavira will be able to identify arches, window framing decorations, tiling and domed buildings and other historical features.

10. The Bistro will be open all day, from breakfast to supper, and will then function as a bar/meeting room for residents only.

11. The on-site 4 Star Restaurant is just 30 Meters from the hotel reception and will be open to the public for lunch and dinner. After dinner, the restaurant reverts to a Cocktail Bar, with music for relaxing and dancing. There will be occasional cabaret entertainment. Families of different nationalities that met on the sports lawn, in the spa center or in the recreation center would meet and the bonding and family ties will be set.

12. There will be a recreation centre with Crown Green Bowling, a swimming pool, a climbing castle and various children’s swings. This will be open to the public for a small fee, and to hotel residents. In other areas on site, there will be boules, tennis, table-tennis, snooker/ pool table, fussball table, darts and several other sports and games.

13. The Banquet Hall will double as a seminar center, and on the occasional rainy day, will allow youngsters to play inside. We will specialize in weddings and celebrations, but will take on any type of event, in the hall or in the surrounding gardens

14. Unemployment – we offer immediate employment to up to 30 construction workers, interior decorators and landscape gardeners. Thereafter, we will employ up to 22 staff to run the on-site businesses.

This Expansion Project is actively supported at all levels within the Portuguese Government and Construction will be complete within two years.

Ours will be a themed Hotel/Restaurant /Spa/Recreation Centre complex featuring: “Healthy Mind & Healthy Body, on a platform designed to promote the interaction of people of different nationalities”.

We can attract tourists to Portugal and earn their loyalty by providing a premium product at an affordable price. A bonus is the fact that they get to interact with the local community and learn about the History, Culture and Traditions of Portugal in our Heritage Centre (We are retaining the Casa Mae and Workers Cottages and creating a Museum Style Library as part of the ‘Healthy Mind’ utilities).

Overall, the hotel will stand out as a multi-activity based holiday centre that will facilitate a holistic well-being program.

We developed our Business Model to reduce seasonality and offer a Premium Product at an affordable price by combining three markets (Hotel Residents, Local Community & Tourists) and offering them a diverse agenda on one site; a Virtual Resort in the Hills in which Meetings, seminars and Congresses are targeted and the 4 Star Restaurant will promote Gastronomy and Wines of the region.