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**INTERNSHIP REPORT AT CLUB SURF
DE FARO**

MASTER IN TOURISM MANAGMENT



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DE FARO**

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The Final work is carried out under the supervision of Elsa
Pereira and Rudolfo Oliviera

2020

Authorship Statement

Internship report at Club Surf Faro

Work Authorship Declaration. I declare to be the author of this work, which is unique and unprecedented. Authors and works consulted are properly cited in the text and are included in the listing of references.

Faro, 20.5.2020

Petra Hrubá

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Resumo

Este trabalho relata a minha experiência como estagiária no Clube de Surf de Faro e na sua subsidiária Faro Ocean Experience. O meu estágio decorreu no edifício principal do CSF, na Praia de Faro, e parcialmente também em casa durante o período de quarentena. Trabalhei por um total de 6 meses. O estágio decorreu no segundo ano do curso de mestrado e contribuiu para o total de 320 horas práticas. O relatório final contém em apêndice o plano de trabalho com tarefas do dia, local, data e horário de trabalho.

O objetivo deste trabalho foi aplicar os conhecimentos teóricos adquiridos no trabalho diário prático no setor de turismo desportivo. No decurso do estágio, conhecimentos sobre experiências de serviço, de turismo ativo, de turismo desportivo e de marketing foram aplicados assim como outros conhecimentos adquiridos anteriormente pela estudante. Previa-se que o conhecimento enquanto estudante contribuísse para o desenvolvimento futuro da empresa da mesma forma que a estudante conseguiria enriquecer os seus conhecimentos pela experiência e treino em trabalho real.

O Clube de Surf de Faro é uma empresa que atua no mercado desde 1996. Tem-se focado sobretudo no treino de surfistas e atuou como uma organização de baixo rendimento, permitindo que os seus alunos obtenham um melhor desempenho no surf. Com o passar dos anos, a empresa começou a remodelar-se tendo em conta a procura e as tendências do mercado. O Clube de Surf de Faro começou a oferecer mais serviços, não apenas para associados, mas também para turistas, que vinham de várias partes do mundo, e procuravam desportos e experiências aquáticas. Durante este ano da minha prática, a empresa decidiu criar uma sub-empresa Faro Ocean Experience, direcionada à procura do turística. Um dos maiores passos foi o fato de eu estar envolvida na criação da nova sub-empresa, Faro Ocean Experience, na criação do seu novo site e do plano de marketing.

Neste trabalho, foi utilizado o conhecimento adquirido em marketing, o que facilitou a criação do plano de marketing. Antes da implementação atual do plano de marketing, foi necessário fazer uma revisão da literatura em que procurei aprofundar os meus conhecimentos sobre as experiências em turismo, experiência em turismo desportivo e suas possibilidades de e-marketing, marketing e PRICE.

O trabalho contém um levantamento do mercado de turismo turístico em Faro, com base em dados de 2019 fornecidos pelo município de Faro. Esta pesquisa ajudou a segmentar o mercado e a decidir o foco de marketing da sub-empresa. Com base nos resultados analisados foram feitas recomendações de marketing direcionadas para B2B e B2C.

Como a sub-empresa operava principalmente on-line, foi essencial criar um site. Os dados da literatura disponível demonstraram que atualmente é necessário apresentar a empresa nas mídias sociais. Para isso, foram criadas contas da empresa nas plataformas mais usadas, como Instagram, Facebook e TripAdvisor. A empresa também foi listada e suportada pelo Google Maps. Estas plataformas sociais continuaram a ser geridas com conteúdo regularmente criado, mas também foram usadas para obter avaliações e manter contato com os clientes.

Além disso, o estabelecimento da cooperação por meio de comunicação por e-mail com parceiros para o mercado B2B foi realizado com sucesso. Nestes parceiros incluíam-se principalmente hotéis, pousadas e campos de desporto. A empresa também conseguiu colocar o navegador do site em sites de pesquisa e corretores. Alguma desta colaboração continua a funcionar e a trazer novos clientes para a empresa.

Desenvolvi também uma pesquisa sobre a qualidade do serviço oferecido. Este estudo foi realizado usando um questionário de pesquisa baseado no instrumento SERVQUAL. O SERVQUAL é um instrumento de pesquisa com cinco dimensões, projetado para capturar as expectativas e percepções dos consumidores de um serviço, o que representa a qualidade do serviço. A pesquisa foi realizada de duas formas: online e pessoalmente. Obtive resposta de 48 clientes que usaram o serviço recentemente. Os resultados revelaram os pontos fortes e fracos da empresa. Os pontos fortes incluem todo o trabalho dos funcionários da empresa. Os instrutores tiveram avaliações de alta qualidade no campo do atendimento ao cliente. A empresa também atende aos padrões de segurança e os clientes sentem-se satisfeitos e não ameaçados. No entanto, foram identificadas lacunas, especialmente na área da gestão do tempo, onde nem todas as ações foram iniciadas no prazo. Outra fraqueza foi o transporte e o espaço dos banheiros e vestiários.

A última parte do relatório contém recomendações finais e as conclusões descrevem a avaliação geral do estágio pelo aluno. É dividido em autoavaliação e conclusão, onde a

autoavaliação descreve mais a visão do aluno sobre a prática e a conclusão resume todos os fatos. Foram descritas recomendações e premissas sobre o futuro funcionamento da empresa e do aluno com base na avaliação dos dados fornecidos durante o estágio.

Em resumo, o benefício mais positivo do estágio foi certamente o trabalho em equipa e a oportunidade de experimentar o trabalho prático num ambiente real. Desta forma, obtive benefícios para a vida futura e desenvolvi competências para futuramente me integrar no mercado de trabalho. Neste caso, também adquiri conhecimento na área em que pretendo continuar a trabalhar e tive uma visão de possíveis cenários futuros do turismo desportivo em Portugal.

Palavras-chave: marketing no turismo, qualidade de serviço, turismo ativo, turismo desportivo, serviços no turismo

Abstract

This work reports my experience as an intern at the company of Club Surf Faro and Faro Ocean Experience. The internship took place in the second year of the Masters' course and contributed to the total of 320 practical in 6 months.

The Club Surf Faro is a company operating on the market since 1996, focused primarily on training surfers and acted as a low-income organization leading its surfers to better surfing performance. The company began to reshape with the market and its demand and started to offer more services, not only to members, but also to tourists. In the year of my practice, the company decided to create a sub-company Faro Ocean Experience, which will be directly addressed to the demand of tourism market. It is solution to separate the demand for a local surfing school and a place to offer water sports and experiences for holidaymakers. During the internship, I was involved in the creation of a new Faro Ocean Experience sub-company.

In this work, acquired knowledge of marketing was used, which helped to create a marketing communication plan, but also to gain cooperation with companies operating in tourism. As Faro Ocean Experience sub-company primarily operates online, it was essential to create a website and create good presentation on different social media platforms. The marketing plan was based in a survey of the current market demand in Algarve developed by "Câmara Municipal de Faro". Based on its results, recommendations for targeted B2C marketing were issued.

Part of the work was to research the quality of the service offered. This study was carried out using a questionnaire based on the SERVQUAL instrument, carried out online and in person. The results showed that the company offers high quality services with little deficiency in time management, facilities and transportation. Moreover, excellent communication and working skills of instructors were demonstrated.

Keywords: active tourism, service quality, sport tourism, tourism marketing, tourism service

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1. CHAPTER - INTRODUCTION

Traineeship is an activity that contributes to complement the educational process of learning. It aims to apply knowledge and skills acquired by students during the course, in my case, **the Tourism management program with personal focus to the sport tourism experience.**

The internship took place in the second year of the Masters' course with 320 practical hours. I chose doing my internship for **Club Surf de Faro** where I had already working as water sports instructor during the previous summer season. I chose Club Surf de Faro because of the extensive and diverse opportunity to learn from the most experienced businessmen and managers in active tourism, in Faro. This internship has allowed me to work in the team with excellent experiences, which were carried out not only in the Algarve but around the world.

1.1 Character of the work

This document is a full report of my work conducted during the internship in CSF. The report will be presented to the University of Algarve at the end of the internship. Document will contain a presentation of the institution and description of the objectives and activities carried out during the internship. This is supported by an analysis of relevant literature related with the focus of internship activities. In addition, the document will contain a timetable of work hours and a table with different tasks and results.

The aim of this report is to understand and integrate the content created during the internship in Club Surf Faro. This work is divided into seven chapters:

- **1. chapter - introduction;**
- **2. Chapter - presentation of the institution;**
- **3. Chapter – sport tourism experiences and marketing strategy;**
- **4. Chapter – marketing research;**
- **5. Chapter – Digital marketing channels;**
- **6. Chapter – service quality analysis;**
- **7. Chapter – conclusions.**

Lastly, the appendix contains a detailed work schedule of the student's work performed with the number of hours exceeding the minimum requirement of 320 hours for practice.

1.2 Internship objectives

The main contribution of my work for the Club Surf Faro (hereinafter referred to as "CSF") will be in area with the foreigners and holiday makers. One of the long-term business strategies of the CSF is to attract people from around the world and provide them with great water sport experiences.

Until now CSF has been working mainly with local members only. They organize many surfing events and summer camps for Portuguese children. The Club started providing more activities for holiday makers around 3 years ago, so there is still a big opportunity to grow and expand in this specific tourism market.

During my internship CSF has decided to create a new sub-company business focused only for tourism experience services. The new company is therefore more advanced and trendier, and the sales and promotions are now made available online through the website. The new sub-company founded is called **Faro Ocean Experience** (hereinafter referred to as "FOE"). FOE and its marketing and communication development is one of the main goals of my work. For filling this goal is necessary to use marketing tools to gain more popularity and more clients. Much time has been devoted to gaining new

partnerships with companies operating in the tourism sector. As *tourism experience* is very popular phenomenon, hotels and tour operators are looking for new opportunities to offer to their clients. The offer of our services to the holiday providers is therefore beneficial for both sides.

Part of the marketing plan was the promotion of CSF and FOE on social media with a focus on Facebook, Instagram because according to recent surveys, these social networks are the strongest in gaining customer attention and are an essential part of any good marketing strategy. The work in the marketing plan also included the setting of good visibility on Google and Trip Advisor that is, two more powerful searching tools in service sector.

The analysis of the service quality performed was also one of the main goals of my internship. To analyze the quality of the service offered the research was performed using a questionnaire – SERVQUAL. The results and recommendations of this quality analysis could contribute to the improvement of the services quality in the CSF.

The theoretic tasks given at the beginning of the internship are:

- to learn/understand the pedagogic curriculum and dynamics of the surfing lessons;
- to collect information about the company for presentation;
- to analyze new marketing information about the active and sport tourism experiences;
- to analyze marketing strategies and suggest the application;
- to analyze research about quality of service – based on SERVQUAL, to obtain results and evaluate them;
- to create conclusion and critical analysis of the work conducted and to distinguish the positive and negative aspects that took place during the internship.

The practical tasks given at the beginning of the internship are:

- to attend on individuals', group, students' surfing lessons;
- to develop and apply a marketing strategy for FOE;
- to activate social media FOE and proceed with social media communication;
- to take part in the development of the new FOE's website, translating website to English;
- to establish cooperation with B2B clients, hotels, hostels, tour operators;
- to help with event organization – marketing, program, communication plan, participation;
- to apply the surveys related with the service quality;
- to work on specific daily tasks requested by the director from CSF and FOE.

2. CHAPTER - PRESENTATION OF THE INSTITUTION

This chapter introduces Club Surf Faro, where the internship took place. It presents the overall picture of the company with its light history, mission, and its activities. Chapter also presents the motives for founding the new sub-company Faro Ocean Experience and its goals and possibilities for the future.

2.1 Club Surf Faro

Club Surf Faro was founded on January 29th in 1996. The company is located on Faro beach. It is the only official surf school on this beach. It employs qualified instructors and has two owners: Rudolfo Olivier and Manuel Mestre. They have taught several generations of surfing. One of its main missions is to train their members in surfing and water sports activities, which include surfing competitions. As a Portuguese sports institution, they strongly focus on teaching surf lessons in smaller groups for both local and international students. CSF organizes several national and international recreational contests every year such as FOUR OCEANS, Surf & Wheels and Sliding Society and the Mermaid weekend.

The official website Club Surf Faro represents the company as follows: “The Club Surf Faro is the central place in Faro for practicing surfing. The association was formed in January 1996 by several locals who felt the need to organize the surf environment at Praia de Faro and to take part in national and international competitions. Since then, the Club Surf Faro has formed many surf generations along the Algarve. Training and competition of younger students is one of the main aspects of the Club Surf Faro. As water sports institution, the Club strongly believes in professional training and practicing of surfing at an excellent surf spot here at Praia de Faro.”

CSF is a non-profit organization. It is part of Surf Portuguese Federation and is officially regarded as a surf school. It currently has around 200 registered members. The institution includes a school of surf, body board, SUP and canoe, focusing on the long-term membership of its visitors. Anyone can join the club after filling out the

registration form and paying the membership fee and insurance. The advantages of obtaining a membership are lower cost membership prices and joint common events.

CSF organizes surf lessons once a day in the high season from May to October. Surf lessons for members are organized all year round, especially on weekends. The lessons are divided into three groups which are beginner, advanced and semi-advanced and the group for each individual is defined according to their performance level.

The club currently employs more than 15 instructors. The team of monitors, which teaches the theoretical and practical classes, is composed of several instructors, duly qualified by the Portuguese Surfing Federation. Instructors are practitioners in surfing and some even with an enviable national and international competition curriculum, forming a professional pedagogical framework that offers the greatest guarantees.

It is the quality of the instructors, a well-established pedagogical curriculum that follows every lesson an essential factor to satisfy many customers. The curriculum of lessons was composed by instructors with a high education in the field of sports and many years of experience. This fact is the basis for the training of the new surf generation and new competitors, but also for the training of the public so that there are no mistakes or injuries.

2.1.1 Club offer

The club offers activities all year round, but the highest season and attendance is of course in the summer (from June to the end of August). The activities of the club can be divided mainly into three categories;

- **Events** organized by the club include mainly **surf competitions** such as: Four Oceans OPEN: *competition with the 500 € prize money*, Sliding Society: *long board competition*, Intersócios: *competition for members of the club*. But they also organized a team bonding events such as teambuilding for employees, gala dinners for members and others

- **Surf lessons** as an event that is created with the help of long-term experience and organized according to the curriculum that each employee must master. CSF is a central place to practice surfing in Faro. Club firmly believes in professional training and surfing practice in an excellent place suitable not only for beginners. Members who attended the lesson are divided into groups according to their skills in order; introduction - level 1, advanced – level 2, pre-Competition – level 3, competition – level 4. Groups are led by a different instructor in a ratio of a maximum of 10 people per instructor. The timetable for lessons is published one week in advance and communicated to members via email.
- **Kids camp** The club also organizes children's camps, especially in these three periods: the Easter holidays, the Christmas holidays and the big summer holidays. All events are divided into weekly phases (Monday to Friday). These events are aimed at children and young people aged 6 to 16. These are unique and unforgettable days spent with great intensity. Camps are important for the development of young people, for stimulating and supporting autonomy, for creating new friendships, new bonds, which allows us to create a good foundation for the life of each of them. There are several reasons why parents look for CSF summer camps: many do so to make their children more independent, to "grow up" and to reach adulthood. However, it is also during the school holidays that parents work and need to makes their children busy.
The frame of the day looks as this: in the morning at 9:00 workers are picking up the children in the city center, transit is followed by morning activity, there is lunch included followed by afternoon activity. Then the children are returned to their parents at about 5 pm.
There are many activities options: surfing, body-boarding, stand up paddle, canoeing, rescue techniques and many more.

2.1.2 Management

The company has a very simple hierarchy with about 10 employees. 3 fixed and other seasonal. There are three levels of management in organizational hierarchy;

- Top-level: Two owners of CSF - managers who are responsible for setting organizational goals, making plans for the future, and overseeing the entire organization, in both ways; operational and financial. Nevertheless, this management is still actively involved in activities and teaches students. It also takes care of communication between other employees and divides tasks and working shifts.
- Middle-level: Person who is involved in redirecting organizational activities to achieve goals set by higher management. In the case of CSF, there is one permanent employee who works on a 40 hour/week basis. She/he is physically present in the club at the reception and handles communication with customers. It has also responsibility for the employees working in the season (instructors and also interns.) There are also specialists in various industries in the company, who work for the company on an occasional basis, such as IT support, the person responsible for marketing.
- Lower level: Lower-level managers are responsible for running every day work unit in an organization. In this case, it is mainly the implementation of water activities and surf lessons and the organization and physical work at events organized by CSF.

2.2 Faro Ocean Experience

In 2020, a new sub-company, Faro Ocean Experience, was established. This sub-company was created to offer services such as water sports, guided tours, group lessons, teambuilding, etc., which are targeted to meet the needs of foreigners and holidaymakers excluding the segment of the club members.

This new company was supposed to operate mainly online, which is trendy, fast and does not have high operating costs. In February 2020 the website was launched. The website called **www.faroeceanexperience.com** was used to describe all the activities, but also to operate as a means for direct bookings and allow payments of the activities.

At this point, the FOE offers the following activities:

- Surf lesson
- Surf dream
- Surf day – 1 day trip to Sagres
- Surf escape – 2 day trip to Sagres
- Surf & Sup
- Surf, Sup & Ostras Trip
- Surf or SUP & seafood
- Experience the islands
- SUP or kayak lesson

These activities are water sports activities by the ocean on the Ria Formosa with gastronomic experiences and ecological hiking tours are also planned.

For FOE, it is necessary to address potential clients via Internet, so it is necessary to build a marketing plan that includes cooperation with tour operators, hotels and hostels, but also promotion on social networks. FOE also has its own account on Trip Advisor platform, where you can order and pay for activities directly.

3. CHAPTER – SPORT TOURISM EXPERIENCES AND MARKETING STRATEGY

This section provides an overview of the sport tourism experiences and marketing strategy by tracing the various perspectives and dimensions of this topic in the current research and also its application in our activities during the internship. This chapter assumes that in order to effectively create and implement a marketing strategy, it is necessary to identify and understand the potential market where the company operates and continue to adapt the supply to the demand and target profitable markets.

3.1 Tourism nowadays

Tourism is one of the largest industries in the world. The latest WTTC research in conjunction with Oxford Economics shows that there was a 3.5% growth in tourism in 2019. In the last five years, the sector has created a quarter of jobs. In Portugal, tourism accounts for 10.3% of total GDP contribution and 18.6% of total employment (WTTC/Oxford Economics, 2020).

Tourist services around the world were facing new challenges as a market globalization, intensified competition and dynamic development of new. Tourist services are they are increasingly integrating marketing principles into their management and becoming so more market-oriented (Tsiotsou & Ratten, 2010).

This year, tourism suffered a huge unexpected hit in the form of the COVID 19 pandemic. COVID-19 is a global health and economic crisis. Although little is known at this time, many aspects of the disease are known, COVID 19 is easily transmitted and the mortality rate is low compared to previous pandemics such as SARS, Ebola and demonic plague. To slow the spread of the virus, many countries have encouraged or mandated strict hygiene, such as hand washing and the use of mask and disinfection. The government has introduced a number of travel-related policies and restrictions.

International tourism is the economic sector most affected by the COVID-19 pandemic. According to the most optimistic scenario of reducing tourism, GDP losses are estimated at USD 1.17 trillion, about 1.5 percent of global GDP. Extension of blocking from four months to eight and 12 months it increases losses relatively quickly to \$ 2.22 (2.8% of world GDP) and \$ 3.3 trillion (4.2% of world GDP). The estimated GDP loss of \$ 3.3 trillion is more than double the size of GDP international tourism, at worst case. Therefore, it is difficult to estimate the future development of the tourism market and all companies working in this sector are currently at risk from COVID. (United Nations Conference on Trade and Development, 2020)

3.2 Tourism experiences and sport tourism experience

Holidays is often purchased for fun and relaxation, but is also a great time to get to know a new country, try new things and food, learn about a foreign culture, meet local people, simplified to have new experiences. The experience of leisure and tourism has been described as "a subjective mental state felt by participants" (Otto & Ritchie, 1996, p. 166).

While products are tangible and service intangible, experiences represent events that commit people in a particular manner and, as such, are memorable. While services end with the performance, the value of the experience is cognitively stored by the individual. The experience felt by visitors begins before arrival at a destination and ends with recollections of the experience and plans for future visits (Pine & Gilmore, 1999).

Experience is influenced by a number of factors, many of which are not directly related to the acquisition of a particular service. **The quality of experience** is generally considered more subjective, as opposed to its quality of service, which is often more objective. Each customer is different with varying wishes and needs, but basic needs of a customer could be argued to be listed down to these four:

- quality;
- value;
- comfort;
- good service.

To fully satisfy customers, businesses must deliver and exceed in all four areas. If they are able to meet the basic needs listed above, they might be able to establish a loyal customer who will be happy to return and leave a good review (Ritchie & Crouch, 1997).

Sport tourism is not only a simple sum of sport and tourism. Sport tourism is multi-faceted and exists under a variety of forms and names. Participants of sport tourism travel to take part in sport or to watch sport, and to visit sports-related attractions. Depending on if the participants are active or passive (participation) and motivation factors (fun, learning, adventure); sport tourists encounter various experiences as their ultimate value (Peric, Djurkin & Vitezić, 2017; Peric, Djurkin & Vitezić, 2018). The sport tourism experience is a very complex topic (Weed & Bull, 2008). According to the authors, it is a construct of motivational, emotional, social, environmental, organizational and physical attributes. They highlighted that there are three key components which interact to create value in a sport tourism experience:

- places involved;
- activities undertaken;
- motivations, needs and characteristics of the people who participate.

Place of experience has some distinct characteristics (beaches, landscapes, sceneries, nature parks). It is very important to define and to respect the carrying capacity of the place destination, because the number of tourists and their activities can reduce the

quality of the satisfaction of the tourists. In addition, safety and security are regarded as important elements of the tourist and sport experience by consumers.

3.3 Faro Ocean Experience founding

CSF created a new concept related to sport tourism experience and create a sub-company which now operates through a website which is www.faroeceanexperience.com. The sub-company offers tourist experiences in Faro and works with the website as a direct booking system of specific tourism activities.

The website is created for an adventurous traveler who enjoys going off-the-beaten track and getting an authentic feel of a place. FOE wants to offer the best way to experience a new country (Algarve, Portugal) through unique experiences such as local food, water sports and natural activities. The customer can choose from a wide range of various experiences including surf lessons, SUP tours, oysters tastings and walks in the natural park of Ria Formosa.

3.4 E- service

E-services have shown that e-commerce website can promote a trendy way for people to perform the booking or reservation of the experiences on their holiday.

Online booking systems can be developed for any company that engages in reservations such as hotels, travel agencies and restaurants (Kaura, Prasad & Sharma, 2015).

Online booking or booking directly through the website is one of the main advantages of the strategy of the website www.faroeceanexperience.com and the company FOE. Many customers today search for options and information on the Internet and try to save time by simply booking services.

This was one of the main reasons for creating a simple and high-quality website with all the necessary functions for this process.

3.5 Marketing in Tourism and in Sport Services

Marketing is the activity set of institutions and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (AMA, 2013). According to Morrison (2010, p. 767), “services marketing is a concept based on recognition of the uniqueness of all services; it is a branch of marketing that specifically applies to the service industries.”

Marketing in tourism and hospitality requires good understanding of the differences between services and goods. For an enterprise to be able to succeed in tourism, it is essential to acknowledge the unique characteristics of the offered tourism experience, the motivation and behavior of traveling consumers and the fundamental differences between marketing goods and services.

Marketing in sport is an adaptation of the traditional concept of marketing, which can be defined as activities designed to identify the needs of consumers and the needs for goods "sport product" through processes (Europa EU, 2019). It is essential to work with new trends in the sports industry and to always follow the changes in the interests of the target segments.

There are two main types of marketing (Beech & Chadwick, 2006; Mullin et al., 2007; Parks et al., 2007):

- marketing products and services directly to consumers;
- marketing other consumer goods or services through sponsorships.

However, there are four key differences between goods and services: Intangible, Heterogeneous, Inseparable (simultaneously produced and consumed), and Perishable (Zeithaml et al., 1985).

Intangibility: **Tangible** goods are ones the customer can see, feel, and/ or taste before the purchase of the product. **Intangible** services, on the other hand, cannot be “touched” beforehand. Example: Holiday experiences with bookings via internet, concert tickets’ purchase in advance.

Heterogeneity: While most goods can be exactly the same, services can never be delivered precisely the same way, and thus can be described as **heterogeneous**. Variability in service experiences is due to different locations, time, topography, seasons and the environments, to mention a few. The human factor is also important to acknowledge as it provides a level of quality. An example worth mentioning could be a guided tour with different guides.

Inseparability: A physical good may last for an extended period of time (in some cases for many years). In contrast, a service is **produced and consumed at the same time**.

Perishability: Services and experiences cannot be stored; they are highly **perishable**. If a service is not sold when it is laid available, it disappears forever. Using an airline as an example, once an airplane takes off, the opportunity to sell tickets for that specific flight is lost forever and any empty seats represent revenue lost.

3.6 The 8Ps strategy

Jerome McCarthy first proposed the modern form of the 4 Ps in his 1960 textbook, but according to Olof Williamson's blog published 2011, services are different from products and needed to be changed. Structure of the 4Ps Marketing Mix needed to be modified to incorporate the 8 Ps for services marketing (Yudelson, 1999). The following form the marketing mix for services marketing, the first 4 P's being the core and the next 4 P's being the extended marketing mix. The 8 P's of Marketing or better known as the Marketing Mix are as follows (Thorat, Kishor & Bharat Meghe1, 2013):

- 1) Product – the range of products' and services' mix offered to customers.
- 2) Place – how the product will be made available to consumers in the market, selection of distribution channels and partners.
- 3) Promotion – specific combination of marketing techniques (advertising, personal sales, public relations).
- 4) Pricing – part of a comprehensive revenue management and pricing plan.
- 5) People – developing human resources plans and strategies to support positive interactions between hosts and guests.

- 6) Programming – customer-oriented activities (special events, festivals or special activities) designed to increase customer spending or length of stay, or to add to the appeal of packages
- 7) Partnership – also known as cooperative marketing, increasing the reach and impact of marketing efforts
- 8) Physical evidence – ways in which businesses can demonstrate their marketing claims and customers can document their experience such as stories, reviews, blog posts or in-location signage and components.

In this part, I will provide a strategy for marketing products and services directly to consumers. In order to achieve the goals, firstly a marketing strategy must be developed where the process consists of analyzing market opportunities and position selections, action plans and control systems to enable businesses to meet their commitments.

In this type of company, FOE, will apply market strategies at two levels (Kotler & Keller, 2009):

- finding a unique position in the sports activities market by creating innovative and high-quality sports services experience;
- finding different positions as opposed to the competitors by offering additional value to the customers.

Product is an article or substance that is manufactured or refined for sale. The "product" of marketing does not necessarily have to be a physical offer. Products can range from intangible to real physical products. For example, a training course, consultations, database access, software is an intangible product.

The market, where the product is sold is known as the **place**. Markets should be accessible to consumers. Product distribution network determines product availability. FOE operates in Faro and throughout the Algarve, but is mainly focused on the segment of foreign customers. These tourists come from different countries; hence it is necessary to operate with special tools to make the product accessible for all.

For this purpose, the FOE operates primarily online. All the process of purchasing an activity is available on the internet. The client is able to choose the activity and can then book it and pay for it directly through the website. Largely due to the various available social media platforms and the fast emails communication, clients are able to discuss with management online.

As Foe is a new company on the market, it is very important to attract customers by **promotion**. For uses of specific combination of marketing techniques namely:

- advertising on social media;
- selling through well-known websites (Trip advisor, Airbnb);
- advertising on Google;
- personal sales at physical locations;
- cooperation with tour operators;
- cooperation with accommodations providers.

Pricing FOE was created by the CEO and the operating model of the **price** will not be described in this work.

People - For developing strategies to support positive interactions between hosts and guests, there are opportunities for leaving reviews or opening chats with employees on all used FOE portals. Every review is evaluated and answered to. FOE employees are professionals with years of experience who acknowledge the importance of honoring the needs of customers.

We conducted a service quality research form for the client's point of view to further specify customer needs. The research results are the content of this work.

Programming - FOE and CSF are organizing customer-oriented activities as events, festivals or special activities designed to attract customer these include: surfing events, festival sponsoring, and tour operator management activities. Examples of activities of 2020 are depicted below:

- Four Ocean Surf competition;

- Mermaids' weekend;
- Decathlons gym workouts;
- Surf and Wheels Faro.

For a **partnership** proposes FOE must first create a network of partners because it is new to the market. To this end, a market analysis and contacts were gathered in order to reach partners for cooperation. These partners are/will be:

- hotels, hostels;
- tour operators;
- restaurants in Faro Island;
- team-building companies;
- fitness camps;
- surf Camps;
- Decathlon.

Physical evidence - In FOE every customer can demonstrate their experience such as stories, reviews, needs for improvement. Customers can document their experience with FOE and share it through social networks or leave feedback on any of the website media.

3.7 PRICE concept

A planning strategic process to ensure effective marketing of tourist services is necessary. Using a tourism marketing system with careful assessment of activities for specific markets carried out also anticipating different challenges. Operators in the tourism sector can choose to follow the strategic management process called PRICE concept (Morrison, 2010), where:

- P: plan – Where are we now?
- R: research – Where would we like to be?
- I: implement – How do we get there?
- C: control – How do we make sure we get there?

- E: evaluate – How do we know if we got there?

For the development of a marketing plan it is possible to follow the strategic management process called PRICE concept. In the practical use for CSF and FOE there are answers for PRICE concept questions as follows:

P: plan (Where are we now?)

Surf de Faro has been long on the market. Yet it does not have as much scope in tourism as it would like to have. The Faro Ocean Experience will split the targeting of potential future customers. In spite of this, CSF was designed to offer services to its members, now FOE is focused on services for tourists and holiday makers, and to further communication and cooperation with tourism businesses and tour operators.

FOE is new on the market and has a new website, but it has received a lot of support from all existing clients and members of a CSF.

There are already several operators on the market offering similar services but not specifically in the Faro. Therefore, the product is unique to this city.

CSF has been long on the market. Yet it does not have as much scope in tourism as it would like to have. The FOE will split the targeting of potential future customers. In spite of this, CSF was designed to offer services to its members, now FOE is focused on services for tourists and holiday makers, and to further communication and cooperation with tourism businesses and tour operators.

FOE is new on the market and has a new website, but it has received a lot of support from all existing clients and members of a CSF. There are already several operators on the market offering similar services but not specifically in the Faro. Therefore, the product is unique to this city.

R: research (Where would we like to be?)

FOE and CSF would like to create greater awareness of the company and to make a bigger name for them. This goal can be achieved by constantly satisfying the customer and gaining good feedback.

FOE would like to become a partner of large operators operating in the tourism market in the Faro. FOE would like to receive bookings from tour operators on a regular basis and therefore be able to increase the number of orders from suppliers. Furthermore, FOE and CSF want to increase the number of customers coming to use their services in person.

Undoubtedly, the primary goal is to offer high quality and unique services for the customers.

Market segmentation allow us to know the existing and potential customers based on some type of shared characteristics and divided in segments to identify high yield segments. In order to do that we used a research made by Turis, E. & Cabaco, J. in 2019 for Camara Municipal de Faro mentioned in Chapter – **marketing** .

I: implement (How do we get there?)

By using the marketing strategies mentioned in this work in attempt to reach more clients mentioned in **Chapter – Digital marketing channels**.

The quality of the service will be evaluated in this work in the Chapter – service quality analysis.

C: control (How do we make sure we get there?)

Through the effort of employees and regular work that is reported by the company to gradually achieve goals.

E: evaluate (How do we know if we got there?)

The results can be measured in the company's revenues and on the number of clients compared to previous years. In the field of marketing, results can be measured by monitoring and comparing the number of visitors on the website and followers on the different social media platforms.

The quality of the service will be evaluated in this work in the following service quality research. The results of service quality will be measured in a questionnaire and subsequently evaluated in service quality research and compared the results with the previous years to achieve 5% of incrimination till reach the 90% of quality satisfaction in all the items.

4. CHAPTER – MARKETING RESEARCH

Market segmentation allow us to know the existing and potential customers based on some type of shared characteristics and divided in segments to identify high yield segments. In order to do that we used a research made by Turis & Cabaço, in 2019 for Camara Municipal de Faro to help us in the segmentation development. This report aims to assess the research volume of 15 different countries with the intention of visiting Faro as a tourist destination, focusing on Germany, Belgium, Brazil, Canada, Denmark, Spain, Finland, France, the Netherlands, Ireland, Italy, Norway , United Kingdom, Sweden and the United States of America, in order to conclude which countries are in the greatest demand of the different tourist attractions of Faro and which categories - General Searches, Sun and Sea, Gastronomy, Cultural Heritage, Natural Heritage, Water, Shopping and Health Tourism This research is used to estimate the tourism market in the Algarve and to estimate the most common behaviors and needs of the holidaymakers in the region. As FOE is a company operating in active tourism, the greatest importance in this work for our internship activities and report lies within information that is directly related to Faro, active tourism and water activities.

After evaluating the given information, factors such as tourist behavior, trends and the needs of future clients will be analyzed. They will be grouped according to their country of origin. The largest incoming tourist segment, with the tourists who are interested in a certain category (in this case related to active tourism and surfing on Faro) means the largest number of potential clients for FOE. The last step is to evaluate the individual graphs and read what they mean for the FOE and its future functioning. The aim is to conclude recommendations to which countries and to which target groups marketing should be focused on, and then after addressing the appropriate tourist operators from the given countries with an offer to cooperate.

Steps to achieve the goal

- research study;
- select the required content;
- content analysis;
- determination of a target group and recommendations;
- collection of contacts suitable for addressing potential B2B clients;
- addressing clients;
- subsequent mapping of success at the end of the internship.

4.1 Research and content selection

We will provide a brief characterization of the research developed by Turis and Cabaço (2019):

Searches and content selection - research was based on Google's Keyword Planner. Within this platform it is possible, in addition to many other tools, to filter by country of origin, the language configured in the search engine at the time of the search, resulting in a faithful comparative sample of the average monthly search volume within each market segment. The following segments are used for this research.

General

- Faro
- Faro Portugal
- Portugal Faro
- Faro Algarve

Specific

- Faro beach
- Faro surf
- Surf camp Faro
- Ria Formosa Faro

The content selection is by general and specific searches and countries, the following table display the information that was needed for the analysis, namely the countries with the largest tourist representation and the search terms associated with our business as mentioned above being divided into general and specific groups.

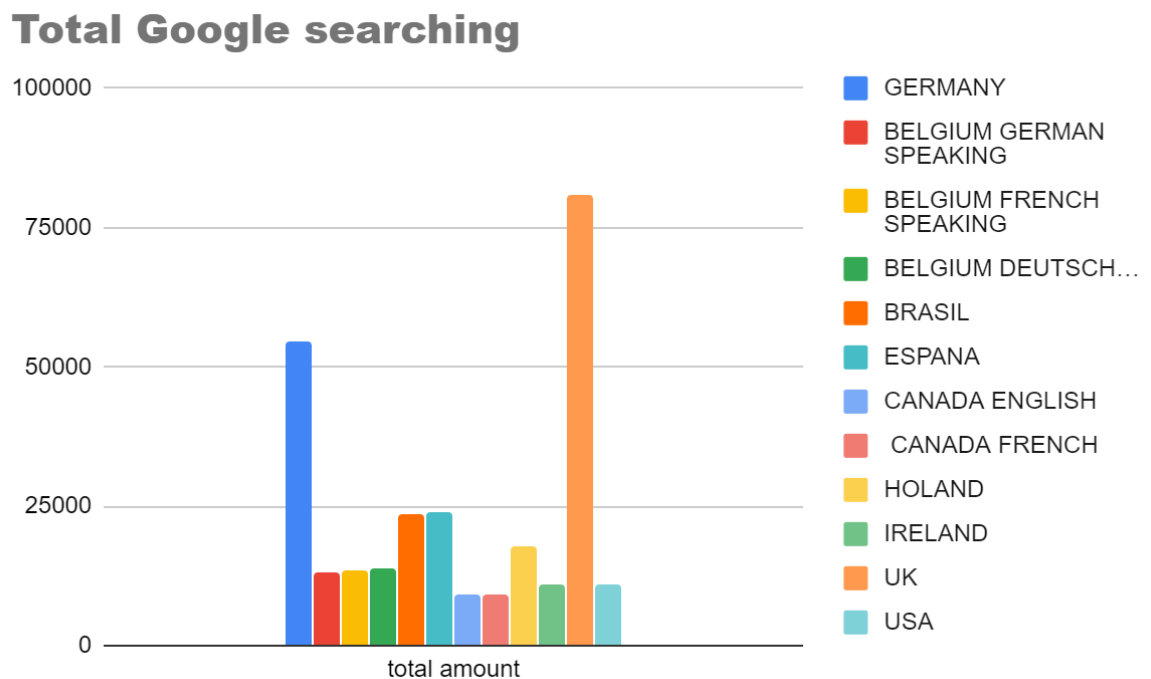
Table 4.1- Countries and the search terms (adapted from Turis & Cabaço, 2019).

	COUNTRY											
	GERMANY	BELGIUM GERMAN	BELGIUM FRENCH	BELGIUM DUTCH	BRASIL	SPAIN	CANADA ENGLISH	CANADA FRENCH	HOLLAND	IRELAND	UK	USA
GENERAL												
faro	33100	50	8100	8100	12100	720	4400	4400	9900	4400	40500	4400
faro Portugal	12100	10	3600	3600	6600	14800	3600	3600	5400	3600	22200	3600
Portugal faro	1900	10	320	320	260	320	110	110	320	140	1300	140
faro Portugal /Portugal faro	14000	20	3920	3920	6860	15120	3710	3710	5720	3740	23500	3740
faro Algarve	480	20	50	90	590	1000	70	70	50	20	0	210
Total amount	54640	13290	13430	13980	23510	23810	9290	9250	17920	11030	80880	11030
SPECIFIC												
faro beach	320	20	20	80	150	740	110	30	10	260	1900	260
faro surf/surf faro	260	20	0	0	0	0	0	10	50	40	170	10
surf camp faro	210	30	0	0	0	0	0	0	0	0	0	0
Ria Formosa faro	10	10	0	0	10	10	10	10	10	10	90	90
Total amount	800	80	20	80	160	750	120	50	70	310	2160	360

4.2 Study evaluation

The results of the study are evaluated and presented by graphs. These graphs help to illustrate the necessary information. Here are two graphs from the main search and from the specific search. These two graphs were considered the most useful. We can see in the figure 4.1. which countries most often search for information about **Faro**. The largest number of searches comes from the **UK and Germany**. It can therefore be assumed that these two countries have the largest representation of tourists in Faro. There was also a high number for **Brazil and Spain**.

Figure 4.1- Total Google searching.



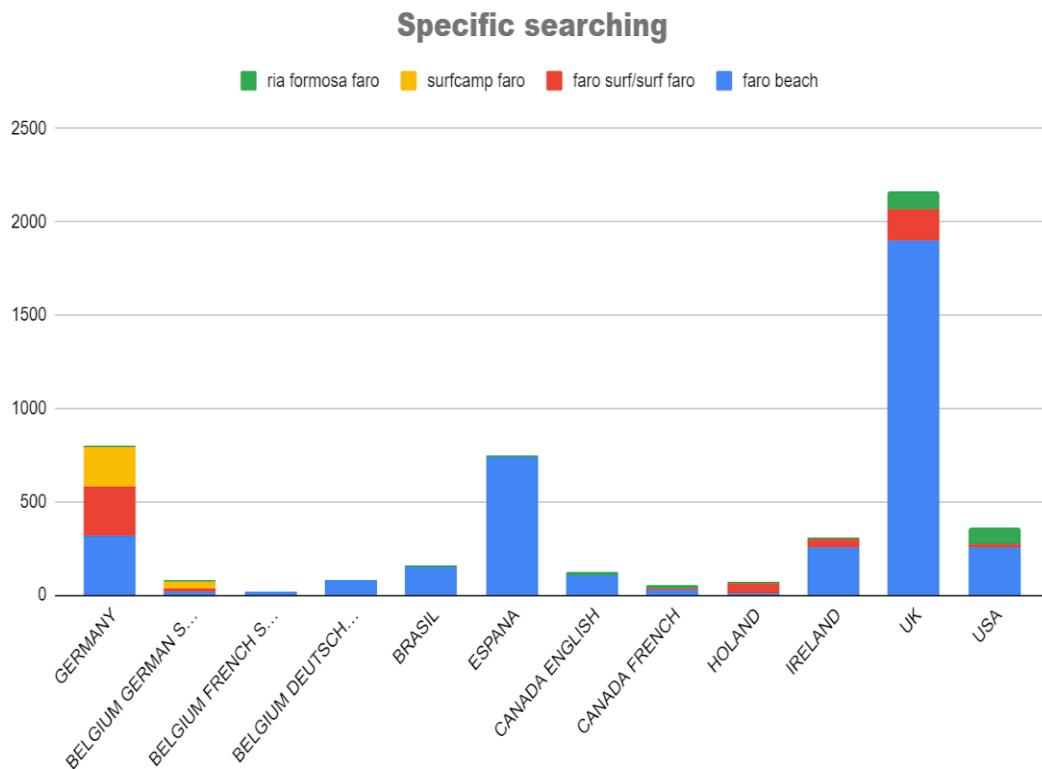
(adapted from Turis & Cabaço, 2019)

In specific research, there were selected groups of people who searched for terms related to FOE's services, namely:

- Ria Formosa Faro
- Surf camp Faro
- Faro surf
- Praia de Faro or Faro beach

On the figure 4.2. we can see which countries most often searched for information related to the area in which FOE operates. This information is of interest to the company's business operations. Most often, it is about finding information about the beach in Faro where the club is located and operating in. In this group all countries searched relatively much. Most in the following countries which are: **UK with 48%, Spain with 19% and Ireland and USA both with 6, 6%.**

Figure 4.2- Specific searching



(adapted from Turis & Cabaço, 2019)

One of the questions that naturally were raised whilst conducting the research was to find out which are the countries where the greatest interest in surfing in Faro arises from. **The leader was Germany with 46.4% followed by the UK with 30,3% and Holland with 9%.**

One interesting piece of information worth mentioning is that there seemed to be a significant interest in “**surfing camps**” from **Germans with 87,5%, other German speaking Belgians with 12,5%**. The number of surf camps has grown around the west coast of Portugal in the recent years, but one surf camp in Faro is not yet established. Most of the existing camps in Portugal have their own accommodation for guests but tend to use the services of local surf schools to provide lessons. Thus, FOE could use this example in its operations and focus on offering specific surf camp services to

ensure the delivery of more satisfactory services - surfing lessons, transport, food, yoga on the terrace, to name a few.

The latest information is about the searching of **Ria Formosa**, because there are possibilities of SUP and kayak trips offered by FOE. The idea of this would be to promote Ria Formosa as a location for activities and as an area to explore on SUP or kayaks. These options are environmental, affordable and suitable for everyone. The study found that the segments with the greatest interest for activities in the Ria Formosa are the **USA and UK both with 34.6%. Other countries did not exceed 4%.**

4.3 Recommendations

By analyzing the data provided in this study it is important to **target the groups and to make recommendations:**

- it is now evident which countries to select to focus on in the marketing for the **B2C and B2B markets**
- first, with a **surfing lesson**, we will reach out to customers mainly on the social media in the following countries: **Germany, Holland, Ireland, and UK;**
- another possible step is to reach travel operators working with clients from those countries and offer them FOE's services. Regarding the market segments in Germany and Belgium, the FOE management may consider the option **of launching to sell surf camp packages**, because this is what people from those countries are asking for;
- for the USA and the UK, FOE will focus marketing on promoting the Ria Formosa activities, such as SUP and kayak tours and oyster tastings;
- regarding the B2B marketing, it is also essential to remember the importance in recognizing and focusing on the local **Portuguese companies** and Portuguese travel operators as they still hold the greatest share in the tourism market.

5. CHAPTER – DIGITAL MARKETING CHANNELS

This chapter deals with the understanding of digital marketing and its adaptation to the company FOE. First, it presents the most suitable platforms for the presentation of the company and their appropriate management, namely on platforms: company's website, Instagram, Facebook, Google maps, Trip Advisor. Another separate section is Emailing and Newsletters, where is a theoretical part followed by a practical part of establishing cooperation in the B2B sector.

The transition from traditional forms of marketing to digital marketing has changed the way people market brands and businesses. The digital marketing industry therefore, has introduced various digital marketing channels that help marketers target the right audience and attract them towards the product or service being marketed (Digital Marketing & Data Analytics Blog, 2019). Digital marketing channels used for this work are:

- social media marketing;
- search engine optimization;
- e-mail marketing.

It is estimated that 3 billion people (38% of total population), have internet access and social media access to tourism and hospitality. The advent of smart phones and portable online devices has meant that applications and websites have become an important part of the online travel market. These include mapping tools, reviews, accommodation, types, etc. such as TripAdvisor, for leisure purposes, but also tools to facilitate reservations such as Airbnb. Applications, blogs and websites can also help increase awareness of the specific details of destinations before the trip and can encourage other visitors by providing a sample of the experience available at the destination or attraction. Airbnb, Trip Advisor and others alike are examples of businesses which have become extremely successful by focusing on connecting customers with products and experiences within the tourism and hospitality sectors (Tourism Economics an Oxford Economics Company, 2017).

These online platforms can bring forward both opportunities and threats to the society. An opportunity may be to open a fast communication channel with a guest. A threat to mention could be true or false complaints which can be easily spread. However, it could be argued that the internet can provide more advantages to a company compared to the potential number of disadvantages. Advantages include:

- online browsing (online marketing);
- accessing your business 24/7;
- new communication platforms for customers.

Social media is a general term that refers to websites and mobile applications used for social interaction and content exchange. Social networks are an act of using social media. Unlike traditional media, such as newspapers, magazines and television, social media is largely powered by user-generated content which is not paid by professionals. With the rise of social networks has also arisen a possibility for consumers to leave feedback and reviews that are now less exchanged verbally among customers but rather recorded in a digital track (Ryan & Jones, 2009).

5.1 Social media management

The internet and technologies on self-phones are regarded as "interactive media." For businesses within the hospitality industry, there are benefits in creating a social media management as online content is considered highly cost-effective, allows easy reach into target markets globally, convenient business operating online and provides a reciprocal communication channel for customers. (Tourism Economics an Oxford Economics Company, 2017).

Social networks and review sites in particular are nowadays being used more and more to seek for information and advice on things to do and products and services to purchase. Both domestic and international travelers utilize these sites for ideas on where to stay, eat, relax, shop and explore. These channels are often highly regarded and trusted. A survey completed by over 28,000 consumers in 56 countries found that

consumers trust the advice of people they know (92%) and consumer opinions posted online (70%) more than they do any other advertising source (Nielsen, 2012).

Social networks and especially review sites are increasingly used to find information and advice about things to do and products and services to buy. Travelers often find where to stay, eat, relax, shop and explore on the web.

The main objective of my internship was to develop e-media and the profile of FOE on various social media platforms mentioned in the following:

- online booking system on the website;
- Instagram;
- Facebook;
- Google maps;
- Trip Advisor;
- E-mail Newsletters.

Instagram

Instagram has a billion active users. It is time to prepare a proper strategy and take advantage of everything it has to offer. We now use a new account of **@faroceanexperience** for FOE company with a specific strategy:

- adding page details: web, contact information, logo;
- share photos and experiences from our services;
- create content on regular basis (1-2 posts per week);
- reach new clients (B2B, following);
- have your own hashtag #faroceanexperience;
- promote website;
- follow trends.

Facebook

Using the Facebook as part of a digital marketing strategy is one of the best ways to connect and improve the social media following online. By being one of the largest social media platforms, it provides insight into its users' interests, likes, dislikes, personal lives and their purchasing behavior.

Facebook assists businesses, brands and organizations in sharing information and reaching out to people. Users are able to like the pages that they are interested in. In regards to this, users will therefore receive information and updates about different activities.

We use a new Facebook account for FOE Company. Our types of Facebook pages are that of local businesses, sector tourism and service experiences, through the follow actions:

- adding to page details: venue, place, contact information etc.;
- adding to display (logo) picture and cover photo;
- boosting, website bottom etc.;
- reach more potential customers;
- posting information, photos, videos and stories to personalize company's brand;
- drive users to the website, sharing the website through posts;
- generate more traffic directly to the website, website bottom, boosting;
- educate and create awareness about the industry, cooperation with bigger companies, sharing between friends, sharing reviews;
- posting on regular basis, which is for a minimum of two to three posts per week understanding what attributes contribute to a successful post, reaching the most consumers. Timing stands as a great example with weekends and mornings counting toward the busiest activity together with posts with pictures or videos;
- communicate with clients, answering questions, availability for chats, commenting others activities.

All of this is completely measurable by utilizing Facebook analytics, giving you the ability to test, evaluate and adjust the strategy that we are currently implementing (Treadaway & Smith, 2012).

Google maps

The Google Maps function, formerly known as Google Places, is now part of the Google My Business dashboard – Google’s dashboard for managing and tracking your online presence across Google’s various platforms including Google Local (Google Maps), Google+, Google Analytics and Awards.

The FOE strategy for Google maps is composed by:

- enter FOE business name and address into listing;
- select business objective and available experiences;
- verify business by the post;
- confirm Business and list it in Google maps;
- collect reviews from customers;
- answering reviews.

5.2 Emailing and Newsletters

Companies often list email as one of their most powerful marketing channels. Indeed, email marketing campaigns should be part of a holistic approach to apprise company's customers about any recent updates or to enhance visibility. Nevertheless, marketing emails should be complimented by other efforts, such as search engine optimization, content creation, social media engagement and behavior-based nurturing (HUBSPOT, 2012).

It was determined in 2019 that email is the most preferred communications tool, above all other channels with 83% of people confirming that email is one of their preferred methods of communication with brands. Facebook was placed second with 38% and on the third place stayed postal mail with score of 27% (Smart Insights, 2019).

A newsletter is a printed or an electronic written report which contains news about the activities of a business, and which is then sent to the clients, members, workers, potential customers and other subscribers. Newsletters generally contain one main topic of interest to its recipients such as a discount, special offers, report of the month, blog promotions to mention a few (HUBSPOT, 2012).

In order to pursue that email and newsletters marketing strategy for the FOE was created. The first step for FOE was to define the target group. This occurred during the market analysis in chapter 4/: *4.1. Market segmentation 4.2. Target group selection and recommendation*. Once we decide on the target group, it will be easier to decide on the content of your mailings.

After deciding on the target group, the name or common interest of the group should be set, such as: business partners, regular customers, new potential customers.

For business partners and collaborators, it is advisable to add to the content:

- company news and trends within their area of business;
- information about what is going on in terms of marketing and interesting results from current market surveys.

For new and existing customers find some items that may arouse their interest (HUBSPOT, 2012):

- discounts and special offers;
- information and reviews of current products;
- the very latest product news.

As combining different marketing databases allows for clear segmentation and enables to better target future customers and prospects with relevant email contents (HUBSPOT, 2012) we created a database for FOE in order to segment for communicate.

This sub company collected the emails addresses from all the current customers of CSF and the other customers who already have undertaken an activity in the past. Every customer in CSF is required to fill a document including personal data with one's email. Every new booking on www.faroeceanexperience.com contains the email address of customer.

FOE divided customers in three groups based on the customers' participation in the activities:

- Portuguese customers, members of CSF;
- cooperated hostels and accommodations;
- tourists who already tried activities in FOE or in CSF;
- potential market where the company operates and namely the tourists coming to the Faro.

Goals and Contents

For each different segment, a different email with different goals and contents are being sent:

Portuguese customers, members of CSF:

- The goal is to inform members about the website, news within the company and awareness of special events and offers.
- The goal is to maintain a good relationship with customers and the current members.
- Email is in Portuguese not in English.

Cooperating hostels and places of accommodation

- The goal is to inform hostels about the timetable of our activities, special offers, and options of transfers.
- The goal is to attract new customers with the help of hostel employees.
- Email is in Portuguese and not in English.

Tourists who already tried activities in FOE or CSF

- The goal is to inform clients about the activities and experiences FOE offers.
- The goal is to expand the customer base and encourage return customers.
- Email is in English.

Relating to the newsletters, the main purpose of distributing it is to attract new customers. Inform them about any news within the company, and offer those exclusive promotions and discounts, raise greater awareness of the company and its work and to maintain positive customer relations (Lerner, 2019). According to the author, newsletters have to include:

- A good title - Visuals are always the first thing people see before they start to read a newsletter, a good image will always catch someone's eye and should convey what your newsletter is about;
- Relevant and interesting information - It is not all about our business, subjects related to your business and the people in your business. The newsletter could be personal and communicated in a light-hearted way;
- A call for action - A newsletter could also be regarded as an extremely useful means to encourage consumers toward a desired outcome, be it signing up for activities or simply directing them to view the latest work on your website;
- Links to social media profiles.

5.3 Contacts of potential B2B clients collection

The next step is to acquire potential clients, especially B2B clients, who could supply customers on a regular basis to FOE. For this process it is necessary to understand the basic concepts of marketing described in this work. It is also necessary to segment the market for easier communication with the different clients.

B2B (business-to-business) marketing is the marketing of products to businesses or to other organizations to use in the production of goods, to use in general business

operations such as office supplies or for resale to other consumers, such as a wholesaler selling to a retailer (Grimsley, 2019).

For future data collection and communications with B2B market it is necessary to divide it into smaller groups according to the company's focus. These are the individual groups:

Team building companies

Team building is the process of turning a group of individual employees into a cohesive team. A team is a group of people organized to work together interdependently and cooperatively to meet the needs of their customers by accomplishing their purpose and goals.

Teambuilding is an important topic in the current business environments as organizations are looking for team-based structures to stimulate further improvements to their productivity, profitability and service quality. Teambuilding involves a wide variety of activities, presented to organizations and aimed at improving team performance (Heathfield, 2019).

Thus, potential target groups considered for FOE could be the various team building companies in the Algarve. FOE is able to offer them suitable services, laying available service products which align with the needs of these companies. Indeed, when a teambuilding company becomes our partner, it often brings the company a steady stream of clients in the high season without the need of promoting the services.

Teambuilding services will be priced differently from the general prices for regular clients and are differentiated by group discounts. Group discounts bring advantage to the teambuilding companies, because they can then gain value on the service itself and receive profit on each client.

I have searched for teambuilding companies with which it would be possible to work with this summer and the upcoming years. I have contacted these companies and inquired to establish cooperation. In many cases, the situation turned out successfully and the companies have followed up to establish further cooperation but further

communication with the companies is no longer in my competence as it has been passed on to the management of FOE.

These companies were contacted in order to establish cooperation.

Algarve Challenge

<https://algarvechallenge.com/>

Quinta de Lago - UK Company for outdoor team buildings

Team Mate

<https://teammate.pt/team-building/>

Portuguese team building company

Incentives Portugal

<http://www.incentives-portugal.com/destinations/algarve/>

Company operate in Portugal, Spain and UK

Portugal Sport and Adventure

<https://portugal-sport-and-adventure.com/tours/algarve-teambuilding-packages/>

Portugal, Quarteira- sports and teambuilding company

Unique Algarve

<https://www.uniquealgarve.pt/en/team-building-concepts/>

Algarve Fun

<https://www.algarvefun.com/algarve-corporate-events/>

Catalyst Portugal

<https://en.catalystteambuilding.pt/>

Portugal- one of the biggest teambuilding company operates in whole Portugal

New Day teambuilding

<https://www.newday.cz/>

Czech company for teambuilding's abroad

Travel operators

A travel operator usually combines the various components of tourism to create vacation product offers. They advertise and produce brochures to promote their products, holidays and itineraries.

The most common example of a tour operator's product is a package that includes a charter flight with a transfer from the airport to the hotel and the services of a local representative, all broken down and added together into one price. Recently, travel operators have been trying to offer so-called **added value** (as many services as possible beyond the classic package). It is specifically this area that is associated with the **experience** (Page & Connell, 2007).

This trend occurring amongst the travel operators has created a great opportunity for FOE to offer its services. Many travelers to the Algarve want to try water sports, especially surfing. Therefore, operators who are in the Algarve were contacted with the possibility of establishing cooperation and providing services for the upcoming summer and following years. I was tasked to reach out to these companies. The rest of the communication is already in the hands of the FOE management.

These companies were contacted in order to establish cooperation.

Absolutely Portugal

<http://www.absolutelyportugal.co.uk/>

Algarve Tours

<http://algarve-tours.pt/>

MTS Globe

<https://mtsglobe.com/>

Faro Tours & Transfers

info@farotoursandtransfers.com

<https://www.algarve-tourist.com/>

TUI Portugal

www.tui.com

Expose Travel

<http://www.exposeviagens.com/>

Catalyst Portugal

<https://en.catalystteambuilding.pt/>

Domitour

<http://www.domitur.pt/>

Algarvissimo.com

www.Algarvissimo.com

Fitness camps

The last sector is fitness camps. There are only a few fitness camps in the Algarve, but their concepts make them suitable candidates for cooperation. In regard to the product offered by FOE and be then sold by the fitness camps, we have decided to tailor an offering of a full-day access to water activities. The whole day would be filled with water sports, with teaching and equipment, and would include a packed lunch at the beach for a discounted rate.

These companies were contacted in order to establish cooperation.

No 1. - Quinta do Lago

<https://no1bootcamp.com/>

Forma fitness camp Algarve

Quarteira, UK company

<https://marcobaioa.com/>

Longevity

<https://longevitywellnessworldwide.com/>

Website for listing

Those sites act as a broker or list of companies operating in the Algarve. These sites usually have a good position in Google search and therefore many clients use them. They often organize many activities in a set location, which is also considered as highly time-efficient for the client. We have inserted a FOE website in the following pages and after successful negotiations, FOE and its products can be found on some of them.

These are the website where we listed FOE.

Anglo

<https://www.angloinfo.com/member/signin>

Listing of business in travel activities

Get Your Guide

<https://supplier.getyourguide.com/en/>

German broker, world wide

Absolutely Portugal

<http://www.absolutelyportugal.co.uk/>

UK, Listing of businesses in travel activities

Sea bookings

<https://www.seabookings.com/>

Water sports activities Algarve

Algar experience

<https://www.algarexperience.com/pt/>

Provides several water experiences in the Algarve

Trip Advisor

<https://www.tripadvisor.pt/>

Trip Advisor is an American website dedicated to travel and tourism

Google Maps

<https://www.google.com/maps/>

Google Maps is an online mapping application and technology provided free of charge by Google

Hostels and hotels

One of the targeted marketing groups is hostels in Faro and on Praia de Faro, which CSF has already worked with before. In exchange for allowing hostels to promote on FOE's website (www.farocceanexperience.com), FOE requests the promotion of our activities presented at the hostels' reception.

These are hotels and hostels where we established cooperation.

Wax hostel, Praia de Faro

<http://wax-hostel.faro.hotels-pt.net/en/>

Beach life

<https://beachlifehostel.wixsite.com/farobeachlifehostel>

Luxury beach Guest house

reception@luxurybeachguesthouse.pt

1878 hostel

<https://www.hostelshub.com/>

Hostellicious

<https://hostellicious-pt.book.direct/en-us/contact>

Ibis

<https://all.accor.com/hotel/1593/>

Aeromar

<http://aeromar.net/>

Figure 5.3- Flyer to the hotels and hostels.

ACTIVITIES ON THE PRAIA DE FARO

Do you want to sport on holiday, feel the real atmosphere, visit secret spots, try new experiences, and get to know local people tips?

We offer a two amazing programs that will make your holiday unique!

PROGRAM I.

This program includes one half day activity by your choose.

or

PROGRAM II.

*This program is a full day program includes two activities, one morning and one afternoon with the break for lunch **

ACTIVITIES

SURF

Surf two-hour lesson includes all equipment (board, wetsuit and lycra). It is suitable for everyone, complete beginners and advanced surfers, children or adults and it is family friendly. Lessons are divided according to the level of clients into smaller groups with an instructor, which ensures





SUP OR KAYAK GUIDED TOUR RIA FARMOSA

The SUP and kayak tour last 3 hours and consist of a theoretical and practical parts. Tour goes through natural channel in Ria Farmosa park. On the tour you can observe oyster farms, big variation of different kinds of birds and fishes or enjoy incredible sunset up to the surface. The tour contains all the material as a safe jackets, paddles, boards or kayaks, guide of the tour. This experience is suitable for everyone: beginners or experience sportsman's and family friendly.

WALK IN NATURAL PARK

If you don't feel for water, you can take a guided tour through the Rio Farmosa Natural Park. The tour is 5 km long and is suitable for all ages and levels. Tour includes guide with stops on the strategic points to observe the birds. Along the way you will see a rich natural life and big variation of fauna and flora.



*Possibilities to reserve lunch in local restaurant for additional price.

6. CHAPTER – SERVICE QUALITY ANALYSIS

The aim of this chapter is to provide information about service quality based on the instrument for measuring service quality in sports enterprises from the customers' point of view, the tool being called SERVQUAL scale and to apply this survey to the CSF and FOE services.

6.1 Service quality concept

The researchers, over the past decades, have different approaches to service quality. Some of them describe service quality as a comparison of performance perceptions with expectations (Parasuraman, Zeithaml & Berry, 1988), while others view it as a comparison of performance and ideal standards (Cronin & Taylor, 1992). Others characterized service quality as a difference between expected service and actual service received. Service quality, also is the customers overall impression and reflection of service performance, service delivery systems, physical environment quality, interaction quality and overall consumption experience (Brady & Cronin, 2001; Yong & Pastore, 2004).

The nature of the services offered by sports enterprises implies a continuous contact or interaction between the client and the employees. During these encounters “the moment of truth” unfolds (Normann, 1984).

However, the one attribute about service quality that is often agreed upon by most researches, is the fact that service quality is received when customer satisfaction is exceeded and, thus placed at paramount importance by the service provider (Brady & Cronin, 2001; Yong & Pastore, 2004).

Nowadays, the increasing prevalence of the manufacturing and employment services sectors has led to the need for a tool to measure the quality of these services. It should be noted that the service sector accounts for over 66.44% of GDP and employs more than 98 million people in the European Community (EUROSTAT, 2020).

6.2 The SERVQUAL tool

The SERVQUAL tool is useful as a way of measuring the quality of services provided by sports companies (Zeithaml, Parasuraman & Berry, 1993). The questionnaire consists of 7 sections and 27 items; 8 items of the general knowledge responses, and 20 items of perception organized into five dimensions, which are assumed to be consistent with the mental map of the customer service quality dimension. Total of 27 items, organized into seven dimensions consisting of 3 items for geographic dimension, 4 items for added questions dimension, 4 items for reliability, 4 items for tangibles, 4 items for assurance and 4 items for capturing empathy and 4 items for responsiveness.

In the questionnaire, the participants were asked to evaluate on a scale of 1 - 7 to what extent they agreed or disagreed with the 20 statements provided, assessing the services rendered in sports enterprises.

Table 6.2- Summary of SERVQUAL items.

(adapted from Ziethaml & Berry, 1993 and Parasuraman et al., 1985)

Demographic survey		
Dimension	No. of Items in Questionnaire	Definition
Demographic	3	Define a customer from a demographic perspective
Added questions	4	Define a customer's motivation for using service and for traveling

Summary of SERVQUAL items		
Dimension	No. of Items in Questionnaire	Definition
Reliability	4	The ability to perform the promised service dependably and accurately
Assurance	4	The knowledge and courtesy of employees and their ability to convey trust and confidence
Tangibles	4	The appearance of physical facilities, equipment, personnel and communication materials

Empathy	4	The provision of caring, individualized attention to customer
Responsiveness	4	The willingness to help customers and to provide prompt service

The questionnaire is designed to be applied in person and requires a greater sample for statistical reliability. In practice, it is common to add other items such as respondent's demography, past experience, intentions and behavior. The final questionnaire can therefore consist of more than 60 items and usually takes at least one hour per respondent.

In this work, importance was placed on the speed and testimony of the questionnaire, as the intention was to accrue as little of the respondents' time after their experiences, to be able to collect results. The length of the questionnaire combined with the sample size requirements must be complemented by data management and analysis.

6.3 SERVQUAL APPLICATION - methodology

The purpose of this research was to investigate the effects of internal and external service factors on customer satisfaction in a sports environment. The study was conducted online, as well as at the location where FOE is currently based in Faro. During the time, the research was being carried out FOE received and provided its services to **50** clients. In the study two parts of questionnaire are used: (1) a demographic survey and (2) a customer satisfaction survey on service quality. This questionnaire focused on the seven dimensions described below.

The initial questionnaire was based on the SERVQUAL scale by Zeithaml, Parasuraman and Berry (1993). The questionnaire, in the present study, has an

introduction and instructions explaining the process. In the beginning of the survey, the respondents were to answer the demographic part and the added questions part which refers to the motivations of the traveling and usage of the services.

6.3.1 Design questionnaire

An introduction to the survey has been prepared, which will precede the questionnaire itself. The content of the questionnaires is described here including the information to whom the questionnaire is intended to, what its purpose is and how to fill it out. An expression of gratitude for completion of the questionnaire is added to the end.

The questionnaire consists of closed questions with an alternative "other" answer. The other part of the questionnaire concerning the clients' assessment of the quality of the service offered is different. Here the client responds by giving statements of answers in steps 1-7, where there is a possibility of agreeing, disagreeing or no opinion of the statement. The scale of the answers was:

- Strongly agree (1);
- Agree (2);
- Partially agree (3);
- No opinion (4);
- Partially disagree (5);
- Disagree (6);
- Strongly disagree (7).

There is a broad consensus on cognitive processes when respondents answer questions optimally (Cannell et al., 1981; Schwarz & Strack, 1985; Tourangeau & Rasinski, 1988). Firstly, respondents have to interpret the question and derive its intention. Furthermore, they must search the relevant information in their memories and then integrate them into a single judgment (if more than one consideration is remembered). Finally, the participant must translate the judgment into a response by choosing one of

the alternatives offered, which in this case stands as one of the 7 potential answers (Krosnick, 1999).

6.3.2 Preliminary testing

Preliminary testing of the questionnaire identifies questions that respondents have difficulties understanding and would not be able to interpret otherwise. In my research, the pre-test procedures were relatively simplified as they were not complex issues. The pre-testing was mainly about consulting my supervisor and my colleagues with the management of my work. Subsequently, some questions and procedures were finalized. Thereafter, the questionnaire was handed over to the first 10 volunteers with the possibility of raising questions during the execution of the questionnaire.

6.3.3 Data Collection

An important part of the work is to determine the distribution of the survey. In this case, following channels of communication were used:

- shared link on the website;
- e-mailing;
- physical handover of the questionnaire;
- social media promotion of the questionnaire.

In this case, two possibilities of filling in the questionnaire were used:

- by filling out a paper questionnaire directly at the club reception, the form is attached in the end of this work;
- by filling out the Google document electronically at <https://forms.gle/9ArqjD19SaWKFj6r9>.

6.3.4 Sampling and response rate

One of the characteristics of the survey is representative sampling. All groups of individual participants should be represented. Therefore, it is important to collect

opinions of different age groups, guests from different countries of origin and with different motivations who visit the club.

It is important to record the answers of people who were critical of the whole action, although the answers are likely to be biased. This is true also with the first enthusiasm of the client as soon as the activity ends. Responses immediately after the activity therefore usually tend to be highly emotionally charged. Thus, it is useful to give some time before contacting the respondent with the participants' survey so that the first wave of emotions has passed away (Krosnick, 1999).

Unfortunately, due to the spread of the Covid-19 virus, FOE was forced to close down services for the last month of my time at the company. Hence, I didn't have the opportunity to test as large a sample of people as I wanted. It was from this limitation that the online interviewing of clients who still managed to use the services was created, and the sample finally included 48 respondents.

On May 5, 2020, I closed the questionnaire survey with the following results. The questionnaire was attended by 48 respondents, with 32 of them undertaken online and 16 by physically filling out the form on paper.

6.3.5. Data analysis

The steps below should be taken immediately after the survey phase administration research has been completed:

- Each survey received will be examined for completeness. The entire database will be examined for completeness;
- Decisions will be made on how to handle incomplete surveys and database fields;
- Data analysis.

After collecting the necessary data, data is collected from all sources and compiled into a spreadsheet in Excel. Excel is statistic software and it has implemented tools for basic

data analysis, which prepares percentage evaluations with graphs. The graphs in this work depicted Frequency. All statistical analysis begins by counting the individual responses, which are in statistical frequency terminology. The absolute (specific number) and relative frequency are used, which expresses the representation of a specific value in the total and is expressed as a percentage (percentage of women in the total number of respondents). The frequencies were displayed graphically. In this work we will meet with a bar graph (histogram) and a pie chart, which is especially suitable for displaying relative frequencies. Part of the questionnaire had closed answers and part had questions with satisfaction scales. Unfinished or only partially completed questionnaires were not considered.

6.4 Results of service quality survey

In this chapter there is a graphical and numerical evaluation of the results collected by the questionnaire survey. These results are divided into the following sections:

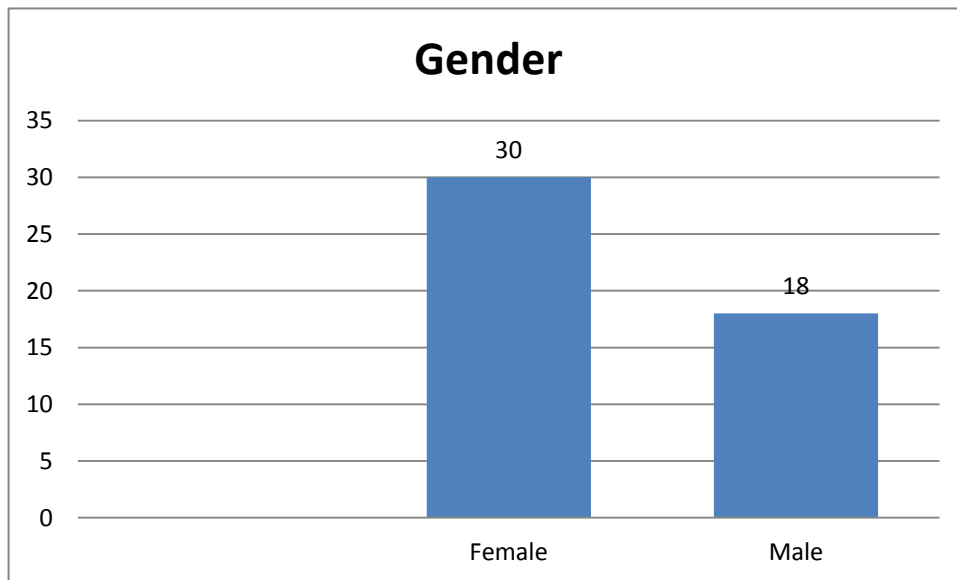
Characteristics of the sampling, which describes the different character of individual respondents, mainly: gender, age, language and the reason for coming to the Faro. This information helps Us understand the overall nature of the group and get an overall view. Furthermore, **the characteristics focus on how to find and book service**, which tells the company how the recommendations are shared and how is company's marketing effective. Also what channels are most effective and what needs to be strengthened.

Another section is the results from the perception of the quality of service. This section is illustrated by bar graphs with questions divided into five different segments.

6.4.1 Characteristics of the sampling

More women answered the questionnaire; they also represented the majority of the customers received, in the share of 62.5% against 37.5%.

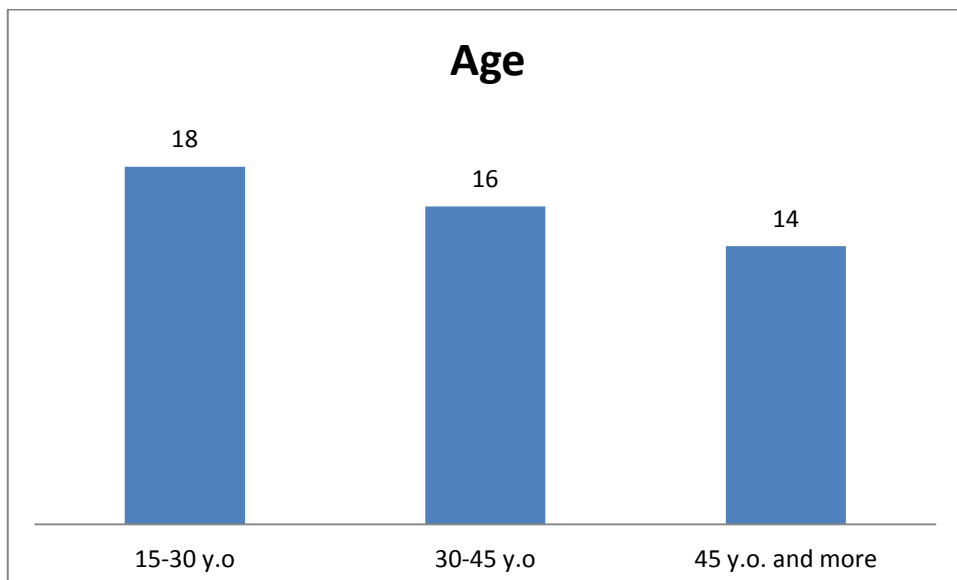
Figure 6.4.1- Gender



Only clients aged between 15 to 54 years answered the questionnaire. The different age groups were very balanced. Equilibrium of age groups and a large representation of different generations are important for the sample. This has been achieved.

In the first group 15-30 the average age was 24 years and the group represents the total number of respondents with a share of 37.5%. In the second group of 30-45 years, the average age was 36 years and the group represents the whole in the ratio of 33.3%. In the last age group 45+, the average age was 48 years. The oldest respondent was 66 years old. The share of this group is 29.2%.

Figure 6.5- Age



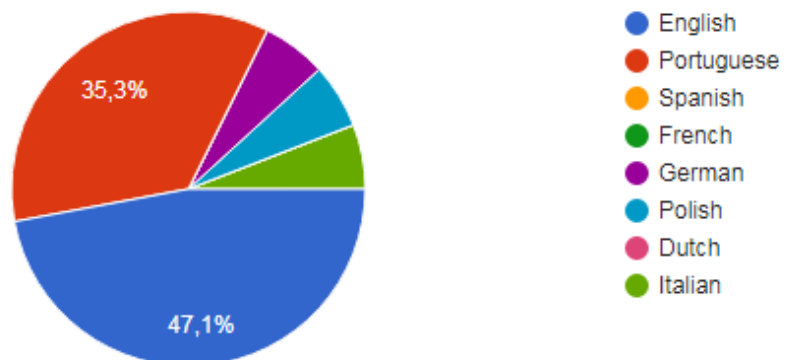
The following language groups answered the questionnaire. Our service is already available in English. We can draw inspiration for further translations of the site into the following languages: Spanish, Italian, Polish and German.

Furthermore, it is necessary not only to focus on the language skills of the instructors, who should obtain a very good level of English, but also on having instructors who are capable to lead lessons in other languages.

From experience, especially the French and Spanish often need an instructor who masters their language, as they do not speak English fluently. FOE instructors currently speak: English and Portuguese, Spanish, Czech, French.

Figure 6.6. Language

Language



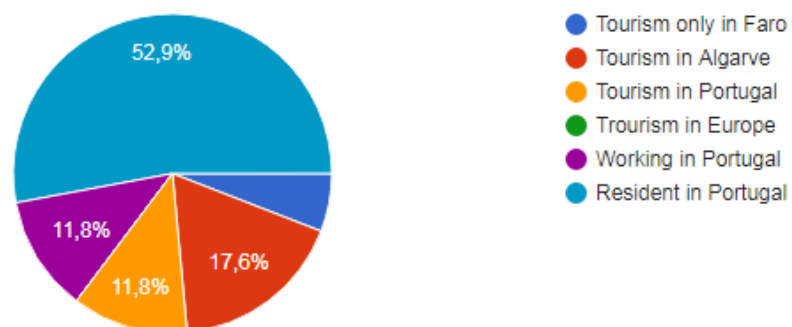
The main reason for traveling for the majority of the participants was: Tourism only in Faro, which implies that marketing should be focused here. The location of FOE and CSF is unique for its short distance from Faro city center and from the airport, which should be harnessed by establishing more cooperation with local hotels and tourist services.

Another option is to distribute leaflets directly in Faro, or considering opening a branch in the center of Faro for the sales of activities. In the future, a large board with an advertisement of CSF and its lessons on the left side of the current building is planned for easy visibility from the road.

Those who have relocated to Faro for work are also well presented, and the further exploration of this segment could be viewed as a great opportunity to connect with the companies which they work for. Thus, employees of different businesses should be considered as valuable assets in delivering recommendations of the services CSF offers. In the CSF and FOE website information has been laid available about the possibilities for teambuilding events and parties for companies.

Figure 6.7- Reason to stay in Faro

Reason to stay in Faro



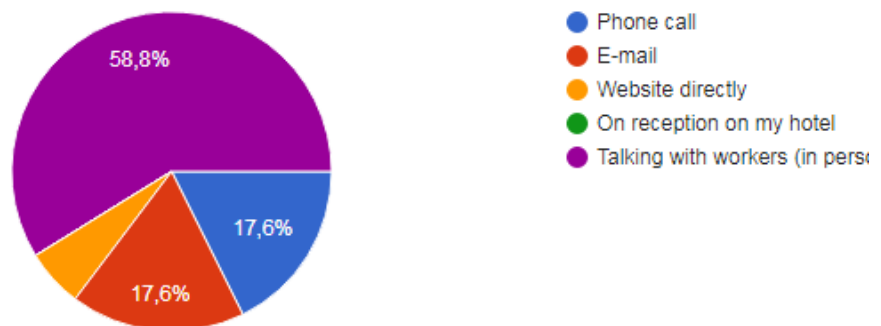
Regarding the reservation of services, it is depicted here how clients most often found us and how they booked the service. It is obvious that personal recommendations, word of mouth and agreements with the staff still play the biggest role. This means a good reputation for the company but stands also as a great opportunity to develop and enhance the profile on online platforms further and to reach more clients this way.

The figure also indicates that the social media activity should be better managed and ways to attract more attention online should be invested in.

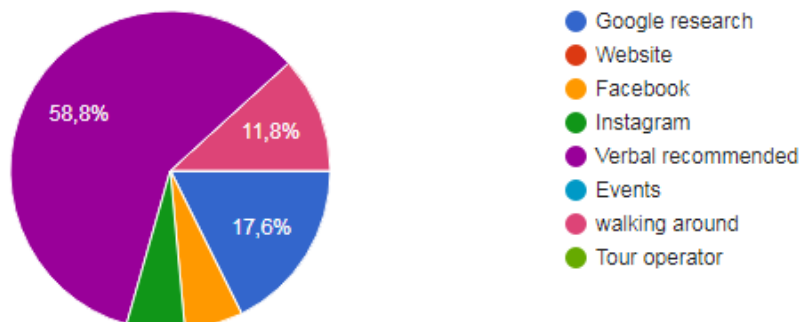
Nevertheless, good results were recorded by events that attract the attention of new clients and are also a fun and satisfactory experience for clients and permanent members.

Figure 6.8- Type of reservation

How did you book our service



How did you find Us



6.4.2 Quality of service - Reliability

The following results show the excellent safety of the activity, given that more than 95% of respondents strongly agreed that they felt safe.

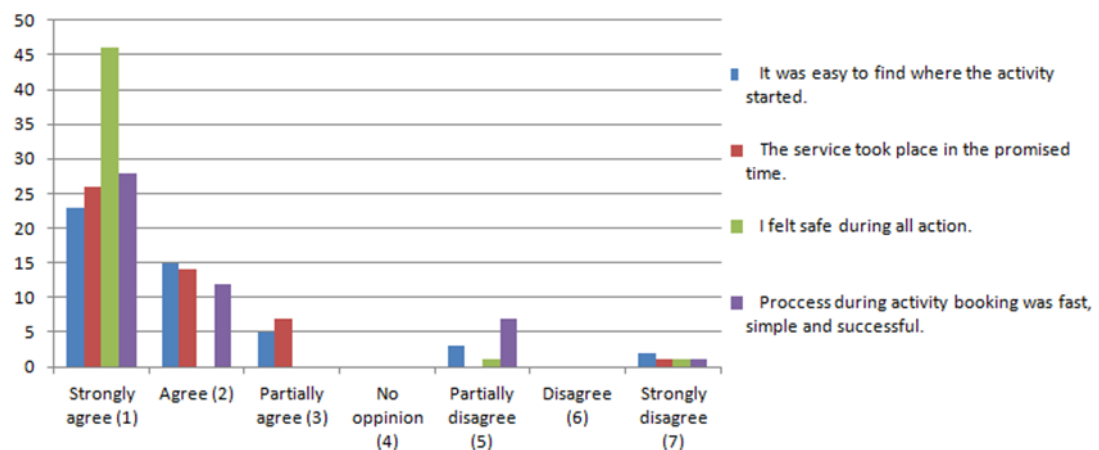
In the question: “*It was easy to find where the activity started.*” 6.3% and 4.2% of respondents disagreed with the statement. It is therefore necessary to ensure greater visibility of the company.

For 14.6%, it was partly difficult to go through the reservation system. It points to needed improvements in the booking system.

From the analysis of the reliability, we can see that the clients are mostly satisfied with the FOE Company and CFS. Areas of possible further improvement worth mentioning are better punctuality and greater visibility of the location of where the event is intended to take place.

Clients generally feel safe during the events which is one of the main priorities of the company. Not all clients are satisfied with the process of the booking activity, so it is necessary to investigate the problem further. It could be assumed that the problem probably derives from the complexity of completing the registration or from the needs to call for reaching timetables.

Figure 6.9. Reliability



6.4.2. Quality of service – Assurance

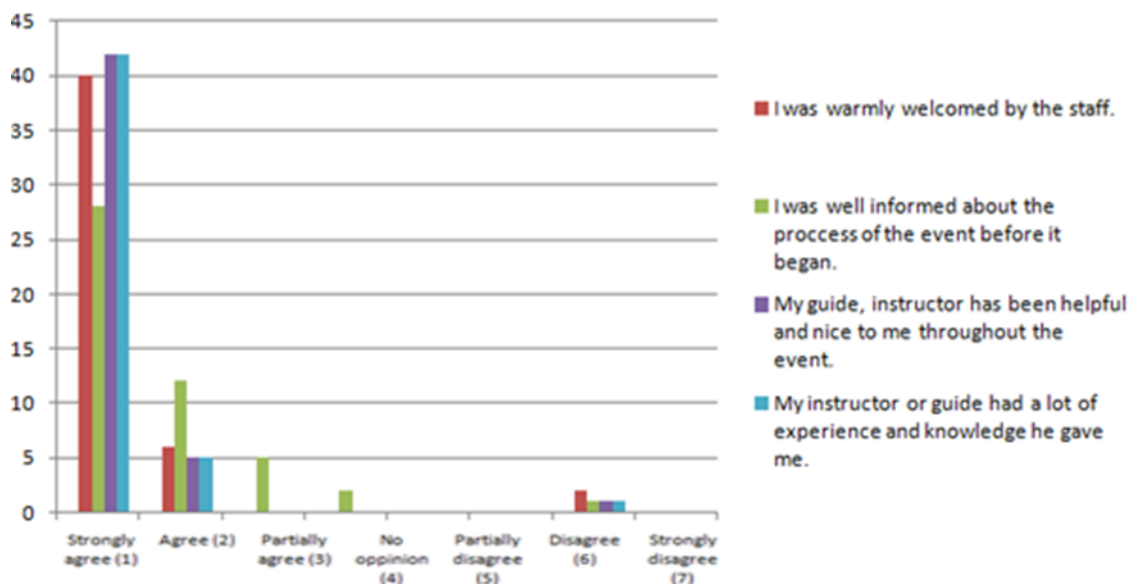
In the Assurance section, they were the most interesting findings were; 100% of customers were completely satisfied or satisfied with the welcome in the company, 83% strongly agreed and 13% agreed.

On the issue of information about the whole activity, 58%, 25%, 10% agreed, 2% strongly disagreed, 2% of respondents disagreed.

In general the clients, namely 88% and 10% strongly agreed and agreed that the instructor was useful and helpful throughout the event and 88% strongly agreed that the instructor was sufficiently educated and experienced, 2% of respondents disagreed.

The assurance field thus achieved very satisfactory results. In the assurance dimension, we can see great customer satisfaction with instructors and their work. There is space for further improvement in the theories provided before the event. Better information at the beginning of the event supports a good course of the whole event. Not all customers also felt warmly welcomed when attending the company's services. There is an attempt in place to change this, as over the summer months one club employee will be directly

Figure 6.10. Assurance



responsible for welcoming and introducing new clients to the club before handing them over to the instructors.

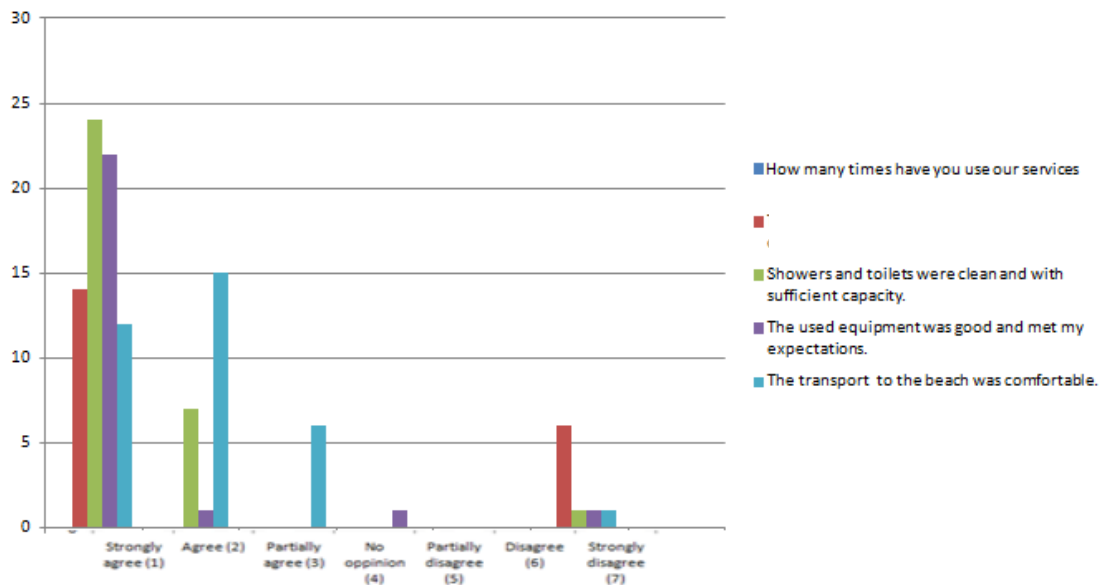
6.4.3 Quality of service – Tangibles

In the Tangibles section, the results of the question *"The place where the activity began was clean, organized, and maintained."* were surprising, with 12% of respondents strongly disagreeing and only 58% strongly agreeing. The shortcomings are probably on the side of Showers and toilets, where only 33% of respondents were strongly satisfied. Furthermore, there were objections to transport to the beach where only 29% were strongly satisfied and 2% were completely dissatisfied.

In this dimension, the improvement of the services company could be in the provision of the following services: transport, improvement of toilet space and showers and improvement of the overall aesthetics of the place.

The possibilities of toilet facilities are limited as they are public toilets, on the beach next to the building. It is therefore not in the company's power to redesign or change this device. Showers and changing rooms are maintained and clean directly in the building, but there is a limited capacity of 4 showers and two changing rooms.

Figure 6.11- Tangibles

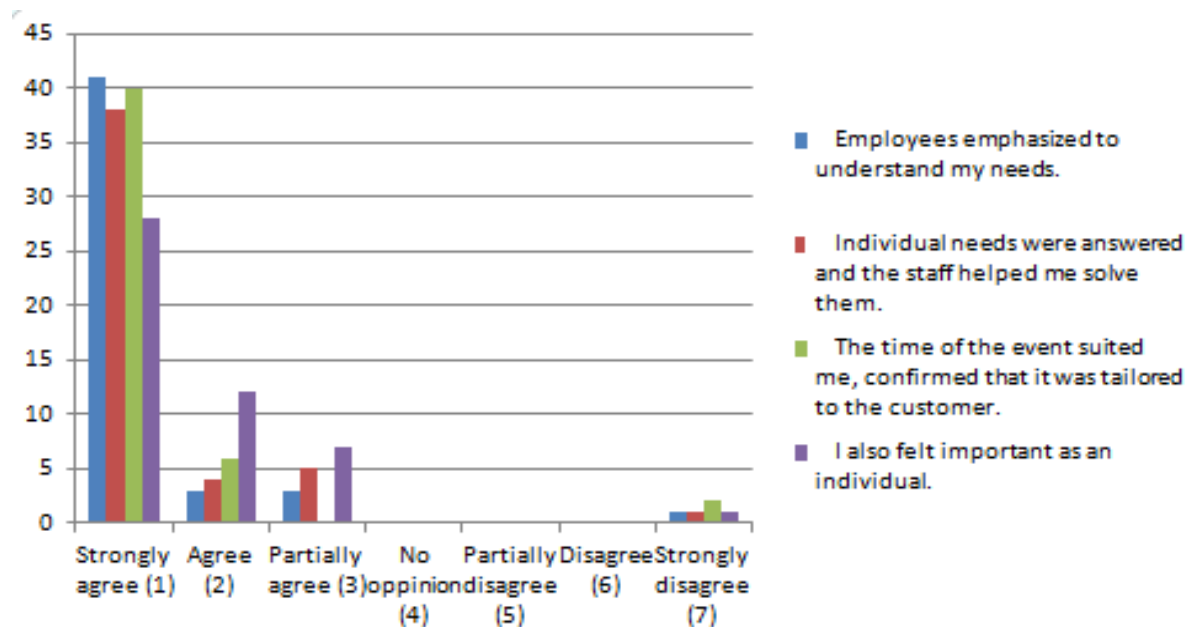


6.4.4 Quality of service – Empathy

In the empathy section, all questions asked reached more than 60%. Disagreement with any question was zero or less than two percent, we can conclude that the instructors are generally emphatic.

It was probably not always possible to stay true to the scheduled times of the events, and hence not all the guests felt noticed as individuals, but rather as part of a group. This could be avoided by dividing guests into smaller groups and by better time management. The school also offers private one-on-one lessons where individuals are given increased attention throughout the event.

Figure 6.12- Empathy

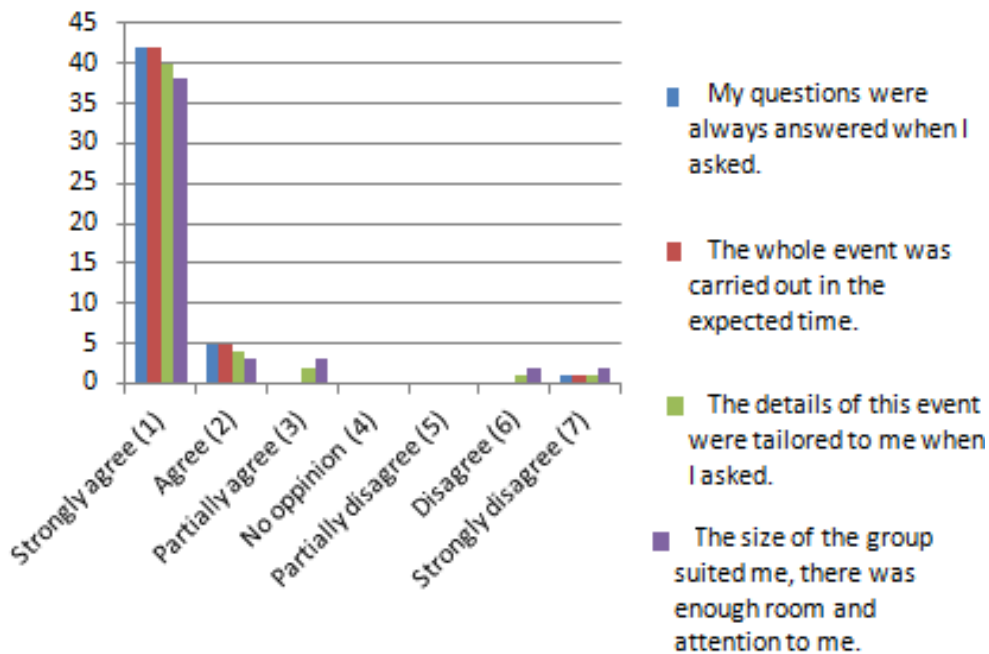


There is a plan to limit the maximum number of students in the group and to reschedule a time schedule differently: each group starts with a 15min difference in time and the lesson also ends with a 15 minute difference. This will avoid a large number of people in the building at the same time and will lead to a better time distribution of the whole event.

6.4.5 Quality of service – Responsiveness

In the Responsiveness section, all questions asked reached more than 60%. Disagreement with any question was zero or less than two percent, except for the question: "The size of the group suited me, there was enough room and attention to me.", where almost 8.5% of respondents disagreed. In the responsiveness chart, one can see the good communication skills of the instructors and the shortcomings in scheduling of the times and group sizes. It will be necessary to pay special attention to these two factors during further events.

Figure 6.13- Responsiveness



7. CHAPTER – CONCLUSIONS

7.4. Self assessment

I am a master student, completing the last accounting class for my undergraduate degree in Tourism Management. I recently completed an internship with Club Surf Faro and subsidiary Faro Ocean Experience.

Working for this company was great learning experience. Despite the fact that I had already work experience in tourism service and sport industry, work in a Club Surf Faro and development of the new company Faro Ocean Experience is a completely different.

As the Club Surf Faro is a small company, with simple hierarchy, it is easy to gain knowledge in different areas and to have access to relevant information for my final report. This was the perfect opportunity to learn more about tourism service, sport sector and tourism experiences. I improve my oral and written English and to put in place what I have learned in the Masters Degree classes.

As I had already experience to work for this company I was feeling like the team was my family. I had the pleasure to meet great people from different countries with whom I learned a lot. It was also a growing process for me, in a professional way in sport area and tourism industry, but also in personal way. I was dealing with a in numerous number of people every day, going through new challenges with focus to get better every day.

On the learning process I have manage to understand the management of the sport tourism experience company, the marketing process for a new company, leading of sport lessons and guiding experiences. The Club Surf Faro often creates great opportunities while offering internships as it helps students to improve their skills and it helps company in many tasks. Anyway I was one of the interns who could really help with the management company and work on important tasks and decisions.

At CSF, I was responsible for offering clients service primarily associated with active tourism. Throughout the course at the university, I always paid close attention to active tourism, and I was now able to harness this knowledge in my practice.

The work deals with a relatively new term of Tourism Experiences Service, which is a branch of active and sports tourism is expressing vast growth every year. In the sector, concepts as differences in sales and offering experiences and goods, e-marketing and e-commerce associated with the promotion of active experiences, price concept and P8 strategy and general information about the sport tourism experience have been explained.

Some practical activities I completed include when I worked as an instructor and I led surfing lessons and guided tours in the Ria Formosa area on SUP and kayaks.

I worked at the CSF reception and welcomed customers, provided information and registered them for experiences offered by the CSF, and later on FOE, and this opportunity has greatly helped me develop my communication skills in multiple languages.

The practical part of the internship was to make a functional marketing plan for the new company of FOE, which included the visibility of new websites, the establishment of social media accounts and their subsequent operation and further listings the company to the online brokers oriented for the sale of activities. I helped the creation of a better marketing structure, especially in the field of social media, where I used the knowledge of a marketing course I undertook at university. I created and managed new accounts for FOE on the platforms Instagram, Facebook, Google maps, Trip Advisor and more. On each of these channels, I added a regular content and gained new attention for the company.

For successful well-targeted marketing, I analyzed the market of tourists and then segmented groups of B2B and B2C potential clients. I helped to establish cooperation between CSF and hostels, tour operators and another surf camp, which work to those days.

I worked on the creation of a website for FOE online in: www.farocceanexperience.com and its translation into other languages. The website describes all available services and with online booking system. The site is now fully functional and serves a number of clients weekly.

I participated in the organization of events led by CSF, which were: Four Ocean surfing competition, Evolution Surfing competition, Mermaid weekend. In these particularly time-consuming days, I had the opportunity to participate in the preparation and planning of the entire event and then observe the impact of its organization afterwards.

At the end of the internship, the final objective was to obtain an evaluation of the quality of services offered to customers and to identify the company's strengths and weaknesses. With the help of supervisors, I used a validated survey to develop quality analysis of the services offered in the company. This questionnaire was distributed only by me, in the beginning in person, then online, where I addressed the last clients. The questionnaire was implemented and structured according to the SERVQUAL questionnaire. Data were collected from all sources and compiled into the tables. Sample of 48 respondents was obtained and the final procedure was carried out. Afterwards there were prepared percentage evaluations with graphic illustration. The results show that the company offers high quality services with little deficiency in time management, facilities and transportation. Moreover, excellent communication, knowledge of instructors' sympathy for the clients and a good overall service quality during the lessons were demonstrated.

Towards the end of my practice, the situation in the tourist industry was dictated by the COVID-19 virus, when tourism was completely ceased. This experience gave me an opportunity to explore alternative ways to approach the completion of the survey and thus, allowed me to adapt a new set of skills and doubtlessly broadened my knowledge. I finished the questionnaire survey online.

During the pandemic, CSF commenced to develop a new SURF and FITNESS EM CASA program, which gave me the opportunity to follow a successful new initiative in times of crisis and observe well managed crisis management. I participated in the programs as well and perceived it very positively.

For my future prospective, after handling my Internship Report to University I am planning to stay in the sport tourism field and probably try to build up my own business in that area. In this work it was shown that sport tourism segment is increasing and even though COVID is experiencing a recession of the entire tourism industry, I believe that in the coming years it will be a profitable sector for business again.

Positive aspects of practice:

Overall, I was very happy that I had the opportunity to experience working life through an internship; I think that since I want to continue working in tourism, the experience gained will be useful to me in the future.

The great advantage of the practice in this company was its simple structure, when I was in direct contact with the owners and management of the company on a daily basis and I had the opportunity to get to the really important tasks and really contribute.

In the field of marketing, I had to learn a lot of new information and I could try it right away with a new start-up such as the FOE project, which was an unmistakable experience that I can reflect on other projects.

The whole management and work team gave me a lot of freedom in decision-making and supported me. The whole company had a very friendly almost family atmosphere. I had the opportunity to get a lot of new useful and interesting contacts.

Furthermore, I had to face my shyness in communication and thus improved my communication skills, both in English and Portuguese. I understood that an excellent presentation is a big part of the success not only of the company but also on a personal basis.

Negative aspects:

As I mentioned, a big problem in my practice was the coming COVID pandemic, which began at the end of my practice. Due to the absolutely new situation, most of the plans could not be implemented or had to be changed, and it was difficult for both me and the company's management.

This pandemic also affected the results of my survey, where I could not test as large a sample as I would have liked, but in the end I was able to complete the research for which I am grateful.

This whole situation has also shown that tourism is not as safe a sector for investment in the Algarve as I would have expected, and that complications in the first years of the company's operations could be liquidated.

7.5. Developed objectives

The main contribution of my work for the Club Surf Faro was the foundation of the start-up Faro Ocean Experience which means I worked in area with the foreigners and holiday makers. Websites were created for the new company, during their creation I worked as: Copywriter, translator, reservation system developer, marketing support (marketing and communication development). Part of the marketing plan was the promotion of CSF and FOE on social media with a focus on Facebook, Instagram which was successfully established and developed by a regular content during my internship. The plan also included the setting of good visibility on Google maps and Trip Advisor, those searching tools were supported by greater visibility, reviews and good SEO management.

I and the company's management also devoted time to gaining new partnerships with companies operating in the tourism sector. At the end of the internship, we formed a partnership with hotels, hostels, one surf camp, travel agencies, etc.

The analysis of the service quality was performed to analyze the quality of the service offered. For the research was based on SERVQUAL method. A questionnaire was used to collect data for clients who had already experienced the service. The results and recommendations of this quality analysis were presented to the company's management and explained in relation to the strengths and weaknesses. With these results, the company could continue to improve.

The tasks obtained:

- Understanding the pedagogic curriculum and dynamics of the surfing lessons;
- data collection needed to present the company;
- daily tasks of CSF (participation in surf lessons, reception management, participation in future planning, communication with clients)
- analysis of marketing information on active and sports tourism;
- establishment of FOE, creation of their website and visibility of the company on social networks and tourism platforms. Copywriting and website administration, translation into English;
- analysis of the secondary survey adapted from research made by Turis & Cabaço, in 2019 for Camara Municipal de Faro, analysis of the results, using of secondary research to create a marketing plan for B2C and its evaluation;
- B2B marketing, creating partnerships with traders in tourism, exchange of our clients;
- activation and operation of social media networks, their development by adding regular content during practice.
- creating survey of the quality of the service provided based on SERVQUAL, collecting its data and evaluating the results.
- events organization – marketing, program, communication plan, participation.
- drawing conclusions and critical analysis performed after the end of the internship and writing this report.

7.6. Conclusion

The purpose of this work is to report the practice performed in Club Surf Faro and Faro Ocean Experience engaged in the sale of sports activities and experiences at Praia de Faro. At the beginning of the internship, the goals and tasks given by the company's management were set and were fulfilled during the internship. These were the practical tasks to help reinforce smooth management of the company and the theoretical goals associated with acquiring knowledge about the possibility of working in the company.

The main purpose of this internship was to gain new experience in the field of active or sports tourism and marketing on the part of the student and to gain benefits for the company of the intern's work during the entire internship on the part of company.

A great achievement disclosed in Club Surf Faro during my work was the creation of the secondary company of Faro Ocean Experience, which was intended exclusively for the division of tourists or holiday makers (non-regular clients). FOE is currently using an innovative website with online booking solution, where the client can find and book the activity and pay directly through the site. This site has been translated into English and Portuguese and more translations are planned. The company was successfully launched and successfully served many clients during the internship.

Part of the work is a survey of the tourist market in Faro, built on a date in 2019 and created by the municipal de Faro. This research showed where a company should focus its marketing focus. By analyzing the data provided in this study was it evident which countries to select to focus on in the marketing for the B2C and B2B markets. Great interest in surf camping, surf packages and Ria Formosa activities was discovered.

In the final part of the work, research into the quality of service revealed the strengths and weaknesses of the company from the perspective of clients who have been served recently. These findings can influence future changes and company behavior.

In a nutshell, this internship has been an excellent and rewarding experience. It can be concluded that working in the Surf Faro club and the new company Faro Ocean Experience has been beneficial for me and the company. new knowledge, skills were acquired, and goals were achieved.

Personally, I gained insight into professional practice. I learned various aspects of working in the organization of sports tourism. In connection with my study, I learned more about the curricula of marketing planning, communication and sports activities. I have experienced that the marketing plan, as in many organizations, is an important factor for future success. The internship was also good to find out what my strengths and weaknesses are and my time spent researching learning and discovering new opportunities has paid off and helped build a fully functional FOE company and its website.

During the pandemic crisis that took place in practice, the company has shown strong initiative in maintaining customer friendliness, despite the pre-season Covid-19 crisis, and has remained strong for as long as it has been forced to close its doors to all clients.

Lastly, the appendix contains a detailed work schedule of the student's work performed with the number of hours exceeding the minimum requirement of 320 hours for practice.

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APPENDIX

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Appendix 1- Internship activities

Event organizing

Events organized by CSF or FOE for the support of the members, marketing reasons, sponsoring reasons etc. During the organizing of the events, I have been placed responsible for helping on various tasks, such as the preparation of materials for promotion of the events followed by the marketing on social media, both before and during the event. Other tasks include the preparation of the locations for the day of the event or competition, and helping with contents together with preparing and planning. Undoubtedly, part of job is physical assisting on the day of the event, followed by the helping with cleaning after the finish.

Receptions

CSF and FOE has regular opening hours 9-17.00

During these hours, there is always someone physically on the place and working on daily tasks of the organization such as: answering the emails and calls, taking care of the reservations system, taking care of the clients who attend the classes or use any service, taking care of social media and marketing, keeping the place tidy and organized. In my case, I was mainly involved in communicating with the foreign clients and in the developing of the new website project www.farocanexperience.com. I also managed the communications displayed on Instagram, Facebook and via emails on this project.

Providing client service	This work is about providing service physically to the client (tourism service experience). In CSF and FOE, I was providing these activities as an instructor: surf lessons, guided tours on SUP and kayak. I was also helping with teambuilding programs and stretching classes.
Briefing	Meeting with the supervisor and planning the following steps. I usually received assignments for the coming month and presented the assignments that were completed. The following persons were present at these meetings: me, my thesis supervisor, CSF supervisor and CSF president.
Office work	Work on my personal or club computer together with my internship report. That is, writing the work itself evaluating the results of research and the collection of theoretical information. Conduction of further work on the website. During the months of April and May, home office replaced the work in the club. Because of the spread of the COVID virus, it was impossible to work in the workplace.
Learning process	Process connects to the observation, learning and evaluation of my work, handled by my supervisors.

Appendix 2- The objectives

GOAL	PROCESS
<ul style="list-style-type: none">· To learn pedagogic curriculum of service provided	<p>Learning theory: by learning the curriculum according to club's work and by consulting with the club president. We also use theoretical information in practice to get feedback from supervisors. The goal is to improve the quality of my services offered to clients and find out exactly how the company works.</p>
<ul style="list-style-type: none">· To provide tourism service (surf lessons, SUP lessons, kayak tours etc.)	<p>This is a practical part of the work. Every week I attend surfing lessons or other services offered to clients, either as a coach or just as an observer. After the lesson, I receive feedback from my supervisors and clients through the SERVQUAL questionnaire survey below.</p>
<ul style="list-style-type: none">• To participate in the organization of events - marketing, program, communication plan, participation	<p>This is a practical part of the work. I participate in events organized by CSF or FOE. The events are organized to support members, for marketing reasons, sponsorship reasons, etc. When organizing the event, I am responsible for helping with various tasks, such as preparing materials for promotional events, followed by social media marketing before and during the event. Another task is to prepare the place on the day of the event or competition and help with content that is being prepared and planned. Further, physical assisting on the day of the event, which is followed by helping with cleaning after.</p>
<ul style="list-style-type: none">•To analyze the marketing strategy for CSF and FOE, design B2C and B2B marketing	<p>This is the theoretical part of the work where I compare and research marketing methods to take advantage of the maximum success of the new FOE project, for which I am</p>

<ul style="list-style-type: none"> • To analyze new marketing information and available 	<p>partly responsible. This is a tourism survey in the Faro area, focused on active holidays.</p>
<ul style="list-style-type: none"> · To activate social media of FOE and continue in social media communication of CSF 	<p>This is a practical part of the work, when new social media profiles were created: Instagram and Facebook, which were used to promote the new project www.farocceanexperience.com. These mediums were promoted to target countries and groups that emerged from the marketing analysis I conducted. The media coverage on Facebook and Instagram from CSF continues.</p>
<ul style="list-style-type: none"> · To take part on new website www.farocceanexperience.com and to translate website to English 	<p>The website was created by an IT specialist. The experience offered was created by the CSF team. I was in charge of the following: English translation of the site, the creation of a page with a link to accommodation which includes cooperation with hostels and hotels.</p>
<ul style="list-style-type: none"> • To develop and apply a B2B marketing strategy for FOE 	<p>The theoretical part was about gathering possible contacts with travel agencies that operate in this area. In addition, marketing support was used for e-mail marketing, especially for the B2B market, where companies in the field of interest in active tourism were sought.</p> <p>In practice, cooperation was created, and the companies sent us clients to use the services.</p>
<ul style="list-style-type: none"> · To work on specific daily tasks of director from CSF, FOE 	<p>These include the planning of events, the production of leaflets, communication with hostels, hotels and clients, the provision of services at the reception or teaching and methodology of the procedures.</p>

· To collect information about company for presentation

Part of the report is a PowerPoint presentation about the company.

· Quality of service research by the SERVQUAL

The SERVQUAL survey for the quality of service given to clients who have tried the service with us. Based on this questionnaire our provided service quality is evaluated.

· Analyzing results of quality service survey

· To create critical analysis of the work done and noted the positive and negative aspects that took place during my time in CSF

At the end of the work the evaluation of my practice is described. Evaluation of the work that has been done, comparison of research results and recommendations for the future operations of the company.

Appendix 3- Internship Plan

ACTIVITY	DATE	HOURS	PLACE	DESCRIPTION
Providing clients services	9.11	5	CLUB	SUP lesson process. Goal is to be part of a working group, communicate well with clients.
Briefing	12.11	3	CLUB	Internship paperwork, internship proposal
Briefing	13.11	2	CLUB	Schedule of first week, daily task for each day, education process
Office work	14.11	4	HOME OFFICE	Make a worksheet with the schedule of a lesson for every week, connect contacts between colleagues and me in the club by Google docs
Events organization	17.11	5	EVENT	Events organized by CSF, surfing competitions
Office work	22.11	2	CLUB	Time schedule for next week and work plan for this week, discussing which marketing strategy is the best for CSF and FOE
Providing client service	24.11	5	CLUB	Surfing lesson process, be part of the working group, communication with clients
Providing client service	25.11	4	CLUB	Learning curriculum of the lesson and application

Office work	27.11	5	CLUB	Meeting with IT website developer to see what we have to build up on the new booking site www.faroeceanexperience.com, getting first tasks for helping with the website
Learning process	28.11	4	CLUB	Using theoretic knowledge from curriculum on practical lessons, observed by a supervisor
Providing client service	29.11	5	CLUB	Surf lesson with 6 clients
Event organizing	30.11	6	EVENT	INTERSOCIOS. Surfing competition for club's members
Learning process	2.12	5	CLUB	Learning about the process of caring about the clients from the beginning of the service until the end of the service
Receptions/ office work	4.12	5	CLUB	Working on the new website, EN translation (all experience 1 st part)
Receptions/ office work	5.12	5	CLUB	Working on the new website, EN translation (all experience 2 nd part)
Receptions/ office work	6.12	5	CLUB	Working on the new website, EN translation (all experience 3 rd part)

Receptions/ office work	7.12	4	HOME OFFICE	Reading and analyzing new study of Faro Municipal about Tourism market in Faro
Providing client service	8.12	5	CLUB	Surfing lesson process, learning how to be part of the working group, and how to communicate with clients
Receptions/ office work	12.12	4	UNI	Analyzing marketing research case studies of municipal de Faro, printing documents needed
Receptions/ office work	16.12	4	CLUB	www.farocceanexperience.com – creating an accommodation selection
Briefing	17.12	6	CLUB	Meeting with the supervisors, schedule for marketing work for the following week, promotion in hostels
Receptions/ office work	18.12	5	CLUB	Working on flyers for the display at receptions of hostels
Receptions/off ice work	20.12	5	CLUB	www.farocceanexperience.com – creating a selection for accommodation
Providing client service	22.12	5	CLUB	surfing lesson
Providing client service	23.12	5	CLUB	surfing lesson, taking reviews

Providing client service	29.12	5	CLUB	surfing lesson, taking reviews
Providing client service	30.12	5	CLUB	Surfing lesson, taking reviews
Receptions/ office work	7.1	5	CLUB	B2B marketing, email collection
Receptions/ office work	8.1	5	CLUB	Instagram, Facebook - new posts scheduled for the following week
Receptions/ office work	9.1	4	CLUB	Social media Facebook first page creation and publication
Receptions/ office work	10.1	5	CLUB	www.farocceanexperience.com – marketing, analyses of work done until now
Receptions/ office work	13.1	5	CLUB	www.farocceanexperience.com – marketing, analyses of work done until now
Providing client service	14.1	5	CLUB	Surfing lesson, taking reviews
Briefing	15.1	3	FORUM ALGARVE	Meeting with the supervisors

Receptions/ office work	17.1	5	CLUB	Schedule for the thesis with goals for next 14 days, continue in marketing research
Receptions/ office work	21.1	5	CLUB	Email collecting finished, email communication with selected companies
Receptions/ office work	22.1	5	CLUB	Emailing, Trip Advisor and Google account listing
Receptions/ office work	23.1	5	CLUB	Google account settled, working of first listing with www.seabookings.com
Receptions/ office work	24.1	2	UNIVERSITY	Research service Quality – working on the questioner
Receptions/office work	27.1	5	CLUB	Trip Advisor account created with all the experience, implication of P8 strategy
Receptions /office work	28.1	5	CLUB	Reception club service, rentals
Briefing	30.1	2	CLUB	Meeting with the supervisors and IT specialist, website developer and employees
Event organizing	2.2	7	WAX	FOUR OCEAN surfing competition

Receptions/ office work	3.2	4	club	Marketing - boosting and analyzing Google, social media
Receptions/ office work	4.2	4	CLUB	Research service Quality – SERVQUAL STUDY
Receptions/ office work	6.2	4	CLUB	Research service Quality – SERVQUAL STUDY, form on the paper in excel
Briefing	7.2	4	CLUB	Fare Harbor meeting
Receptions/ office work	17.2	5	CLUB	Accommodation section on website changed, changing of old website of CSF
Receptions/ office work	21.2	4	CLUB	Changing old website www.clubsurfaro.com, changing contacts putting old banners out
Receptions /office work	22.2	4	HOME OFFICE	Changing old website www.clubsurfaro.com, changing English versions
Receptions/ office work	2.3	4	CLUB	www.farocceanexperience.com/alojamento / - PT and EN version finished
Receptions/ office work	2.3	4	HOME OFFICE	Changing old website of CSF, sections: sign up, surf lessons and services and prices

Receptions/ office work	4.3	5	CLUB	Answering emails of FOE, collecting propagation goods (t-shirt), receiving new wetsuits, adding Ibis as a partner to the website
Receptions/ office work	5.3	5	CLUB	Reception, email cooperation, editing website, news feeds on all social media
Receptions/ office work	6.3	5	CLUB	Reception, email cooperation with partners, editing the website , talking to the team about next steps
Receptions/ office work	17.3	2	HOME OFFICE	Email controlling, report writing
Receptions/ office work	18.3	2	HOME OFFICE	Report of the work done, citations chapter in internship report
Service quality research	30.3	4	HOME OFFICE	Survey SERVICE QUALITY - emailing to the customers
Service quality research	3.4	4	HOME OFFICE	Survey SERVICE QUALITY - online platform Google Form
Service quality	4.4	4	HOME OFFICE	Survey SERVICE QUALITY - new theoretic information added to this report about effective way to distribute survey

research				between a people
Service quality research	7.4	4	HOME OFFICE	Survey SERVICE QUALITY - social media distribution
Service quality research	8.4	4	HOME OFFICE	Survey SERVICE QUALITY - first answers collection
Service quality research	9.4	4	HOME OFFICE	Survey SERVICE QUALITY - distribution by the Trip Advisor and FOE website
Service quality research	10.4	4	HOME OFFICE	Survey SERVICE QUALITY - emailing
Service quality research	13.4	2	UNIVERSITY	Survey SERVICE QUALITY - printing a physical papers forms
Office work	15.4	2	HOME OFFICE	Writing report
Social media	21.4	2	HOME OFFICE	Social media - new feeds
Office work	22.4	4	HOME OFFICE	Writing report

Office work	24.4	4	HOME OFFICE	Writing report
Office work	26.4	4	HOME OFFICE	Writing report
Office work	22.4	2	HOME OFFICE	Writing report
Office work	24.4	4	HOME OFFICE	Communication with thesis supervisor and working on the feedback
Office work	26.4	4	HOME OFFICE	Social media – news feeds
Office work	1.5	4	HOME OFFICE	Survey SERVICE QUALITY - closing, CONCLUSION
Office work	2.5	4	HOME OFFICE	Survey SERVICE QUALITY - closing, CONCLUSION
Office work	5.5	5	HOME OFFICE	Final corrections and distributions of the final work between my supervisors
Providing client service	9.5	5	CLUB	Meeting with president of the CSF regarding the information of client service provided with a COVID regulations
TOTAL		326	HOURS	

Appendix 4- Survey SERVQUAL

SERVQUAL										
Dimension	N.	Question								
Demographic survey	1	Gender	Female	Male						
	2	Age	12 - 15 year old	15-30 year old	30-45 year old	45+ year old				
	3	Nationality:								
	4	Language	English	Portuguese	Spanish	French	German	Polish	Dutch	Other:
Added Questions	5	Reason to stay in Faro	Tourism only in Faro	Tourism in Algarve	Tourism in Portugal	Tourism in Europe	Work in Portugal	Resident in Portugal		
	6	How did you book our service	Phone call	E-mail	website directly	Reception at the hotel	through talk with workers	Other:		
	7	How did you find Us	Google search	Website	Facebook	Instagram	Verbal recommended	Events	Walking around	Tour operator
	8	How many times have you use our services	It is my first time	I am regular client	I am coming back after good experience I had					

Quality of service – SERVQUAL										
Dimension	N.	Questions								
			Strongly agree (1)	Agree (2)	Partially agree (3)	No opinion (4)	Partially disagree (5)	Disagree (6)	Strongly disagree (7)	
Reliability	9	It was easy to find where the activity started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	10	The service took place in the promised time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	11	I felt safe during all action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	12	Process during activity booking was fast, simple and successful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assurance	13	I was warmly welcomed by the staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	14	I was well informed about the process of the event before it began	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	15	My guide, the instructor has been helpful and nice to me throughout the event.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	16	My instructor / guide had a lot of experience and knowledge he gave me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tangibles	17	The place where the activity began was clean, organized, and maintained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	18	Showers and toilets were clean and with sufficient capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	19	The used equipment was good and met my expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	20	The transportation to the beach was comfortable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empathy	21	Employees emphasized to understand my needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	22	Individual needs were answered and the staff helped me solve them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	23	The time of the event suited me, confirmed that it was tailored to the customer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	24	I also felt important as an individual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responsiveness	25	My questions were always answered when I asked	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	26	The whole event was carried out in the expected time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	27	The details of this event were tailored to me when I asked	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	28	The size of the group suited me, there was enough room and attention to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>