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**Badoca Safari Park:
A Proposition on How to Efficiently Target the
Young Segment**

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Abstract

Dissertation Title: “Badoca Safari Park: A Proposition on How to Efficiently Target the Young Segment”

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Badoca Safari Park is an Animal Theme Park, which provides the opportunity to spend a day in contact with nature and different animal species. The Safari Park, pioneer in Portugal, achieved successful performances during the first years of activity. However, annual attendance has been declining over the last years across all age groups. The current study focuses on the 15-24 years old target, who are of strategic relevance, given the Park’s poor performance in retaining the young sement as they grow older.

The main objective of the dissertation is to suggest how to efficiently communicate with the age group in order to increase their retention. Given the relevance of the online media channels within the target, the study focuses on digital marketing strategies.

The methodology comprised the development of interviews and an online questionnaire. It was found that although Badoca occupies a prominent place in the consumer’s minds, their perceptions are not necessarily aligned with the Park’s desired positioning. Nevertheless, the Park benefits from many positive perceived points-of-difference when compared to competitors, which may be used in future marketing communications. It was also found that within the 15-24 years old target, there are two distinct segments to be targeted in future marketing initiatives. Lastly, the Park is not taking full advantage of the online media channels for marketing purposes. Hence, improving the landing page of the website, launching a mobile application, practicing e-mail marketing, and communicate through social networks websites are recommendations included in the end of the study.

Resumo

Título da Dissertação: “Badoca Safari Park: A Proposition on How to Efficiently Target the Young Segment”

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Badoca Safari Park é um Parque Temático de Animais, que oferece a oportunidade de passar um dia em contacto com a natureza e diferentes espécies de animais. O Safari Parque, pioneiro em Portugal, alcançou um desempenho de sucesso durante os primeiros anos de atividade. No entanto, o número de visitantes anual tem vindo a decrescer nos últimos anos em todos os grupos etários. O presente estudo centra-se no segmento 15-24 anos, que é de grande relevância estratégica, dado o fraco desempenho do Parque em reter o segmento jovem quando estes crescem.

O principal objetivo da dissertação é sugerir formas de comunicar eficazmente com o grupo etário, a fim de aumentar a sua retenção. Dada a relevância dos meios de comunicação *online* reconhecida pelo segmento, o estudo centra-se em estratégias de marketing digitais.

A metodologia compreendeu o desenvolvimento de entrevistas e questionário *online*. Verificou-se que, embora o Badoca ocupe um lugar de destaque na mente dos consumidores, as suas perceções não estão necessariamente alinhadas com o posicionamento desejado do Parque. No entanto, o Parque beneficia de positivos pontos-de-diferença, que podem ser utilizados em comunicações de marketing futuras.

Constatou-se também que, dentro dos 15-24 anos, há dois segmentos distintos a ser abordados em iniciativas de marketing futuras.

Por último, o Parque não está a beneficiar totalmente dos meios de comunicação *online* para fins de marketing. Assim, melhorar a página inicial do site, lançar uma aplicação móvel, praticar *e-mail* marketing, e comunicar através das redes sociais, são recomendações incluídas no final do estudo.

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To my dear mother, I am forever thankful for the love and support you give me every single day. Especially during the development of this dissertation, you were always there to give me strength and motivation.

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List of Acronyms

UNWTO – World Tourism Organization

PENT – Plano Estratégico Nacional de Turismo

INE – Instituto Nacional de Estatística

AZA – Association of Zoos and Aquariums

SNS – Social Networking sites

MARCOM – Marketing Communications

BE – Brand Equity

CBBE – Customer-Based Brand Equity

CBBETD – Customer-Based Brand Equity for a Destination

e-WOM – Electronic Word-of-Mouth

DMO – Destination Marketing Organizations

UGC – User-generated Content

IT – Information Technology

MDS – Multidimensional Scaling

Mobile Application – Mobile App or App

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1. Introduction

1.1 Background: The Tourism Development

The tourism sector has experienced rapid growth and gained importance around the world especially due to its capacity of wealth-generation and job-creation. If on one hand the economic impacts are clear, notably through high employment and exports increase, on the other hand the importance gained of the sector raises huge challenges to all agents who deal directly or indirectly in this economic sector. According to the World Tourism Organization (UNWTO), in 2014 the number of international tourist arrivals increased by 4.7%, being the fifth consecutive year where it increased at an average annual rate of 5%. Among the various regions of the world, Europe concentrated more than half of the international tourist arrivals (51.4%), a 3.0% increase in relation to 2013. For 2015, UNWTO forecasts international tourism to grow by 3% to 4%, further contributing to the global economic recovery.

Portugal is no exception. The tourism sector is becoming a source of competitive advantages, with an increasing potential for future development. *The Travel & Tourism Competitiveness Report* (World Economic Forum, 2015) refers that Portugal occupies the 15th position in the world ranking of competitiveness of tourist destinations and the 9th of the European continent. Indeed, according to data from Banco de Portugal with regard to the item “Travel and Tourism” from the balance of payments, revenue has increased 12.4% from 2013 to 2014 and stood above 10 thousand million Euros, registering the greatest increase in the last decade. According to the same font, revenues will continue to grow in 2015, based on the relative changes from the first semesters of both years (2014 and 2015).

These facts result in the government and tourism stakeholders currently making a major commitment to develop the sector, namely through PENT (Plano Estratégico Nacional de Turismo), an initiative from Turismo de Portugal. The 2013-2015 edition states clear quantitative goals to be achieved based on the country’s potential. According to this plan, the national effort and development policies towards tourism rely on the following 10 dimensions: Sun and Sea; Nature Tourism; Nautical Tourism; Integrated Resorts and Residential Tourism; Business Tourism; Golf; Food & Wine; Health & Wellness; Cultural and Landscape Touring; and City Breaks.

1.2 Nature Tourism & Animal Theme Parks in Portugal

In view of the increasing demand, competition in the tourism sector is growing on a global scale. The success of the companies operating in the sector depends on factors such as innovation, creativity and ability to generate value propositions attractive enough to make tourists engage in a certain activities. The report *Turismo 2020 Cinco Princípios para uma Ambição* (Turismo de Portugal, 2015) defines a competitive ambition for Portugal to become a benchmark destination in Europe. In a SWOT analysis, the report highlights the growing potential of the Nature Tourism sector, resultant of major environmental concerns by the Portuguese population and gradual adoption of more sustainable touristic behaviors. Similarly, the report *Animação Turística em Portugal* (Turismo de Portugal, 2013) reveals the category of Nature, Adventure and Outdoor Tourism as being in higher demand, sought by 70% of the Portuguese population, over others such as Cultural Tourism, Landscape Touring or Tourism in Fixed Installations.

The Animal Theme Parks in Portugal, within the Nature Tourism sector, must take advantage of the preferences from the Portuguese population for these touristic activities and face the figures as an opportunity to grow. AZA, an American based nonprofit organization, is dedicated to the advancement of accredited Zoos and Aquariums in the areas of animal care, wildlife conservation, education and science. In Portugal, the Zoos and Aquariums that mostly rely on educating for the environmental protection, offering the opportunity to see and interact with different animal species, are Jardim Zoológico de Lisboa, Ocenário de Lisboa, Badoca Safari Park, Monte Selvagem, Zoo de Lagos, Zoomarine, Zoo da Maia and Zoo Santo Inácio. Thus, these are the Parks that will be addressed in the study. Apart from the similar values criteria, there was also an effort to select geographically dispersed Parks, as the first two are located in Lisbon, the second two in Alentejo, the third two in Algarve and the remaining in the north of Portugal. Appendix B4 contains information about each of these Parks.

1.3 Badoca Safari Park

The current study focuses on Badoca Safari Park, an Animal Theme Park located in Santiago do Cacém, approximately one hour away from Lisbon. Due to the seasonality of the business, the Park operates from March to October, essentially offering to consumers the opportunity to spend a day in contact with nature and different animal species. Within 90

hectares of land, the core activity and major source of attractiveness is that visitors can experience a Safari along 1 hour overland journey, being offered the opportunity to see 30 different wild species living freely as well as learn more about them. Additionally, the Park offers a wide range of different leisure activities that mainly aim to increase ecological awareness and environmental preservation. Among them, there are Birds of Prey shows to assist, a Primate’s Island to visit, a Pedagogic Farm, an “African Village”, a Tropical Rainforest and a Rafting, where visitors enjoy the journey in a boat conducted by rough waters. The entry price for people aged between 11 and 64 years old is 17,50€, where optional activities such as the Rafting and Interaction with Lemures are not included. Images of the Park as well as more information about the different activities offered can be found in Appendix B1 and B2, respectively.

Badoca Safari Park was launched in 1999, being pioneer in Portugal and achieving quite successful performances during the first years of activity. The Park was the subject of documentaries and TV news and, in 2004, staged the Portuguese soap opera “Queridas Feras”, which afforded the highest number of visitors in the history of the Park - nearly 270.000. However, in the last years, annual attendance ranged from approximately 138.000 visitors in 2012 to 79.000 in 2015, registering a trend for a declining growth rate (Exhibit 8.1). Badoca’s annual attendance is contradictory to the benchmark performance of AZA, predicting that Wildlife Parks must be able to attract a minimum of 270.000 average annual visitors in order to be profitable.

As a result of the decline in attendance targets, the Park has also been experiencing a downward trend in its turnover, which ranged from approximately 1.5M€ in 2011 to 950.000€ in 2015 (Exhibit 8.2).

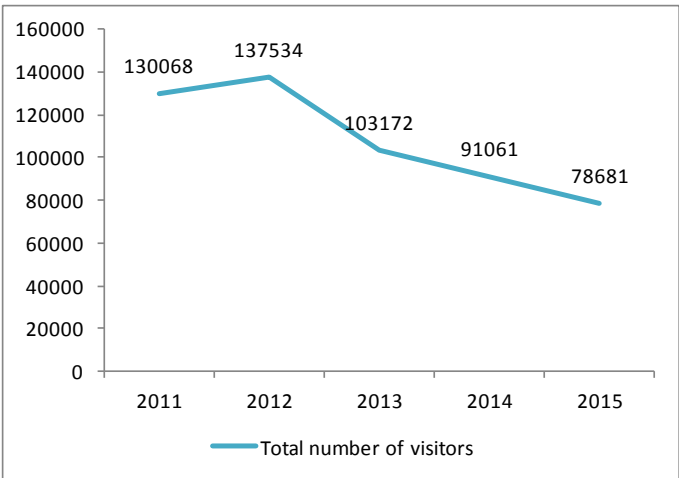


Figure 1. Badoca Safari Park’ total number of visitors in the last five-year period

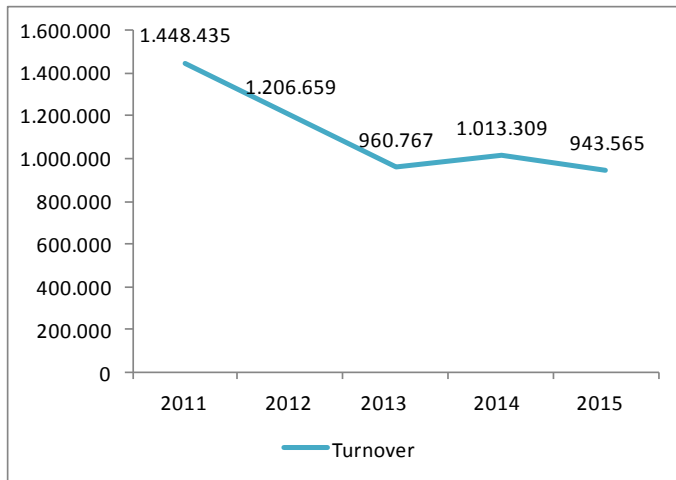


Figure 2. Badoca Safari Park' turnover in the last five-year period

The downturns in the financial performance are therefore naturally linked to the decline in annual attendance. The decrease in number of visitors over the last years has been reflected across all age groups. However, a fact that deserves special attention is the Park's poor performance in retaining the young segment as they grow older. As shown in Figure 3, with regard to 2015, 41% of the visitors belong to the 0-10 years old target and other 40% are located in the 26-55 years old target. Nonetheless, there is a notable decrease in attendance as the young segment grows older, from 41% (0-10 target) to 5% (11-25 target) (Exhibit 8.3).

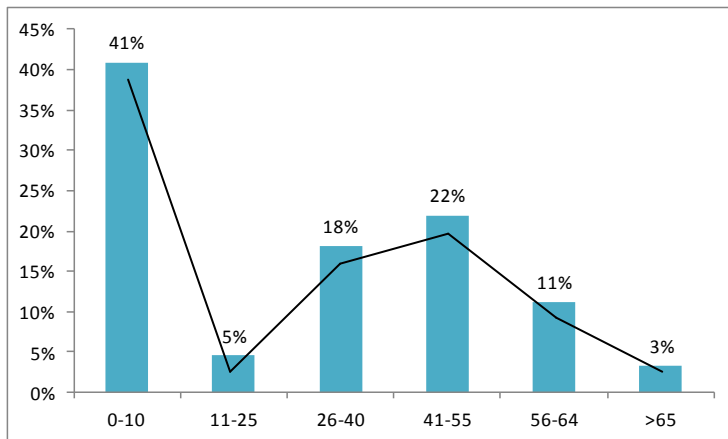


Figure 3: Badoca's Visitors in 2015 (% by age range)

Badoca's poor performance in retaining the segment contradicts the figures of the Nature, Adventure and Outdoor Tourism sector, where Animal Theme Parks are included. The report *Animação Turística em Portugal* (Turismo de Portugal, 2013) reveals that companies operating in the sector have been able to better retain the young segment. In fact, 9% of these companies' clients account for the 15-24 years old target – and 11% of the Portuguese population belongs to the age range (INE, 2013), meaning that a considerable number of adolescents pursue this type of tourist activities.

In view of the diversity in the activities offered aiming to satisfy all tastes and ages, there are no logical reasons for the Park being unable to retain teenagers and young adults. Given their strategic relevance, the current study envisions to purpose marketing strategies on how to efficiently target the 15-24 segment.

1.4 Problem Statement

Once identified the major differences in relation to the demographics of Badoca's attendance targets, this dissertation aims to explore how to efficiently target the 15-24 segment. In fact, the communication targeted at this particular age group is non-existent, which is one of the possible explanations for the lack of motivation in visiting the Park. Specifically, the use of the emerging online media channels and social networking sites (SNS) for marketing purposes is very limited – and the younger generations are the ones with more promising attitudes towards these news forms of marketing. According to Market Research studies (Mediascope, 2012), the influence of the internet on purchase decisions is growing, as 54% of Portuguese internet users consider important the online communication of brands and 51% actually use the internet in the decision making process. INE (2015), on its turn, concluded that the 16-24 years old target is the one who mostly use computer and internet comparing to the remaining age groups in Portugal. Furthermore, the *Connected Consumer Study* (TNS and Google, 2014) stated that 49% of social networks users in Portugal are aged between 16 and 34. In the tourism sector, the report *Turismo 2020 – Cinco Princípios para uma Ambição* (Turismo de Portugal, 2015) refers the upcoming “boom” of the social networks as researching tools in the decision making process for tourist destinations.

Apart from a moderated presence on Youtube, Flickr and Facebook, where Badoca has around 102.000 fans, the Park doesn't take full advantage of the online media channels for marketing purposes. On Facebook, the communication mostly relies on pictures of the Park, seasonal announcements, appeals to visit, discounts or promotions, and rarely interactive contests to win entry tickets; the website, on the other hand, contains complete information about the Park as well as updated news and allows users to buy tickets. Nevertheless, the company is rather focused on developing offline spring campaigns, which might not be the most effective to communicate with the younger generations. Appendix B3 contains a full marketing strategy description of the company. Thus, given the innumerable benefits provided by online channels and the relevance of these within the young segment, the current study is

ultimately a proposition on how to efficiently target teenagers and young adults through digital marketing activities.

The relevance assigned to the study is mostly entrepreneurial, as it aims to approach a specific business problem. Nevertheless, the problem recognized and further suggestions to the Park, might be approachable to others with similar value propositions. Moreover, general preferences of the target segment in relation to online media channels might also be useful to other business situations.

1.5 Research Objectives

In view of the problem statement, the first objective of the dissertation is to understand what prevents the 15-24 years old target to visit Badoca Safari Park. Ultimately, the main objective is to suggest online marketing strategic improvements to efficiently communicate with the age group, in an attempt to increase the retention of the young segment as they turn into adolescents. In order to propose efficient marketing strategies, the following Research Topics will be addressed:

- Uncover positive and negative associations (images) related to Badoca Safari Park and main competitors;
- Identify opportunities for improving the Park's positioning in line with the preferences of the young segment when visiting Animal Theme Parks;
- Reveal the appropriate online media channels to efficiently communicate with the age group;
- Suggest social media initiatives to be implemented envisioning the retention and conversion of the young segment into visitors of Badoca Safari Park.

1.6 Research Questions

The objectives presented above generated the following Research Questions:

RQ1: What brand images are currently associated to Badoca Safari Park?

RQ2: What would be the ideal positioning of Badoca Safari Park to generate visit intentions for the young segment?

RQ 3: What online media channels should Badoca Safari Park use when communicating to the young segment?

RQ4: What initiatives should Badoca Safari Park focus on when communicating to the young segment through social media?

1.7 Dissertation Outline

The current study is divided in 5 chapters. The following chapter presents the findings from the Literature Review on the concepts of Brand Knowledge; Segmentation, Target and Positioning; Online Media Channels; and Social Media. Chapter 3 briefly describes the Methodology applied in the study. Chapter 4 presents and discusses the main results from the qualitative and quantitative research. Chapter 5 highlights the main conclusions and limitations of the dissertation and proposes future research studies. Finally, chapter 6 presents the references used along the study.

2. Literature Review

2.1 The Basis: Brand Equity

Brand Equity (BE) has been one of the most popular marketing concepts to arise in recent years. According to Keller (2009), there is some agreement that BE relies on the fact that the marketing of a product or service causes different outcomes because of its brand, as compared to the alternatives not identified by that brand. The author emphasizes the importance of the concept as a universal measure for assessing the value of a brand and the increased value assigned to a product resulting from marketing investments.

The options of marketing communication (MARCOM) options have been increasing over the years. In this sense, Keller's customer-based brand equity (CBBE) model identifies the role of all different types of MARCOM for brand building (Keller, 2009). According to this model, the brand knowledge created in consumer's minds through past marketing initiatives allows to determine the BE of a brand. Therefore, CBBE is the "differential effect of brand knowledge on consumer response to the marketing of the brand" (Keller, 1993).

2.1.1 Brand Knowledge: Awareness and Image

Customer-based equity occurs when consumers (1) are aware and familiar with the brand being able to easily recognize and recall it and (2) associate it to clear and unique images (Keller, 1993). Accordingly, brand awareness reflects the strength of a brand's presence in consumer's minds and can be assessed by consumers' ability to recall and recognize it under different contexts. The author defends that for a brand to be included in the consumer's brand consideration set, it needs to be salient within the product category. Differently, brand image, is accepted by Keller (1993) as being the set of strong, positive and exclusive brand associations present in consumer's memory, which result in overall positive responses towards the brand, especially in high involvement decision settings.

Many studies have been conducted to understand how brands may positively affect consumer's behaviours, in terms of current and future purchases. A research conducted by Esch et al. (2006), confirmed the predictions that both awareness and image are direct determinants of current consumer purchase behaviour. Brand image, in particular, represents a strong and direct influencer factor in generating loyalty towards brands. Additionally, to ensure future purchase behaviours and strong brands in the long term, marketers should focus

on building brand relationship that includes brand satisfaction, brand trust and attachment. Wang and Yang (2010) found that both brand awareness and image are important moderators in the relationship between brand credibility and purchase behaviour. In terms of managerial implications, these results conclude that marketers should measure brand relationships in addition to brand knowledge, in order to guarantee that customers are truly satisfied with their choices (Esch et al. 2006).

2.1.2 Brand Knowledge Dimensions in Destination Branding

The concept of BE in the tourism industry is still not very well established in literature (Olimpia et al., 2011), with a few authors having studied how branding can be a source of BE for a touristic destination. The indicators used for evaluating BE are the number of tourists visiting a destination, the total of expenditures on that destination and the length of the stay (Olimpia et al. 2011).

Many authors agree that the greater challenge of branding destinations lies in the nonexistent experimental factor (e.g., Gartner, 1989; Eby et al., 1999;). Unlike the majority of high involvement tangible products, wherein consumers have the chance to experiment the product before the purchase, a destination can not be seen or tried (Olimpia et al., 2001; Cai, 2002; Konecnik and Gartner, 2007). As a result, the decision making process of a tourist destination requires an extensive information search, which will ultimately rely on the resultant mental construction of the potential destinations offers. Therefore, destination image is the dimension with greater influence in motivating consumers (Cai, 2002). According to the author, brand image is a crucial source of BE to destination branding and can be defined as “perceptions about the place as reflected by the associations held in tourist memory”.

As destination branding becomes an area of ongoing debate in literature, authors have been focusing on whether or not already accepted branding principles for products can be replicated to tourist destinations. Specifically, Konecnik and Gartner (2007) explored the relationship between four proposed dimensions of the CBBE and destination branding, accepting Cai’s (2002) argument that image is the core concept in the tourism field. For that purpose, the authors developed a theoretical model of CBBE for a destination (CBBETD) to test and express the importance of awareness, image, quality and loyalty. The study suggests that the four dimensions are crucial in destination evaluation and enhances the importance of awareness, especially when the destination is unknown. Loyalty, on the other hand, can be generated in terms of visits and recommendations when tourists are aware of a destination

thanks to its positive perceptions of image and quality. Pike (2007) further confirmed the dimensions of CBBE for tourist destinationation as being salience, associations, resonance and loyalty.

2.2 Segmentation as a Strategic Capability

“If you can't describe your strategy in twenty minutes, simply and in plain language, you haven't got a plan... every strategy ultimately boils down to a few simple building blocks.” Larry Bossidy (2002)

The real value of market segmentation lies in its ability to create profitable business opportunities from similar market situations (Weinstein, 2004). Segmentation is the practice of finding groups of customers with common motivations, needs or preferences that can be addressed using a targeted approach (Canhoto et al. 2013). The concept was introduced by Smith (1956), who defined it as the process of dividing the market into different groups with similar characteristics. Various authors agree (e.g. Canhoto et al. 2013) that this is special relevant for marketers, as by segmenting heterogeneous markets into homogeneous groups, it is possible to have more and differentiated customized marketing offers. Thus, marketers should balance the size of the segments in order to guarantee reasonable marketing actions, and yet intra-segment homogeneity (Foedermayr and Diamantopoulos, 2008). According to Weinstein (2004), to successfully implemet a segmentation strategy, primary and secondary marketing mix elements must be reviewed or re-formulated, as the main objective is to increase the number of customers and the profits of a company.

The process of segmenting the market implies decisions on which groups to target according to the attractiveness of each identified segment and on how to position the company's offer (Foedermayr and Diamantopoulos, 2008) and stand out from the crowded market (Weinstein, 2004). However, when evaluating the segment's preferences, it is crucial to make sure that the strategy is aligned with the company's competences, vision and culture (Piercy and Morgan, 1993), as well as with the envirnomental conditions surrounding the company (Weinstein, 2004). Moreover, to assume a solid position in the market, companys need to know what is truly relevant to the target market (Anderson et al., 2006). In this context, the technological development must be seen as an opportunity to better communicate with customers through customer-centric marketing approaches and one to one marketing (Dibb, 2001).

2.2.1 Positioning Strategies for Destination Branding

As any other industry, the daily challenge of the tourism business relies on knowing where to find customers and how to reach them. Pesonen (2015) claims that travel segments are usually separated according to the different information channels they consult when considering a trip. The evolution of Information Technology (IT), and specifically of the internet as a channel where consumers increasingly search for information, has considerably changed the tourism industry (Buhalis and Law, 2008).

The tourism business is yet a very broad one. According to Buhalis (2000), destinations must be classified according to its attractiveness, towards the development of appropriate marketing strategies. Market segmentation in tourism research is defined as the process of defining different groups of customers who are expected to express similar purchase behaviours resulting from the same motivational (Rid et al., 2014) or recreational (Hunt et al., 2005) actions. In recreation research, consumer's choices are analyzed and segmented according to their motivations, attitudes and preferences (Rid et al., 2014).

There are two fundamental approaches to segment consumers and further target them (Dolnicar, 2002), both applicable to the tourism industry: a priori segmentation, where the relevant characteristics of a particular group of costumers are known in advanced; and a posteriori (or data-driven), where quantitative techniques of data analysis are applied to group similar customers. Within the tourism research, some of the most commonly used data-driven methods are travel motivation segmentation, activity-based segmentation and benefit-segmentation (Pesonen, 2015).

As determinants of people's travels decisions, the concepts of push and pull factors are very often clarified in tourism research. Dann (1981) stated that tourists are pushed by their own socio psychological motivation factors that predispose them to travel and pulled by the characteristics of a destination. Thus, travel motivation has been widely accepted as being the fundamental push factor for travel behaviour (e.g., Pearce and Caltabiano, 1983). Nevertheless, activity-based segmentation must serve as a complementary alternative to segment tourists across different contexts, as the logic is that the grouping is based on the preferred specific activities to engage in (Mumuni and Mansour, 2014). This activity-based criterion to segment is considered to be the connection between the push and pull factors (Moscardo et al., 1996). On the contrary, the benefit-segmentation has proved to be a particular powerful method within the tourism industry, as it evaluates the psychographic

factors of consumers, rather than socio-economic or activity-choice, being therefore essential to understand the changes in tourists' perceptions (Frochot, 2005).

As Kotler (1997) defined, positioning relates to the process of establishing an image in accordance with a company's offering so that a meaningful and differentiated competitive position is transmitted to customers. In the context of tourism, the positioning strategy relies on building a competitive image for a given destination so that potential customers can easily differentiate it from competition (Chandra and Menezes, 2001). The identification of positioning opportunities may be through the multidimensional scaling (MDS), sometimes referred to as perceptual mapping. According to Chandra and Menezes (2001), this technique can be used to position any tourism destination, as it was once applied to Theme Parks for the purpose of identifying consumers' perceptions and many other relevant dimensions for decision-making and choice.

2.2.2 Targeting the Young Segment

Spero and Stone (2004) called teenagers "agents of change" when comparing them to "decision-making entities", based on the idea that they are independent in establishing their own rules of engagement and social behavior. According to the authors, this particular age segment is still influenced by the same motivations of previous generations, with the difference that they have access to a diversity of new channels. Accordingly, previous studies have concluded that different media channels are selected by consumers depending on their own objectives as well as personal needs. Dunne et al. (2010), for example, explored the young people's uses and gratifications of different SNS in line with what satisfies their social and psychological needs. The study provides valuable insights on how to interpret the online behaviors of the "tween segment" by finding out what motivates them to give information about their lifestyles, preferences, interests or experiences. One important conclusion is that becoming "friends" of a brand is a signal of personal endorsement that will certainly lead to positive e-WOM (electronic Word-of-Mouth).

Brands targeting young adults must be aware of their promising attitudes towards different MARCOM in order to build more significant and credible relationships (Spero and Stone, 2004). Recognizing the differences between generations X and Y, Reisenwitz and Iyer (2009) argued that markets of products and services must re-formulate their segmentation strategies according to the different characteristics in terms of needs and preferences of both generations. Not surprisingly, the study concluded that generation Y is much more accepting

of online advertising than the previous cohort, even though characterized by a minor level of loyalty towards brands.

Keller (2009) pointed out that to communicate effectively with customers in an effort of building strong brands, marketers must meet the target markets, which means going increasingly online. The young segment, in particular, aged between 18 and 24 years old account for the largest user demographic of social media, as 86% of them in Europe have an online profile (Bati, 2012). As such, the digital world is where this particular segment have fun, works, learns and communicates (Spero and Stone, 2004).

In the tourism field, attention must be given to the travel planning process among different generational segments. In general terms, the internet has become the most needful channel across all demographic groups, regardless of the age range. However, Xiang et al. (2015) found out that younger consumers register much higher levels of involvement and participation in online travel planning. Specifically, this segment access diverse information devices and channels on the internet; get informed from a wide range of online and offline sources; feel confident about booking and paying online; keep updated about new destinations; actively search for options of dining or shopping; look for various and differentiated tourism experiences; and are more responsive to online promotions and advertising. As such, DMOs must identify the right set of media channels and differently communicate with demographic groups, having in mind their characteristics and typical online behaviors (Buhalis and Law, 2008).

2.3 The New Electronic Media Era

The rapid growth of “new electronic media”, with a plentiful set of interactive features, has dramatically transformed MARCOM (Peltier et al., 2003). Specifically, the advance in IT resulted in the rising popularity of customer-centered theories of marketing and more interactive and measurable approaches, in replacement of mass marketing and product-centered old methods (Kliatchko, 2005). Indeed, Keller (2001) argued that new ways of marketing communication, i.e. non-traditional media, are emerging wherein traditional advertising are fragmenting. These non-traditional methods include internet communication vehicles allowing companies to provide one-to-one customized programs as they move to a customer relationship marketing paradigm (Peltier et al., 2003). According to Kliatchko (2005), the developments in IT are also becoming an indispensable tool for managing databases and consequentially ensure greater approaches on more concrete and well-defined

target markets. Peltier et al. (2003) recognizes the major advantages of interactive media as being (1) the two-way communication scheme, (2) the response capability from all parties involved, (3) the customization of the relationships, and (4) the use of database tools.

2.3.1 Online Media Channels for Destination Branding

The past 20 years have witnessed an enormous progress on the technology field, with the development of the internet in the late 1990s followed by an actual transformational effect of the communications technologies since the year 2000 (Buhalis and Law, 2008). According to the authors, the tourism industry, being the biggest on job-creation in the world, may take advantage of these new online communication channels that provide global interaction among heterogeneous stakeholders. Travel, incorporating social, cultural and economic factors, has been adapting to the rapid technology change both by companies in communicating and travelers in interpreting new information (Xiang et al., 2008). As a result of the IT' continuous evolution over time, consumers are everyday more exposed to travel-related information (Xiang et al., 2015).

It is critical for DMOs a deep understanding on how IT influences consumer behaviors to implement successful MARCOM strategies. First, the massive amount of online available information resulted in tools such as search engines being an indispensable influencer for travelers when searching for touristic products, and at the same time, a significant marketing channels through which companies identify innovative opportunities to enhance visibility on the internet (Xiang et al., 2008). Nonetheless, the study concluded that search engines are often simple bridges to access “other type of more interactive websites, transaction oriented portals and socially constructed contents”. Thus, the second obvious concern for DMOs must be the so-called SNS allowing consumers to post and share travel-related comments, opinions and personal experiences, which led to an increasing emergence of consumer-generated content (CGC) serving as information guides for others (Xiang and Gretzel, 2010). Third, the increasingly adoption of smartphones with diverse apps for travel, had facilitated the process of searching and decision-making by providing instantaneously access to information anytime and almost anywhere (Wang et al., 2012). Indeed, various authors agree that smartphones are facilitators in all dimensions of information search, processing and sharing, as it enables travelers to get to know destinations, easily compare different offers and share pictures or stories with friends on social media apps (e.g., Wang et al., 2010). Királ'ová and Pavlíčka

(2015) even argued that “smartphones are becoming the most important social media devices”.

2.3.2 Social Media as an Opportunity for Destinations

According to Xiang et al. (2015), the most significant development of the last decade is the new interactive way of communication provided by social media websites. These include every platform where users are able to participate, create and share content such as Blogs, SNS, online communities, virtual game worlds and virtual social worlds (Kaplan and Haenlein, 2010). SNS, in particular, allow the development of customized marketing offers like no other traditional mass media does (Zeng and Gerritsen, 2014). As consumers develop online profiles with reference to demographic and lifestyle characteristics, companies are able to support better personalized services (Buhalis and Law, 2008). Valls et al. (2013) even pointed out that “the goal of the Web 2.0 is not to offer additional sales support but to provide a new understanding of the relationship between companies and users – and sales are generated as a result”.

Social media might be seen as an opportunity for destinations to achieve sustainable competitive advantages as long as the communication addresses interesting content, uses creativity, and drives interactivity (Kiráľová and Pavlíček, 2015). DMOs may benefit from these new online features when they engage in building and sustaining online communities, collecting user-generated content (UGC), displaying images and videos, advertising current events and promotions and stimulating e-WOM recommendations (Popescu, 2014). Accordingly, the most frequent DMOs objectives when designing social media campaigns are to increase awareness of a destination, strengthen the destination image or target a new or specific market (Kiráľová and Pavlíček, 2015). The authors further defend that, in order to stand out from the overcrowded online information environment, a few methods are proved to work better than others, namely celebrity involvement, uniqueness, original graphic design, unexpectedness and chances to win contests or other type of online interactive challenges.

In summary, an online strategy for tourism firms will certainly result into immediate positive outcomes such as lower marketing costs; improved corporate profiles; easier customer contacts; better understanding of customers needs and targeting approaches; deeper levels of involvement; and higher levels of satisfaction and loyalty which may in turn lead to CGC and e-WOM (Valls et al., 2013). Nevertheless, challenges such as too many online media channels to match with the various products and services and the need to constantly

recognize tendencies in the internet among different demographic groups must be predictable when developing online marketing strategies (Xiang et al., 2015).

3. Methodology

To address the proposed Research Questions and objectives, primary and secondary data was collected. Secondary data was used mainly in the development of the Literature Review chapter, but also along the Market Research, ranging from newspaper articles, academic papers and books. Badoca’s internal information as well as market and industry reports were also used along the study.

The development of primary research was divided in two different phases: qualitative and quantitative data collection and analysis. The qualitative research featured 8 one-hour-long in-depth interviews with Portuguese consumers aged between 15 and 24 years old. These were conducted using a semi-structured guide and served as the basis for developing the quantitative research, further contributing with insights for the final conclusions. The interview guide with translation is available in Appendix C.

To develop quantitative research, an online questionnaire was created using Qualtrics and afterwards distributed through social networks. The target respondents were exclusively Portuguese consumers aged between 15 and 24. To ensure full understanding, the questionnaire was launched in Portuguese. In total, 155 answers were validated. The questionnaire with translation is available in Appendix D and complete information retrieved can be found in the Quantitative Study Exhibits. To analyze the final data, the chosen statistical software was SPSS. Both the interviews and questionnaire were divided in four main groups of questions: awareness and image; positioning; online media channels; and social media initiatives.

RQs	In-Depth Interviews	Online Questionnaire
Introductory Questions/ Frequency of Visits	Questions: 1; 2; 3; 4	Questions: 1; 2; 3; 4; 5; 6 9; 10; 11; 20; 21
Awareness & Image (RQ1)	Questions: 5; 6; 7; 8; 9	Questions: 7; 8; 12; 13; 14; 15; 16; 17; 18; 19
Positioning (RQ2)	Questions: 10; 11; 12	Questions: 22; 23
Online Media Channels (RQ3)	Questions: 13; 14; 15	Questions: 24; 25; 26; 27; 28; 29; 30
Social Media Initiatives (RQ4)	Questions: 16; 17; 18; 19; 20; 21	Questions: 31; 32; 33; 34; 35; 36; 37; 38

Figure 4: Questions Division per RQ

4. Results & Analysis

4.1 Qualitative Research: In-Depth Interviews

The qualitative research featured 8 one-hour-long in-depth interviews with Portuguese consumers aged between 15 and 24. The primary aim of the in-depth interviews was to collect insights regarding the four addressed Research Questions. Therefore, besides the introductory questions about tourist activities and Theme Parks in general, the interviews were divided in 4 stages. Firstly, the purpose was to measure awareness and image; secondly, uncover the important attributes and values for potential customers of Animal Theme Parks; thirdly, test the acceptance of the selected online media channels before, during and after the visit; and last, measure perceptions and opinions about some social media initiatives.

4.1.1 Interviewees' Profiles

In order to acquire accurate data and because the purpose was mostly to understand general perceptions and opinions about the subject, participants were chosen randomly, meaning that most of them were unfamiliar. Although they had to belong to the age range concerned, there was an effort of finding participants with different profiles.

Participants	Gender	Age	Occupation	Location
1	Male	23	Finance Masters Student	Lisbon
2	Male	24	Economics Masters Student	Lisbon
3	Female	17	High School Student	Sintra
4	Female	21	Communication Undergraduate Student	Bicesse
5	Male	19	Management Undergraduate Student	Lisbon
6	Female	23	Marketing Masters Student	Lisbon
7	Female	19	Nursing Undergraduate Student	Lisbon
8	Female	15	High School Student	Lisbon

Figure 5: In-Depth Interviewees' Profiles

4.1.2 Introductory Questions

The first set of questions was designed for the purpose of introducing the interviewee to the subject as well as understand the level of importance assigned to tourism in general and Theme Parks in particular.

In the tourism field, the interests for “Sun and Sea” and “City Breaks” were the most mentioned by the sample, followed by “Nature Tourism”. Nevertheless, when asked between leisure and cultural activities, the majority has shown preference for the first option, and one interviewee (male, 19) even pointed out Theme Parks as being his favorite tourist activity. Within Theme Parks, all interviewees prefer the recreational ones, mainly Disney or Isla Magica, but many also appreciate environmental.

The opinions about Portuguese Animal Parks vary a lot. Although there is a consensus on its importance to diversify the tourist offer and have non-routine experiences, some consider that they are unexplored, mainly in terms of communication with the target audiences. Apart from the relevance recognized in interacting with the nature and animals, the majority don't visit these Parks in Portugal very often, with many referring visiting them rarely and some annually.

4.1.3 Awareness and Image (Refers to RQ1)

The questions about awareness and image were designed based on Keller's Resonance Pyramid, which is recommended to measure brand knowledge (Keller, 2001).

In terms of awareness, two specific questions were asked to measure brand unaided recall and brand recognition. Jardim Zoológico was recalled by all interviewees when asked to name all Animal Parks known. Nevertheless, 7 out of 8 were also able to recall Badoca and Zoomarine, followed by Oceanário, which was also mentioned by some interviewees.

In order to measure brand recognition, participants were faced with the logos of the 8 Parks chosen for the study. Jardim Zoológico and Oceanário were the most familiar logos, once recognized by all respondents. Although a few weren't able to name the Parks, Badoca and Zoomarine scored the second logos being most recognized, followed by Zoo de Lagos. Surprisingly, no one was able to recognize the other three logos presented, not even when later shown together with the brand names.

In order to test image and perceptions held in memory about Animal Theme Parks in Portugal, participants were asked for associations coming to mind when thinking about the

Parks in general and Badoca in particular. Although the first associations were mostly to positive feelings such as animals, entertainment, nature, family, relaxing; one interviewee (female, 19) mentioned that the Parks in general remind her “caged animals”. Others further confirmed that Badoca offers a very distinct proposition from competitors, as the thoughts aroused were more related to very close contacts with nature and animals, freedom, wild animals, jungle, happiness, and uniqueness. One even said: “It is the Portuguese version of Kruger Park” (female, 23).

Meanwhile, participants were asked to think about arguments which would more likely convince a friend to visit a Safari Park in Portugal. The answers obtained reflect the motivations of the target segment in performing these tourist activities. The needs to break from routine and experience the contact with different animal species together with the possibility to enjoy other activities were the most common answers. Some consider that it is important to have non-related to animals attractions; others think it should be there to please different tastes and ages, although would not be the motivating factor to visit a Safari Park, where “people go exclusively because they want to see animals” (female, 19). Surprisingly, two of the interviewees (both male, 23) would value the opportunity to interact with animals, but expressed safety concerns. The opinions about the hypothesis of that Park being distant from Lisbon varied a lot, as for some it would influence negatively the chances of visiting, while others considered it fantastic as long as they can be in contact with nature. A reasonable entrance ticket price for most of the interviewees would be 15€, as many consider the 19€ charged by Jardim Zoológico “excessively expensive”.

All in all, when Badoca was afterwards introduced to the participants in an attempt to understand the barriers to visit, the answers were consistent. First of all, the target considers the visit “a unique experience in life” and don’t feel the need to return when they are grown up. Many confirmed that this is probably because they are not aware of the constant innovations, in terms of attractions or animals; others have “nostalgic” feelings and expect to come back when they have children, as they associate it to “family trips”. The fact that it is distant from Lisbon is another major barrier, as it implies having a car or a ride. However, one respondent (female, 15) suggested a bus departing from Lisbon every weekend, willing to pay up to 5€ for that bus.

4.1.4 Positioning (Refers to RQ2)

In the positioning set, the laddering technique was used to primarily segment the market and further suggest positioning strategies. According to Pike (2012), the greatest challenge for marketers is positioning their destinations to outperform competitors. The author believes that by asking salient attributes and exploring the reasons why those attributes are important for consumers, DMOs are able to uncover a set of consequences and personal values guiding decision makings in between similar destination offers. Thus, this technique is a practical approach of the findings from the Literature Review. Specifically, travel motivation and activity-based segmentation methods were used, in order to uncover the push (socio psychographic) and pull (characteristics of a destination) factors motivating customers.

Following the laddering technique, questions were asked about Animal Parks in general and Badoca in particular. As it implies asking “why?” many times as needed to reach conclusions, a few personal values arising from the attributes were uncovered. Consequentially, two different profiles were found.

When deciding between Animal Parks to visit, there are some who value attributes such as total cost of the visit, type/diversity of activities, location/ease of access and the duration of the visit. These interviewees pursue return on their investments, both in terms of time and money. Thus, this particular segment provides evidence on the need to have rich experiences they can hold in memory, as they want to enjoy their free time optimally. On the other hand, others choose based on attributes related to animal care, values of the company, environmental preservation and habitat of the animals, mostly because they are animal and nature lovers, with serious environmental concerns. For this segment, the personal values rely on healthy lifestyles, as they believe happiness and peace can be found in nature.

The same approach was applied with questions related to Badoca. The most valued attributes of this particular Park comparing to others previously recalled are definitely the fact that animals are on the loose and leaving wildly in their natural habitats. Surprisingly, for both segments, the positioning of Badoca doesn't differ and these perceived attributes are what motivates them to visit the Park. What might distinct the segment are the personal values implicit in those attributes - while for some interviewees, it is important to experience non-routine activities and feel relaxed, others argue that it is crucial to spend quality time in nature to have a balanced life. The conclusion that there are two distinct segments to approach in future marketing initiatives will be further validated in the quantitative research.

4.1.5 Online Media Channels (Refers to RQ3)

The purpose of this set of questions was to test consumer's acceptance and usage of the selected online media channels before, during and after visiting Animal Parks. According to the findings from the Literature Review, the rapid evolution of the technology field resulted in new communication channels that provide global interactions among stakeholders. To benefit from them, DMOs must primarily communicate with potential customers through visible and easily accessible websites in search engines; mobile marketing initiatives by means of apps for travel; and social media marketing customized programmes (Wang et al., 2012; Xiang and Gretzel, 2010; Xiang et al., 2008).

In relation to the search and planning phase, most of the participants would consult the website to look for information about location, prices, schedules and activities. One respondent (female, 15) mentioned that the website would be an influencer to visit in case she finds accurate and updated information. Moreover, the sample interviewed would buy tickets online in the case they have some financial advantage or to avoid queues, but only three have bought in the past for these Parks. Finally, more than half of the participants are not used to leave comments or reviews in the websites of the Parks after visiting, unless extremely satisfied or unsatisfied with the experience. Nevertheless, many would definitely evaluate the experience if encouraged by the Park, but preferentially through rankings rather than descriptive texts.

Most respondents found the idea of a hypothetical mobile application (app) interesting. The majority would download it during the visit to consult and/or book ongoing activities and some would also use it to access information prior to the visit. However, two of the interviewees didn't show interest at all as it is for occasional situations and only three would keep the app in their mobile phones to stay informed about news and campaigns.

The interaction with the Parks in SNS is not very consistent among participants. Some don't follow any Parks in social media, while others use the platforms to interact and keep informed. Although Jardim Zoológico's Facebook page was the most mentioned, Badoca and Zoomarine were also referred; and only one interviewee (female, 17) follows Oceanário on Instagram. However, most agree that the platforms, mainly Facebook, are useful media channels for Parks to communicate marketing initiatives and everyday news. One respondent (female, 15) even classified social media information as being mostly "gossip, just like regular people share". Unlike the corporate websites, these are also indispensable to access

comments or reviews from past clients before visiting and the majority would more likely leave their opinions or suggestions in there, although yet rarely.

4.1.6 Social Media Initiatives (Refers to RQ4)

The last set of questions was designed to obtain suggestions and feedback on current Badoca's marketing initiatives. Thus, participants were faced with online advertisements and asked about the chances of liking, comment, sharing as well as areas of improvement and likelihood to visit after exposed to the messages. Being Facebook the social network where the Park mainly communicates, the initiatives presented were mostly previous facebook' posts. These were divided in three groups: regular informative posts, discounts and promotions announcements and contests to win entrance tickets.

The posts communicating discounts and promotions were the ones arousing more positive reactions, once that the age range concerned was found to be price sensitive. Especially because the Park is located in Alentejo, the interviewees explained that the visit implies spending extra money, in travel and eventually accommodation. The contests to win entrance tickets also proved to generate high interaction rates on Facebook. Although a few confirmed to participate, others mentioned that it would imply to have a "very worth picture". Finally and not surprisingly, the regular posts shown would not motivate respondents to visit the Park, although one (female, 21) said it is definitely crucial to be updated on a regular basis. Nevertheless, many respondents concluded that the problem is the content being communicated and suggested improvements.

Additionally, respondents made a few interesting suggestions. Some proposed the development and announcement of limited activities or events (also non-animal related, such as sunset parties) both in terms of time and people. This suggestion was further validated with other respondents which confirmed a sense of exclusivity and urgency in visiting the Park, regardless of the activity type. The second interesting suggestion was the creation of videos to be published on SNS. According to some interviewees, the Park could film experiences of the visitors interacting with animals, during the safari or even enjoying the rafting to make people feel willing to visit Badoca. Still in the logic of sharing experiences, one interviewee (male, 24) also suggested the re-upload of pictures shared by participants on image-sharing networks through a hashtag. Lastly, one interviewee (female, 21) suggested a fundraising Facebook campaign, arguing that she would definitely visit the Park if she could contribute to social causes when paying for the entrance ticket.

In order to feel motivated to actually visit the Park, interviewees would value to be informed of curiosities about the animals or new attractions. Moreover, one respondent (female, 19) suggested the establishment of partnerships with local hotels. All in all, some respondents are not even aware that the Park runs a Facebook page with all these initiatives and many confirmed that they would need an incentive (such as the requirement of liking the Facebook page to participate in a contest) or a reminder from the Park (e.g., after visiting) to follow the Park in social media.

4.2 Quantitative Research: Online Questionnaires

The second phase of research featured a survey targeted at Portuguese consumers aged between 15 and 24. The main purpose was to confirm the problem statement and cover several topics regarding the Research Questions. It was distributed through social networks and remained activate during 9 days. The survey reached 223 people and registered a 30% dropout rate. Therefore, the valid sample is composed of 155 people. The statistical software used to analyze data was SPSS. Whenever statistical tests were comprised, a significance level of at most 5% was considered (sometimes 1%). The items presented in the following Figures and Exhibits are not a full translation of the questionnaire to facilitate the analysis and understanding.

4.2.1 Sample Description

Among the 155 completed surveys, 74% were from female participants and 26% from male participants (Exhibit 1.1). Additionally, 114 respondents (74%) are currently living in Lisbon (Exhibit 1.2). Within the age range concerned, the majority had 23 years old (26%), followed by 22 and 24. Nevertheless, it was possible to reach people with all alleged ages (Exhibit 1.3). Regarding the occupation, 62% were students, 16% students and employed (either part time or full time), 13% employed, 7% students looking for a job, and only 1% unemployed (Exhibit 1.4).

4.2.2 Frequency of Visits

In order to confirm the problem statement, questions were asked about the frequency of visits to Animal Theme Parks in Portugal. Jardim Zoológico recorded the highest result,

being the most visited by 45% of the respondents. Nevertheless, when asked about the frequency of visits to that most visited Park, 57% indicated not even going every two years. Moreover, 27% stated not visiting any frequently (Exhibit 2.1 and 2.2).

Later in the questionnaire, the ones who initially expressed familiarity with Badoca were asked about the last visit to the Park. Those who indicated not going for more than 5 years were also presented with a list of possible reasons for not visiting. The fact that it is distant from the place of residence was the most indicated reason, followed by the lack of awareness regarding marketing campaigns and promotions. Some respondents also mentioned the fact that it is a place to go with children or as a child and the lack of awareness about the activities. On the contrary, the entrance price was considered a barrier to visit for only 17% of respondents. Nevertheless, 49% considered the underlying total costs a possible reason for not visiting more frequently. Additionally, 66% contradicted two reasons pointed out during the interviews: being a unique experience in life and the lack of interest in seeing animals (Exhibit 2.3).

4.2.3 Brand Awareness (Refers to RQ1)

In order to evaluate awareness, questions to measure brand recall and brand recognition were used. First, respondents were challenged to name up to three Animal Parks. Jardim Zoológico was identified as the top-of-mind and leader in terms of recall frequency, once unaided recalled by 58% of the respondents in first place. Badoca followed, being recalled by 29% as first brand, 28% as second and 27% as third. This means that 84% of the respondents were able to spontaneously mention Badoca when asked to name the Parks, which evidence high levels of awareness towards the Park. Oceanário and Zoomarine were the third and fourth most commonly mentioned, mostly recalled in second and third place (Exhibit 3.1).

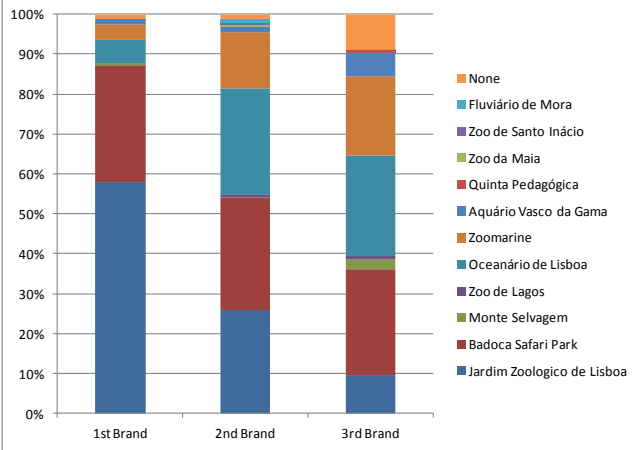


Figure 6: Brand Unaided Recall

Recognition was accessed by presenting the logos together with the Park’s names considered in this study and asking respondents to signal the ones that they were familiar with. Badoca Safari Park was the third most recognized Park, known by 130 respondents. Jardim Zoológico and Oceanário scored the first and second places, respectively. Zoomarine was recognized by 107 respondents. Monte Selvagem, on the contrary, was only recognized by 12 respondents. The remaining (Zoo de Lagos, Zoo da Maia and Zoo Santo Inácio) were the least recognized Parks (Exhibit 3.2).

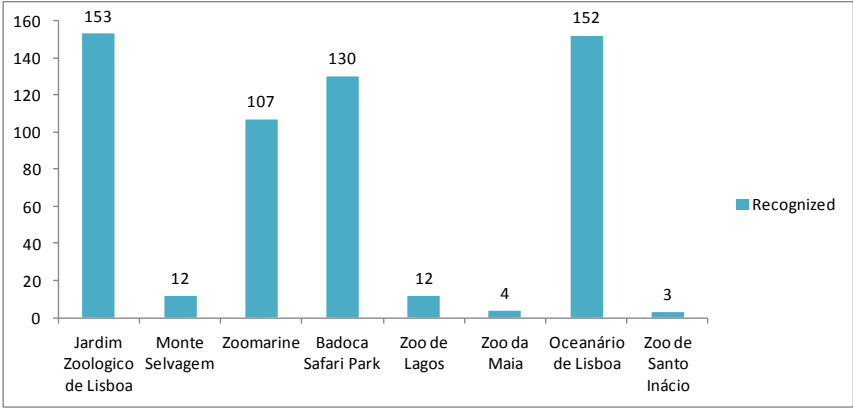


Figure 7: Brand Recognition

4.2.4 Brand Image (Refers to RQ1)

In terms of image, respondents were presented with a list of associations previously mentioned in the interviews and asked for the level of agreement. In an attempt to not make the questionnaire very extensive, it was created a split in the questionnaire so that respondents were faced with questions about 2 Parks, and not all 8. The goal was to have respondents always answering about Badoca and about other of the remaining seven Parks, according to the level of knowledge initially indicated. Although evenly presented, the numbers of respondents about each competitor varied, due to the fact that very few people knew some Parks. Hence, Zoo da Maia and Zoo Santo Inácio were not considered in this comparative analysis, given that only 2 respondents answered to the questions about these two Parks.

Badoca Safari Park is mostly associated to “fun”, “nature”, “family”, “children”, “close contact with animals” and “wild animals”. This proves that the target segment is aware of the company’s value proposition and mainly associates it to positive feelings. On the contrary, associations such as “boring”, “caged animals” and “domestic animals” scored very low average values (Exhibit 4.1).

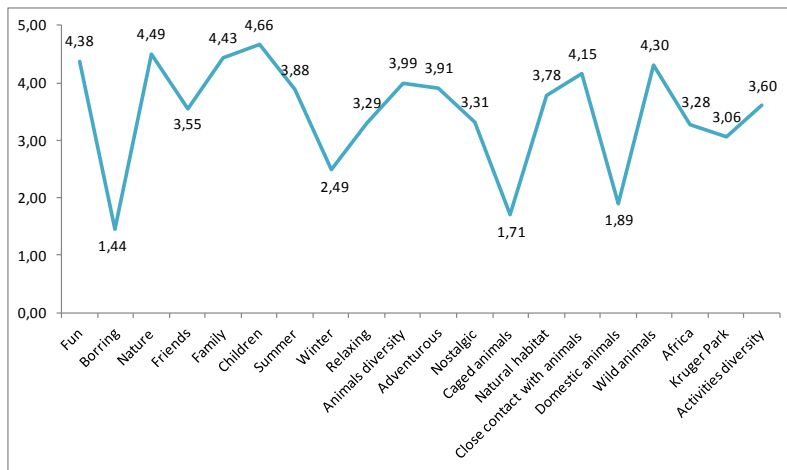


Figure 8: Associations to Badoca (Average Values)

The same associations were presented to respondents with regard to competitors. Thus, the average values obtained allow to compare associations and further uncover points-of-difference (POD) and points-of-parity (POP) between Badoca and competitors. To that end, and because the population was verified not to be normally distributed, Wilcoxon tests were used. Alternatively to the t-test, this is the most accurate method to compare means (Maroco, 2003, p. 170).

Overall, Badoca Safari Park has proved to be associated to the most positive and accurate feelings. Even though scoring as the most visited by 45% of the respondents, there's a statistically significant difference ($p\text{-value} < 0.05$) in the fact that Jardim Zoológico is considered more boring and is not as associated to "nature" as Badoca. Moreover, respondents considered Badoca as being more relaxing and adventurous, wherein promoting a close contact with wild animals in its natural habitat. The feeling of being in Africa and the comparison to the Kruger Park have also scored higher averages for Badoca, with statistically significant differences from Jardim Zoológico (Exhibit 4.2).

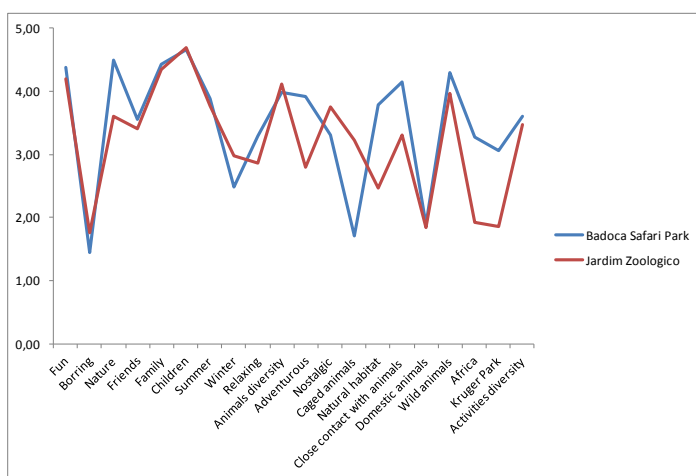


Figure 9: Associations to Badoca and Jardim Zoológico (Average Values)

On the contrary, Monte Selvagem didn't register statistically significant POD, except in being less considered as a "Portuguese version of the Kruger Park". Zoo de Lagos, on its turn, differs by being associated to caged animals and lack of activities' variety. Even Zoomarine, providing the opportunity to swim with dolphins, is considered less adventurous. Notably, the strongest statistically significant POD of Badoca are (1) the opportunity to see wild animals on the loose; (2) the feeling of being in Africa that it promotes; and (3) the comparison to the Kruger Park. Nevertheless, Jardim Zoológico, Zoo de Lagos and Oceanário are considered to be a better idea during the winter (Exhibit 4.2).

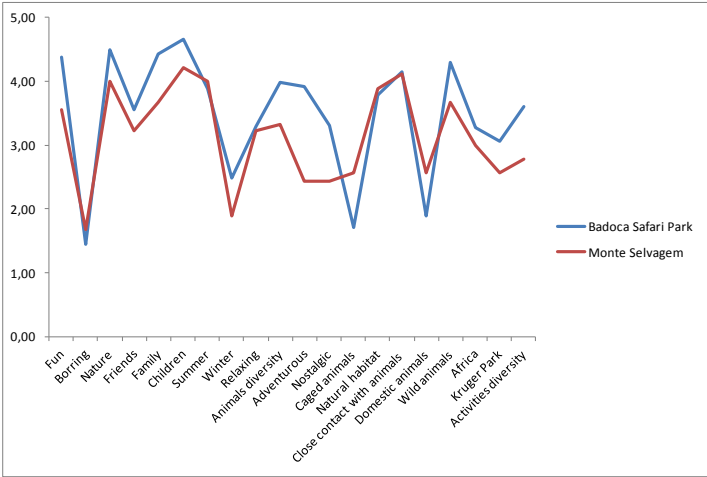


Figure 10: Associations to Badoca and Monte Selvagem (Average Values)

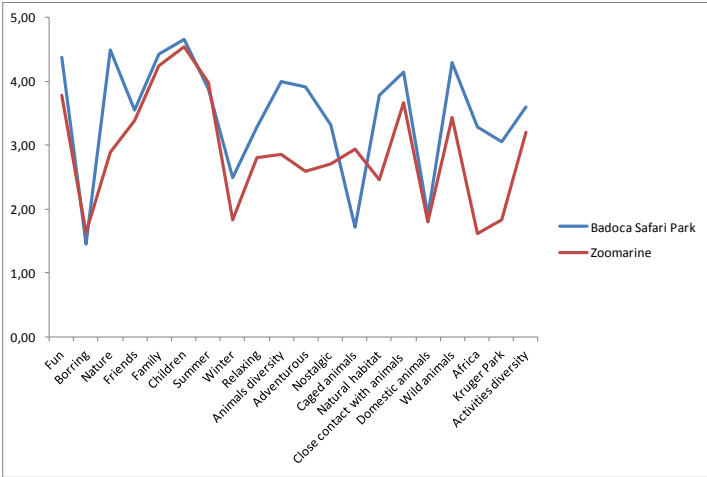


Figure 11: Associations to Badoca and Zoomarine (Average Values)

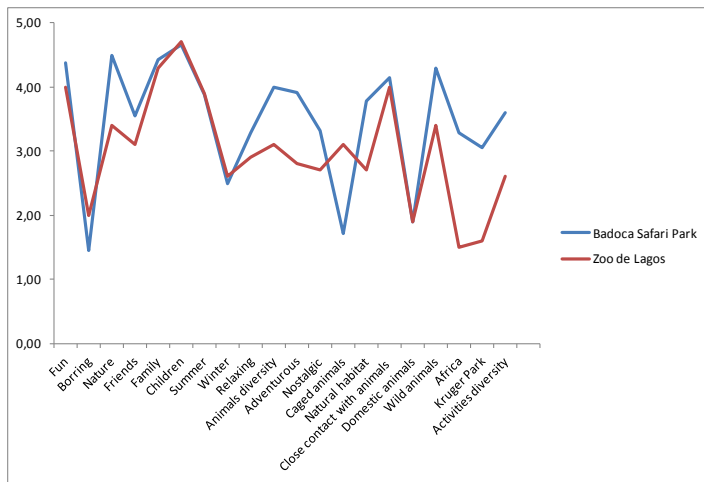


Figure 12: Associations to Badoca and Zoo de Lagos (Average Values)

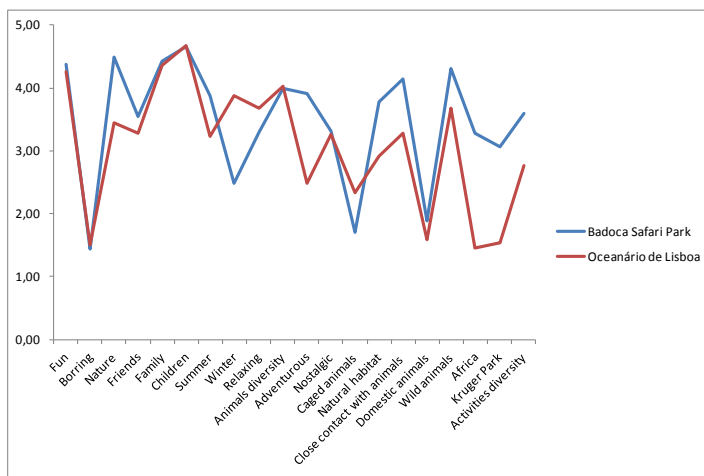


Figure 13: Associations to Badoca and Ocenario (Average Values)

4.2.5 Positioning (Refers to RQ2)

The main purpose in the positioning set of questions was to confirm the different group of customers (segments) previously identified in the qualitative research. Incorporating the findings from the Literature Review, the push (socio psychographic) and pull (characteristics of a destination) factors were asked to uncover personal values and attributes motivating customer to visit Animal Parks. Thus, in this stage of the research, respondents were faced with a list of salient attributes and personal values previously mentioned in the interviews and asked to sort by importance. Following the laddering technique (Pike, 2012), the personal attributes presented were reasons for considering the attributes important. Two salient attributes mentioned in the interviews but not considered before in the qualitative analysis were added to the questionnaire – diversity of animal species and reputation among competitors.

When deciding between Animal Theme Parks to visit, respondents mostly elected the total costs as being the most important attribute. The diversity of animal species and activities as well as animal care were also considered relevant for respondents. On the other hand, the reputation among competitors, environmental preservation and values/mission of the company were not considered such strong influencers (Exhibit 5.1).

In order to validate the previous assumption regarding the existence of two distinct segments to target, a K-Means Cluster Analysis was applied. Alternatively to the Hierarchical Methods, this analysis allows setting the number of clusters and has a lower probability of misclassification (Maroco, 2003, p. 321).

As shown in the average values presented in Exhibit 5.2, the type of customers who value attributes such as total cost of the visit, diversity of activities, location/ease of access and visit length are grouped together in one cluster. On the contrary, animal care, values of the company, environmental preservation and habitat of the animals are the most valued by respondents grouped in the second cluster. This means that the motivating factors are clearly different for the two segments. Customers grouped in the first cluster mostly value convenience factors inherent to the experience (i.e., costs, activities, location, duration); while, the second group is driven by the core activity of the Parks – to see and learn more about animal species and environmental preservation. Although registering the smallest differences in between profiles, the diversity of animal species and reputation among competitors are attributes mostly valued by the first group.

Applying the laddering technique, respondents were afterwards asked about the reasons for considering the attributes important, in order to uncover personal values. To analyze the data, a K-Means Cluster Analysis was once again applied. Exhibit 5.3 clearly shows that there's a first group of customers who want return on their investments, and value enjoying their free time optimally by having rich experiences they can hold in memory; wherein the second evidence to have environmental concerns, being animal lovers who feel happy and in peace whenever close to nature.

In order to test the relationship between attributes and personal values of profiles 1 and 2, the Pearson Correlation Coefficient Test was applied. As shown in Exhibit 5.4, the relationship between the average values of profile 1 in both questions of attributes and personal values is significantly positive ($p\text{-value} = 0$), meaning that clusters 1 are correlated. The same is true for the average values of profile 2 ($p\text{-value} = 0$). Therefore, the quantitative research confirms the predictions that there are two distinct segments in terms of salient attributes and personal values to target in future marketing investments.

4.2.6 Online Media Channels (Refers to RQ3)

Regarding online media channels, respondents were firstly asked about the general levels of interest in consulting the Park’s websites; downloading a mobile application; interacting with the Parks in social media; and receiving a monthly newsletter. The interest in the website and social media is mostly moderated, as 60% and 51% of the respondents revealed “some interest”, respectively. The mobile app and newsletter, on the other hand, registered lower levels of general interest, as 54% and 62% revealed “no interest”, respectively (Exhibit 6.1).

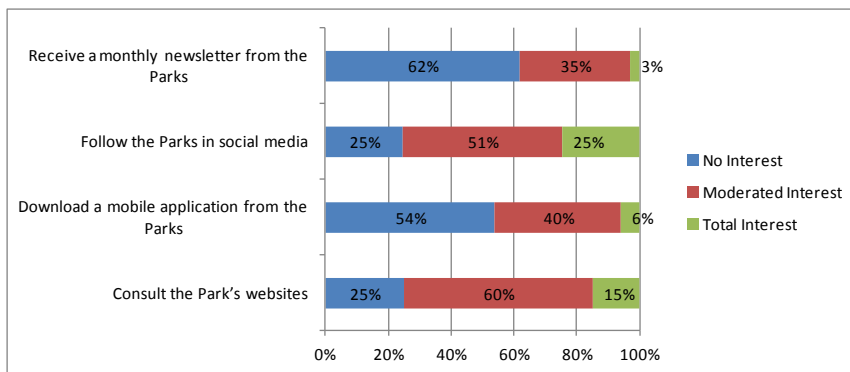


Figure 14: General interest in online media channels

Respondents were afterwards faced with a list of possible content to be consulted on each media channel, regardless of the level of interest. These were, once again, based on relevant and consistent outputs from the interviews. Before visiting the Park, respondents would more likely consult the website rather than a mobile app or SNS. Nevertheless, in order to buy tickets, both the website and mobile app are options for 74% of the respondents. SNS, on its turn, are considered useful to be informed about ongoing contests and discounts as well as to consult and write comments or reviews. The mobile app scored highest importance in what regards information to consult during the visit such as maps and ongoing activities.

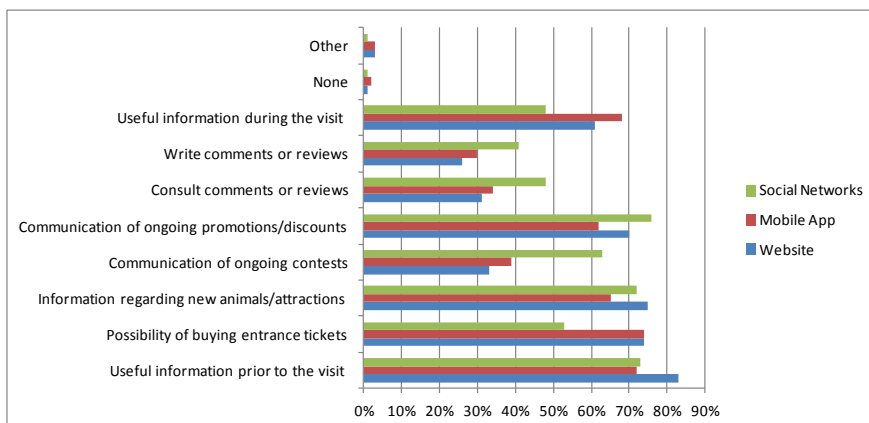


Figure 15: Preferences for information on website, mobile app and social networks

Regarding the newsletter, information about new animals or attractions and discounts were considered the most interesting ones. Moreover, except for the environmental news, all the information suggested was selected by more than half of the respondents.

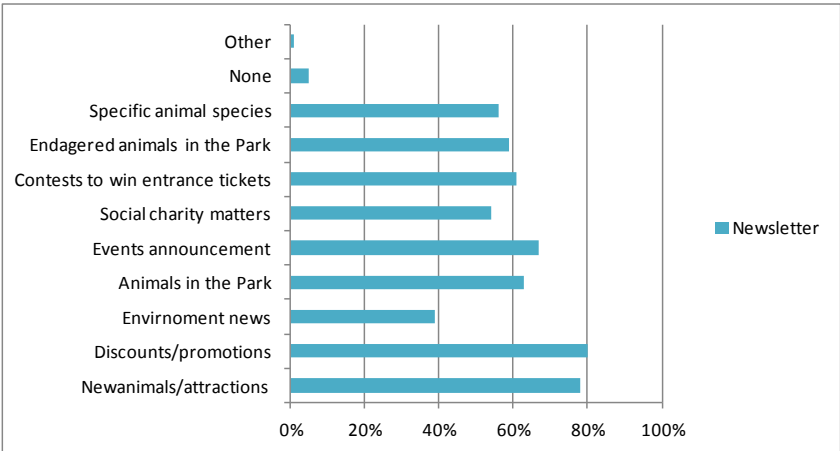


Figure 16: Preferences for information on the newsletter

As that the main goal is to further recommend strategies to motivate the 15-24 segment to actually use the four suggested media channels, the analysis was also focused on the respondents who firstly indicated “no interest”.

Regarding the website, 38 respondents (25%) revealed no interest. Information about new animals/attractions, possibility to buy tickets and information prior to the visit were selected by 76%, 74% and 71% of this group of respondents, respectively; followed by discounts and information for during the visit (e.g., ongoing activities) (Exhibit 6.2). Similarly, 83 (54%) and 38 (25%) respondents revealed no interest in a mobile app and social media, respectively. In both cases, more than half considered important information prior to the visit, possibility to buy tickets, information about new animals/attractions and discounts/promotions (Exhibit 6.3 and 6.4). Regarding the monthly newsletters, 96 respondents (62%) revealed no interest. Of these, 79% and 74% would value receiving information about discounts and new animals/attractions, respectively (Exhibit 6.5).

Given that social media include many different platforms, respondents were given a list of social networks and asked about the chances of use to interact with the Parks. Facebook scored the highest positive results, followed by image-sharing networks (e.g., Instagram), trip planners (e.g., TripAdvisor) and video-sharing (e.g., Youtube). The remaining didn’t register such significant values, once that only 14% revealed positive interest on Goolge +; 8% on Blogs; 5% on Twitter; and 1% on LinkedIn.

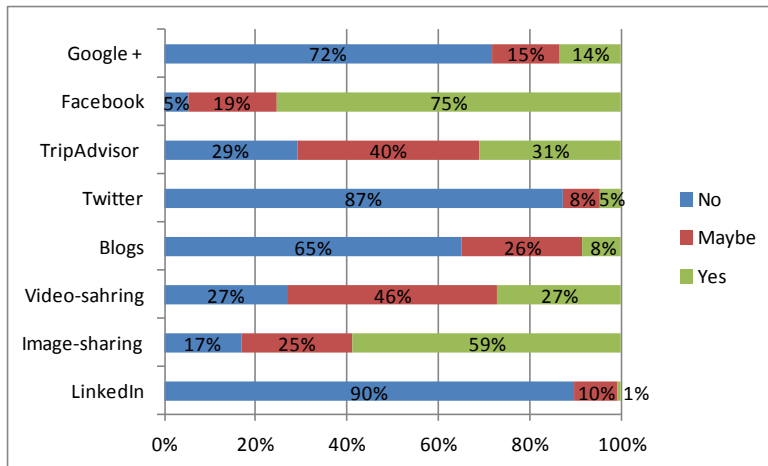


Figure 17: Social networks use to interact with the Parks

The same social networks were presented and respondents were asked about the frequencies of use on a 1 to 5 scale. After equalizing the scales of both questions, by recoding into 3 different variables the items from this last question, the Pearson Correlation Test was applied. The purpose was to test if there are positive relationships between the chances of use to interact with the Parks and the frequencies of use. As observed in the diagonal of Exhibit 6.6, there are positive correlations among the same social networks ($\rho > 0$). This means that, as expected, the ones who most frequently use a specific social network are more willing to use it to interact with the Parks, and vice-versa. Yet positively related, LinkedIn and video-sharing networks didn't register statistically relevant correlations, as $p\text{-value} > 0.05$ in both cases (Exhibit 6.6).

4.2.7 Social Media Initiatives (Refers to RQ4)

During the interviews, participants made a few suggestions for future social media initiatives and some of them were selected to be tested through the questionnaire. Moreover, because this study focuses on converting the young segment into visitors, the initiatives suggested were also based on the identified barriers for not visiting. Additionally, online MARCOM from other Parks were analyzed. For each initiative, respondents were asked about their attitude towards the initiative (i.e., if faced with such communication, they would probably like, comment or share with friends through SNS), level of interest and whether or not it positively contributes for visit intentions.

Overall, respondents revealed high levels of interest (>70% in all 8 suggested initiatives). The levels of positive attitude, on the other hand, scored the lowest results (<70%). Nevertheless, in both measures, the communication of ongoing discounts/promotions

and social charity initiatives were the most selected. The idea of announcing activities taking place for a limited period of time was considered the third most interesting and relevant initiative, wherein the communication of non-animal related events (e.g., sunsets) scored the third place in terms of attitude. Regarding motivations to visit, the most successful proposal was the communication of discounts, followed by the idea of having a transport to facilitates travelling to the Park. Moreover, 68% selected both the events and the communication of new attractions as influencers to visit the Park. (Exhibit 7.1, 7.2 and 7.3).

Although the idea of launching interactive contests to win entrance tickets and the communication about endangered animals scored very low in terms of positive attitudes, both were considered interesting. Moreover, 63% and 64% found it motivating to visit the Park, respectively. Therefore, the Park should manage the communication of the initiatives depending if the goal is to generate interaction rates, awareness or visit intentions.

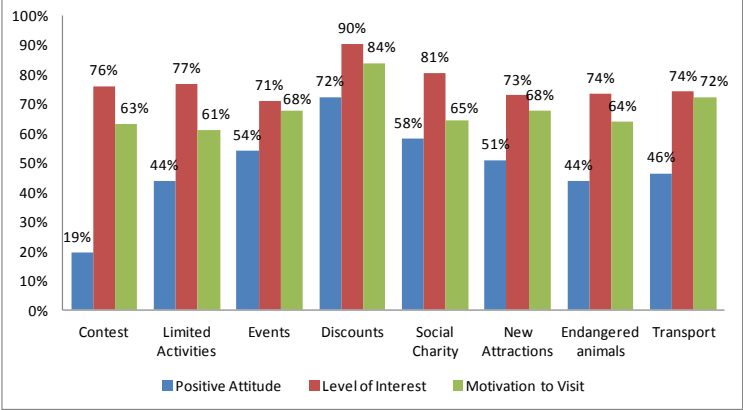


Figure 18: Positive responses

EXHIBITS: Main Results from Market Research

Quantitative Study¹

EXHIBIT 1. Sample Description

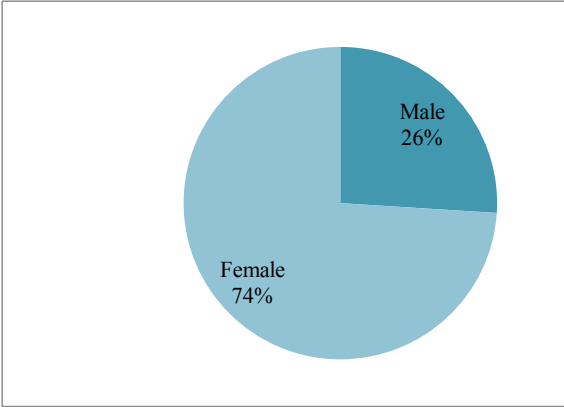


Exhibit 1.1: Gender (Q3)

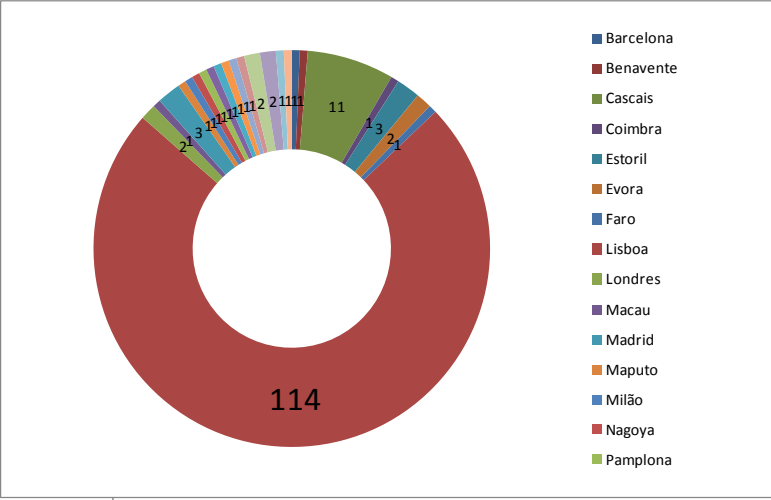


Exhibit 1.2: City of Residence (Q4)

Years old	Frequency	Percentage
15	6	4%
16	4	3%
17	9	6%
18	8	5%
19	11	7%
20	8	5%
21	16	10%
22	26	17%
23	40	26%
24	27	17%
Total	155	100%

Exhibit 1.3: Age (Q2)

Occupation	Frequency	Percentage
Student	96	62%
Student and part time employee	16	10%
Student and full time employee	10	6%
Student looking for a job	11	7%
Employee	20	13%
Unemployed	2	1%
Total	155	100%

Exhibit 1.4: Occupation (Q5)

¹ The items presented are not a full translation of the questionnaire to facilitate the analysis and understanding. Respondents of the questionnaire were faced with more detailed information about each item (Appendix 6).

EXHIBIT 2. Frequency of Visits

Parks	Responses	%
Jardim Zoológico	69	45%
Monte Selvagem	1	1%
Zoomarine	3	2%
Badoca Safari Park	13	8%
Zoo de Lagos	1	1%
Zoo da Maia	0	0%
Oceanário de Lisboa	26	17%
Zoo Santo Inácio	0	0%
Other	0	0%
I don't visit any frequently	42	27%
Total	155	100%

Exhibit 2.1: Animal Theme Park most frequently visited (Q9)

Frequency of Visits	Responses	%
Weekly	0	0%
Monthly	0	0%
Quarterly	0	0%
Half yearly	1	1%
Annually	29	26%
Every two years	19	17%
> Every two years	64	57%
Total	113	100%

Exhibit 2.2: Frequency of visit to the most visited Park (Q10)²

Reasons	Yes	Maybe	No	Total
Distant from the city of residence	60 (70%)	24 (28%)	2 (2%)	86 (100%)
High price of the entrance ticket	15 (17%)	34 (40%)	37 (43%)	86 (100%)
High total costs of the visit	28 (33%)	42 (49%)	16 (19%)	86 (100%)
Unique experience in life	9 (10%)	20 (23%)	57 (66%)	86 (100%)
Lack of awareness about the activities' offer	32 (37%)	35 (41%)	19 (22%)	86 (100%)
Lack of awareness about campaigns and promotions	41 (48%)	30 (35%)	15 (17%)	86 (100%)
Lack of interest in seeing animals regularly	7 (8%)	22 (26%)	57 (66%)	86 (100%)
It is a place to go with children or as a child	35 (41%)	27 (31%)	24 (28%)	86 (100%)

Exhibit 2.3: Reasons for not visiting Badoca (Q21)³

² The total of responses is 113 because this question was not displayed to the ones who previously indicated not visiting any Park frequently (42 respondents).

³ The total of responses is 86 because this question was only displayed to the ones who indicated not visiting Badoca Safari Park for more than 5 years.

EXHIBIT 3. Brand Awareness (RQ1)

Parks	1st Brand	2nd Brand	3rd Brand
Jardim Zoológico de Lisboa	58.1%	25.8%	9.7%
Badoca Safari Park	29.0%	28.4%	26.5%
Monte Selvagem	0.6%	0.0%	2.6%
Zoo de Lagos	0.0%	0.6%	0.6%
Oceanário de Lisboa	5.8%	26.5%	25.2%
Zoomarine	3.9%	14.2%	20.0%
Aquário Vasco da Gama	1.3%	1.3%	5.8%
Quinta Pedagógica	0.0%	0.0%	0.6%
Zoo da Maia	0.0%	0.6%	0.0%
Zoo Santo Inácio	0.0%	0.6%	0.0%
Fluviário de Mora	0.0%	0.6%	0.0%
None	1.3%	1.3%	9.0%
Total	100.0%	100.0%	100.0%

Exhibit 3.1: Individual Unaided Brand Recall (%) (Q7)

Parks	Recognized	%
Jardim Zoológico de Lisboa	153	99%
Monte Selvagem	12	8%
Zoomarine	107	69%
Badoca Safari Park	130	84%
Zoo de Lagos	12	8%
Zoo da Maia	4	3%
Oceanário de Lisboa	152	98%
Zoo Santo Inácio	3	2%

Exhibit 3.2: Individual Brand Recognition (Q8)

EXHIBIT 4. Brand Image (RQ1)

Associations	Average Values					
	Badoca Safari Park	Jardim Zoológico	Monte Selvagem	Zoomarine	Zoo de Lagos	Oceanário de Lisboa
Fun	4.38	4.20	3.56	3.78	4.00	4.26
Boring	1.44	1.76	1.67	1.63	2.00	1.51
Nature	4.49	3.61	4.00	2.88	3.40	3.44
Friends	3.55	3.41	3.22	3.38	3.10	3.28
Family	4.43	4.35	3.67	4.25	4.30	4.36
Children	4.66	4.69	4.22	4.55	4.70	4.67
Summer	3.88	3.76	4.00	3.98	3.90	3.23
Winter	2.49	2.98	1.89	1.83	2.60	3.87
Relaxing	3.29	2.86	3.22	2.80	2.90	3.67
Animals diversity	3.99	4.12	3.33	2.85	3.10	4.03
Adventurous	3.91	2.80	2.44	2.59	2.80	2.49
Nostalgic	3.31	3.75	2.44	2.71	2.70	3.26
Caged animals	1.71	3.22	2.56	2.93	3.10	2.33
Natural habitat	3.78	2.47	3.89	2.46	2.70	2.92
Close contact with animals	4.15	3.31	4.11	3.66	4.00	3.28
Domestic animals	1.89	1.84	2.56	1.80	1.90	1.59
Wild animals	4.30	3.96	3.67	3.44	3.40	3.67
Africa	3.28	1.92	3.00	1.61	1.50	1.46
Kruger Park	3.06	1.86	2.56	1.83	1.60	1.54
Activities diversity	3.60	3.47	2.78	3.20	2.60	2.77

Exhibit 4.1: Associations – Average Values (Q12 – Q19)

Badoca's Brand Image Relative to Competitors

Associations	Badoca Safari Park vs.				
	Jardim Zoológico	Monte Selvagem	Zoomarine	Zoo de Lagos	Oceanário de Lisboa
Fun					
Boring	p-value<0.05				
Nature	p-value<0.05		p-value<0.05		p-value<0.05
Friends					
Family					
Children					
Summer					p-value<0.05
Winter	p-value<0.05		p-value<0.05		p-value<0.05
Relaxing	p-value<0.05				
Animals diversity			p-value<0.05		
Adventurous	p-value<0.05		p-value<0.05		p-value<0.05
Nostalgic					
Caged animals	p-value<0.05		p-value<0.05	p-value<0.05	
Natural habitat	p-value<0.05		p-value<0.05		p-value<0.05
Close contact with animals	p-value<0.05				p-value<0.05
Domestic animals					
Wild animals			p-value<0.05	p-value<0.05	p-value<0.05
Africa	p-value<0.05		p-value<0.05	p-value<0.05	p-value<0.05
Kruger Park	p-value<0.05	p-value<0.05	p-value<0.05	p-value<0.05	p-value<0.05
Activities diversity				p-value<0.05	p-value<0.05

Exhibit 4.2: POP and POD between Badoca Safari Park and main competitors – Wilcoxon tests (Q12-Q19)

POD: Positive to Badoca

 POD: Negative to Badoca

 POP

EXHIBIT 5. Positioning (RQ2)

Attributes	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	Total
Total cost of the visit	48	18	12	14	13	13	17	11	6	3	155
Diversity of activities	11	28	24	20	17	18	9	12	11	5	155
Location/ease of access	21	20	12	11	12	14	17	14	13	21	155
Visit length	4	13	13	20	20	16	16	19	21	13	155
Diversity of animal species	19	18	31	26	19	15	15	5	5	2	155
Animal care	28	19	18	18	9	18	22	12	7	4	155
Values/ mission of the company	5	8	12	12	22	17	19	23	25	12	155
Environmental preservation	3	5	7	13	15	17	12	35	31	17	155
Natural habitat of the animals	15	24	19	14	15	14	14	9	23	8	155
Reputation among competitors	1	2	7	7	13	13	14	15	13	70	155
Total	155	155	155	155	155	155	155	155	155	155	-

Exhibit 5.1: Importance given to each attribute (Q22)

Salient Attributes	Cluster	
	1	2
Total cost of the visit	4.86	2.88
Diversity of activities	5.57	3.58
Location/ease of access	6.84	3.82
Visit length	6.99	4.83
Diversity of animal species	4.52	3.78
Animal care	2.70	6.58
Values/ mission of the company	4.94	7.90
Environmental preservation	5.58	8.51
Natural habitat of the animals	4.29	6.06
Reputation among competitors	8.72	7.06

Exhibit 5.2: Salient Attributes – Average Values (Q22)

Cases in each cluster		
Cluster	1	83
	2	72
Valid		155
Omitted		0

Exhibit 5.2.1: Salient Attributes - Valid and Omitted cases (Q22)

Personal Values	Cluster	
	1	2
Return on investments	5.39	3.09
Best use of free time	3.69	1.88
Rich and differentiated experiences	2.94	2.10
Environmental concerns	2.90	4.62
Healthy lifestyle is being close to animals and nature	3.27	4.52
Feeling of happiness and peacefulness when close to animals and nature	2.80	4.80

Exhibit 5.3: Personal Values – Average Values (Q23)

Cases in each cluster		
Cluster	1	51
	2	104
Valid		155
Omitted		0

Exhibit 5.3.1: Personal Values – Valid and Omitted cases (Q23)

ATTRIBUTES		VALUES	Average values Profile 1	Average values Profile 2
		Average values Profile 1	Pearson Correlation	
Sig. (2-tailed)			.000	.000
N			155	155
Average values Profile 2	Pearson Correlation		-.652**	.652**
	Sig. (2-tailed)		.000	.000
	N		155	155

** . Correlation is significant at the 0.01 level (2-tailed).

Exhibit 5.4: Correlations between average values of profiles 1 and 2 (Q22 and Q23)

EXHIBIT 6. Online Media Channels (RQ3)

Interest in:	No interest	Moderated interest	Total interest	Total Responses
Consulting the Park's websites	38 (25%)	93 (60%)	24 (15%)	155 (100%)
Downloading a mobile application from the Parks	83 (54%)	62 (40%)	10 (6%)	155 (100%)
Following the Parks in social media	38 (25%)	79 (51%)	38 (25%)	155 (100%)
Receiving a monthly newsletter from the Parks	96 (62%)	54 (35%)	5 (3%)	155 (100%)

Exhibit 6.1: General interest in online media channels (Q24)

Information in the Website	N		Total	% Interested
	Valid	Omitted		
Useful information prior to the visit	27	11	38	71%
Possibility to buy entrance tickets	28	10	38	74%
Information regarding new animals/attractions	29	9	38	76%
Communication of ongoing contests	9	29	38	24%
Communication of ongoing promotions/discounts	21	17	38	55%
Consult comments or reviews	8	30	38	21%
Write comments or reviews	11	27	38	29%
Useful information during the visit	17	21	38	45%
None of the above	1	37	38	3%
Other	1	37	38	3%

Exhibit 6.2: Answers from respondents with no interest in consulting the Park's websites (Q25)

Information in a Mobile App	N		Total	% Interested
	Valid	Omitted		
Useful information prior to the visit	61	22	83	74%
Possibility to buy entrance tickets	63	20	83	76%
Information regarding new animals/attractions	54	29	83	65%
Communication of ongoing contests	30	53	83	36%
Communication of ongoing promotions/discounts	47	36	83	57%
Consult comments or reviews	30	53	83	36%
Write comments or reviews	28	55	83	33%
Useful information during the visit	56	27	83	68%
None of the above	3	80	83	4%
Other	1	82	83	1%

Exhibit 6.3: Answers from respondents with no interest in downloading a mobile application (Q26)

Information in Social Media	N		Total	% Interested
	Valid	Omitted		
Useful information prior to the visit	30	8	38	79%
Possibility to buy entrance tickets	23	15	38	61%
Information regarding new animals/attractions	24	14	38	63%
Communication of ongoing contests	16	22	38	42%
Communication of ongoing promotions/discounts	24	14	38	63%
Consult comments or reviews	19	19	38	50%
Write comments or reviews	17	21	38	45%
Useful information during the visit	13	25	38	34%
None of the above	1	37	38	3%
Other	0	38	38	0%

Exhibit 6.4: Answers from respondents with no interest in “following” the Parks in social media (Q29)

Information in the Newsletter	N		Total	% Interested
	Valid	Omitted		
New animals/attractions	71	25	96	74%
Discounts/promotions	76	20	96	79%
Environment news	31	65	96	32%
Animals in the Park	56	40	96	58%
Events announcement	62	34	96	65%
Social charity matters	48	48	96	50%
Contests to win entrance tickets	58	38	96	60%
Endangered animals in the Park	53	43	96	55%
Specific animal species	53	43	96	55%
None of the above	7	89	96	7%
Other	1	95	96	1%

Exhibit 6.5: Answers from respondents with no interest in receiving newsletters from the Parks (Q30)

SOCIAL MEDIA USE TO FOLLOW THE PARKS SOCIAL MEDIA FREQUENCY OF USE		LinkedIn	Image-sharing	Video-sharing	Blogs	Twitter	Trip Advisor	Facebook	Google +
		LinkedIn	Pearson Correlation Sig. (2-tailed) N	.114 .157 155	-.079 .331 155	.031 .704 155	-.003 .974 155	.025 .761 155	.108 .182 155
Image-sharing	Pearson Correlation Sig. (2-tailed) N	-.096 .237 155	.421** .000 155	-.028 .728 155	.088 .276 155	.104 .199 155	.105 .192 155	.198* .014 155	-.002 .982 155
Video-sharing	Pearson Correlation Sig. (2-tailed) N	.199* .013 155	.090 .266 155	.087 .281 155	.077 .339 155	.077 .341 155	.147 .067 155	.045 .578 155	.031 .699 155
Blogs	Pearson Correlation Sig. (2-tailed) N	.165* .040 155	.034 .677 155	-.025 .754 155	.348** .000 155	.090 .263 155	.106 .191 155	.038 .636 155	.023 .779 155
Twitter	Pearson Correlation Sig. (2-tailed) N	.069 .392 155	.037 .651 155	-.062 .445 155	.039 .628 155	.161* .045 155	-.064 .430 155	-.013 .869 155	-.056 .487 155
Trip Advisor	Pearson Correlation Sig. (2-tailed) N	.024 .766 155	-.111 .170 155	.051 .529 155	.071 .379 155	.076 .350 155	.412** .000 155	.023 .779 155	-.055 .497 155
Facebook	Pearson Correlation Sig. (2-tailed) N	-.323** .000 155	.074 .360 155	-.107 .186 155	-.060 .462 155	-.023 .779 155	.032 .691 155	.311** .000 155	-.031 .703 155
Google +	Pearson Correlation Sig. (2-tailed) N	.081 .314 155	.056 .490 155	.089 .268 155	.040 .625 155	.031 .701 155	-.123 .128 155	.099 .220 155	.630** .000 155

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Exhibit 6.6: Correlation between social media use and usage to follow the Parks (Q27 and Q28)

EXHIBIT 7. Social Media Initiatives (RQ4)

Initiatives	Positive Attitude			Total
	Yes	Maybe	No	
Interactive Contests	30 (19%)	73 (47%)	52 (34%)	155 (100%)
Limited Activities	68 (44%)	52 (34%)	35 (23%)	155 (100%)
Events	84 (54%)	44 (28%)	27 (17%)	155 (100%)
Discounts/Promotions	112 (72%)	36 (23%)	7 (5%)	155 (100%)
Social Charity	90 (58%)	54 (35%)	11 (7%)	155 (100%)
New Animals/Attractions	79 (51%)	57 (37%)	19 (12%)	155 (100%)
Endangered Animals Warnings	68 (44%)	63 (41%)	24 (15%)	155 (100%)
Transport Facility	72 (46%)	55 (35%)	28 (18%)	155 (100%)

Exhibit 7.1: Positive Attitude (Q31 – Q38)

Initiatives	Level of Interest			Total
	Yes	Maybe	No	
Interactive Contests	118 (76%)	31 (20%)	6 (4%)	155 (100%)
Limited Activities	119 (77%)	30 (19%)	6 (4%)	155 (100%)
Events	110 (71%)	34 (22%)	11 (7%)	155 (100%)
Discounts/Promotions	140 (90%)	14 (9%)	1 (1%)	155 (100%)
Social Charity	125 (81%)	26 (17%)	4 (3%)	155 (100%)
New Animals/Attractions	113 (73%)	37 (24%)	5 (3%)	155 (100%)
Endangered Animals Warnings	114 (74%)	35 (23%)	6 (4%)	155 (100%)
Transport Facility	115 (74%)	31 (20%)	9 (6%)	155 (100%)

Exhibit 7.2: Level of Interest (Q31 – Q38)

Initiatives	Motivation to Visit			Total
	Yes	Maybe	No	
Interactive Contests	98 (63%)	46 (30%)	11 (7%)	155 (100%)
Limited Activities	95 (61%)	47 (30%)	13 (8%)	155 (100%)
Events	105 (68%)	35 (23%)	15 (10%)	155 (100%)
Discounts/Promotions	130 (84%)	24 (15%)	1 (1%)	155 (100%)
Social Charity	100 (65%)	48 (31%)	7 (5%)	155 (100%)
New Animals/Attractions	105 (68%)	42 (27%)	8 (5%)	155 (100%)
Endangered Animals Warnings	99 (64%)	44 (28%)	12 (8%)	155 (100%)
Transport Facility	112 (72%)	32 (21%)	11 (7%)	155 (100%)

Exhibit 7.3: Motivation to Visit (Q31 – Q38)

5. Conclusions

5.1 Conclusions and Recommendations

The following chapter aims at drawing some conclusions on the Key Research Questions defined for the dissertation. These were primarily based on the theoretical concepts extracted from the Literature Review and further developed through the findings obtained during the Market Research.

RQ1: What brand images are currently associated to Badoca Safari Park?

In order to explore the strength of Badoca Safari Park as a brand and uncover current and future marketplace benefits, Keller's CBBE model was applied (2001). Specifically, the brand knowledge held in consumer's minds, comprising awareness and image, was assessed. In the awareness set, the Park was the second and third most frequently recalled and recognized among competitors, respectively. Specifically, 84% of the respondents were able to spontaneously recall the Park undaided and the same 84% later recognized the logo. This is the first indicator that consumer's responses to the marketing of the Park are positive.

Badoca Safari Park differentiates from competitors promoting a very close contact to nature and rare species of animals. Aiming to contribute to the education towards environmental conscious citizens, the Park provides very distinctive activities to satisfy all tastes and ages. Indeed, the 15-24 segment perceives the Park as being associated to nature and close contact with wild animals in its natural habitat in replacement of caged and domestic animals. Contrary to its desired positioning, the Park is also highly associated to nostalgic feelings, children and family trips; and 41% of the survey' respondents perceive it as a place to go with children. Being brand image crucial in destination branding to assess consumer's motivations, these associations must be seen as a core barrier for not visiting more frequently.

Therefore, the Park should benefit from the strong levels of awareness and exclusive associations from the segment and implement campaigns clearly targeted at the young segment, in an attempt of rather being connected to teenagers' and young adults' associations. In its MARCOM, the perceived POD must be reinforced, namely the relaxing and adventurous feelings that it provides. The diversity of activities as a POD should also be strongly advertised, as 37% revealed lack of awareness about the offer. Lastly, the Park

should relate its image to the Kruger Park and reinforce the African associations, as both registered the strongest perceived POD.

RQ2: What would be the ideal positioning of Badoca Safari Park to generate visit intentions for the young segment?

An adequate positioning primarily implies the practice of finding groups of customers that can be addressed using a targeted approach. To segment the age range into homogeneous groups of customers, a posteriori approach (or data-driven) was applied, through the development of quantitative research. The push (socio psychological factors) and pull (characteristics of a destination) factors were asked in the interviews and validated in the questionnaire, in order to uncover determinant personal values and attributes motivating consumers to visit Animal Theme Parks. It was found that within the 15-24 years old target, there are clearly two distinct segments to target in future MARCOM initiatives.

The first segment (cluster 1) is characterized by valuing the total costs of the visit, the diversity of activities, the location/ease of access, the duration of the visit, the reputation among competitors and the diversity of animal species. The reasons why they consider such attributes important rely on the fact that they pursue rich and differentiated experiences that provide return on their investments and the best use of free time. Thus, this particular group of customers, which may be considered price sensitive, needs a targeted marketing communication in line with their preferences. The other identified segment (cluster 2), on the contrary, considers important the animal care, the values of the company, the environmental preservation and the habitat of the animals; and evidence to have environmental concerns and passion for nature and animals.

Therefore, Badoca Safari Park is able to differently position its offer towards satisfaction of the each segment. When targeting cluster 1, the Park should focus on accomplishing the uncovered valued attributes and personal values. The communication towards them must mostly rely on discounts or special prices; and enhance the variety of activities offered (e.g., rafting, interaction with animals) rather than a safari which fulfill a day in the Park. Differently, when positioning towards cluster 2, the communication should rather focuses on the mission and values of the company as well as environmental' and endangered animals' preservation topics. .

Although each segment comprises specific characteristics, there are some similarities in between segments, allowing commonalities in future MARCOM. Contrary to the entry price, which was perceived as being high for only 17% of the survey' respondents, the total

cost of the visit was the most relevant attribute for both segments when considering a visit, and prevents the visit for 33%. Therefore, the Park should provide solutions to this problem, by facilitating the travelling to the Park or advertising special discounts. The initiative of having a transport, in particular, would certainly motivate visiting the Park, as 70% of respondents referred its distance as a reason for not visiting. Additionally, the diversity of animal species and reputation among competitors were attributes mostly valued by the first segment, but registered very low differences between profiles. This means that Badoca doesn't need to clearly differentiate the positioning towards the segments when communicating information or curiosities about the variety of animals in the Park or competitive advantages (POD). Lastly, the segment expressed interest in seeing animals regularly along the study. Considering the safari as the core activity of the Park, both segments may be considered attractive to target in future MARCOM.

RQ 3: What online media channels should Badoca Safari Park use when communicating to the young segment?

Badoca Safari Park is clearly not taking full advantage of the developments in IT and media channels allowing greater approaches on more concrete target markets. The young segment, in particular, is the one with more promising attitudes towards these new forms of marketing. In the case of Badoca, the website and social media websites registered the higher levels of interest within the segment.

The corporate website (www.Badoca.pt), easily found on search engines, encloses useful information prior to the visit, such as location/access, schedule, prices, where to eat, contacts and a map of the Park. Although not visible in the landing page, it is also possible to buy tickets, through a link redirecting to BOL (Bilheteira Online). It also contains information about the Park, activities, conservation as a core value, and the animals; and allows the access to social networks, namely Facebook, Flickr and Youtube. Considering the website quite complete in terms of information, it would rather be important to improve the landing page, i.e., make it simpler and easier to read, to avoid high bounce rates. A mobile version of the website would also increase the number of website visitors, as nearly 30% of the Portuguese internet users access the internet via mobile phone or tablet (Marktest, 2013).

A mobile application would also be beneficial as a facilitator in the process of planning, processing and sharing. According to the respondent's preferences, this application should include useful features prior to the visit (e.g., one-click calling and click-to-map) and allow the purchase of entrance tickets. Although apparently similar to the mobile version of

the website previously suggested, a mobile application would allow Badoca to have control over the presence on a device, i.e., a mobile app can be inactive, but still send geo-targeted push notifications and gather data about customer's preferences. Moreover, given the importance assigned to access useful information during the visit, the application could provide an interactive visit, by including geo-location maps, descriptive information about ongoing activities and locations or curiosities about the animals nearby. Nevertheless, the company would have to practice mobile marketing or include social sharing features to incentivize customers to keep the application in the long term, given the negative feedback collected.

As a result of the high interest rates, social media marketing is a strategic improvement with high potential to efficiently target the young segment. Apart from regularly transmitting interesting content, the company could explore the creativity and interactivity of its Facebook posts, based on the referred preferences. Specifically, the communication of discounts and interactive contests are considered crucial to access in social media. The presence on image-sharing networks should also be revised, by creating an Instagram account and more regularly post on Flickr. Given the importance assigned to access comments and reviews, TripAdvisor is also an opportunity to encourage and monitor assessments, which will result into improved popularity rankings. Lastly, as suggested by one interviewee, the creation of Youtube videos to further post on other social networks could also increase interaction rates.

The proposal of an e-mail marketing strategy was the one attaining lowest interest rates. Thus, a key success factor would be to send the right messages to the right people, differentiating the segments and customizing the messages. For that purpose, a “subscription” button on the website requiring a few personal questions and/or allowing the registration through social networks, would allow obtaining more detailed information. Afterwards, the Park could create two versions of the newsletter and send accordingly. Following the segments previously identified and according to the referred preferences, one could be more youth-directed (advertising discounts, events, contests and new attractions) and the other more focused on animal's matters. Moreover, the Park could even send personalized suggestions, such as advertising about birthday parties when close to the receiver's birthday, or information about a particular animal in the case of being an animal godfather.

RQ4: What initiatives should Badoca Safari Park focus on when communicating to the young segment through social media?

Badoca Safari Park has definitely to differentiate and reinforce its MARCOM towards the 15-24 segment. Indeed, most of them are not aware of the activities' offer, marketing campaigns and promotions practiced. On the other hand, they don't perceive the entrance price as being high and evidence to have interest in seeing animals regularly. Therefore, the initiatives in social media should rather focus on approaching solutions and meet the particular interests of the 15-24 segment. Among the suggested initiatives, there are some which proved to be more efficient in retaining the segment, given the high levels of motivation to visit after exposed to the messages.

The initiative of communicating discounts or promotions was the most successful in all three measures of positive attitude, interest and motivation to visit. Thus, in order to make the journey cheaper or simply generate high interaction rates, the Park may invest in advertising the sales of group tickets, or practice "valid for under 24" special prices. Being distant from the capital, the proposal on having a transport facility has proved to succeed in terms of perceived relevance and motivation to visit. Therefore, Badoca should also consider partnering with schools, universities or youth clubs to have a "Badoca bus" departing from there during the high season, and advertise this initiative on social networks. The events, such as sunsets, apart from motivating to visit, would also disassociate the Park to children and provide a broaden value proposition. A reinforce in the connection to social charity causes and subsequent communication is also recommended, either to generate interaction rates, awareness or visit intentions. During the off-season, when the goal is mainly to maintain awareness, the Park should rather focus on reminding the segment of its animal care and endangered animals protection. On the contrary, announcements of new attractions or animals should be enhanced in social media during the high season when the Park faces major opportunities to generate visit intentions for the segment. Finally, the interactive contests registered low levels of positive attitudes, but it is an initiative to maintain, as it is considered motivating to visit.

All in all, the Park has to understand what drives this generation in order to meet their interests and preferences. The initiatives suggested are clues on what to focus when communicating to the segment. Nevertheless, in order to do that efficiently, the Park should benefit from the target features provided by SNS, allowing companies to directly and instantaneously transmit targeted messages.

5.2 Limitations of the Study

During the development of the study, some limitations were found.

In the Literature Review chapter, there was an effort to relate the core concepts to the tourism sector and to the young segment. Nevertheless, it was identified a lack of more detailed information about positioning and communication strategies in social media towards the young segment. Moreover, to apply the segmentation strategies suggested, there was also a lack of literature about techniques to use during the interviews and questionnaires. To cope with the issue, the laddering technique was further described and applied in the Market Research.

In the quantitative research, the sample tended to be composed by female respondents (74%), living in Lisbon (74%). Once that some of the competitors chosen are not located in Lisbon, the results regarding awareness and familiarity may have been influenced. The extensive size of the survey (duration mean of 29 minutes) generated a dropout rate of 30% and consequent limited number of valid responses.

5.3 Suggestions for Future Research

Suggestions for future research were also found.

In the positioning set of questions, future research may explore more detailed information regarding the attributes and personal values – for instance, uncover what exactly are rich tourist experiences for the segment or what kind of differentiated activities would they value in Animal Parks. Moreover, the segmentation methods used was focused on the socio psychographic factors and characteristics of Animal Parks, and there are other methods found in the Literature Review that may be used in future research. Regarding the initiatives to implement in social media, experimental techniques would allow to test the effectiveness of the propositions in terms of interaction rates. Lastly, future research may also explore if there are differences between the 15-17 years old segment and the 18-24, once that the first are below 18 and might have different interests and preferences.

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APPENDIX A. Exhibits on Badoca's Business Data

Badoca Safari Park Main Business Data

Attendance	2011	2012	2013	2014	2015
	130068	137534	103172	91061	78681

Exhibit 8.1: Total number of visitors in the last five-year period

Source: Internal Reports

Turnover	2011	2012	2013	2014	2015
	1.448.435	1.206.659	960.767	1.013.309	943.565

Exhibit 8.2 Badoca Safari Park' turnover in the last five-year period (€)

Source: Internal Reports

Age Ranges	2011	2012	2013	2014	2015
0 – 10	30.0%	30.7%	32.8%	32.2%	40.9%
11 – 25	5.7%	6.9%	6.2%	5.5%	4.6%
26 – 40	21.7%	22.9%	19.8%	19.5%	18.1%
41 – 55	28.1%	25.8%	26.4%	27.9%	21.9%
56 – 64	11.4%	10.6%	11.5%	11.6%	11.2%
> 65	3.1%	3.1%	3.2%	3.3%	3.3%
Total	100%	100%	100%	100%	100%

Exhibit 8.3: Number of visitors in the last five-year period (% by age range)

Source: Internal Reports

APPENDIX B. Information about Badoca Safari Park

APPENDIX B1. Badoca's Images & Logo



APPENDIX B2. Badoca's Value Proposition

The majority of the activities offered by the Safari Park are related to ecosystem matters and animals. However, there are a few non-related, since lately the Park has been investing in offering different experiences for all tastes and ages

Every day there is a Birds of Prey show going on, where an expert shows this specific type of birds to people flying freely. In 2010, the Park decided to increase its offer and implemented a Primates Island, where visitors can observe closely different sorts of monkey species. Moreover, there are many possibilities of having real contact with animals, such as lemurs or birds, in the Tropical Rainforest or in the Garden of Exotic Birds. Participants can also visit a Pedagogic Farm and be in contact with domestic animals such as goats, sheep, donkeys, chickens or horses - and feed them. It is also possible to find an "African Village", which includes a living area, giant wooden animals, African swings and a walking tour; a lake with flamingos and storks; and a Coati's Area.

The more recent and differentiated activity in which the Park invested also in 2010 was the Rafting, with the goal to increase the customer targets and offer something adventurous through a 600 meters canal, where people enjoy the journey in a boat conducted by rough waters. The participants of these activities further have the opportunity to have their meal in the Park's restaurant or, alternatively, in a space for picnics. Lastly and before going home, visitors are exposed to a souvenir store with merchandising products and photographs that had been taken during the day in the Park.

APPENDIX B3. Badoca's Marketing Strategy

Badoca's marketing strategy is focused on the final objective of increasing the number of visitors and achieving a sustainable competitive advantage. However, due to the seasonality of the business, the Park performs different marketing communications depending on time of the year. Thus, during the off-season, the online communication is used to maintain awareness of the customers, wherein in the warm months the Park launches its marketing campaigns, both online and offline.

The company runs a quite successful facebook page, which has around 102.000 fans. The information posted often relies on pictures of animals, news from newspapers or other sources, information about discounts or promotions, seasonal announcements, and not so often, interactive contests to win tickets. Although not so used for marketing purposes, Youtube and Flickr are social networks where Badoca also has a profile. The website, on the other hand, contains complete information about the Park as well as updated news and allows users to buy tickets online. Recently, the company has established agreements with other websites such as Odisseias, Good Life, Sapo and Groupon in order to offer consumers "smart deals" and incentivize visiting the Park. Other websites where the Safari Park is also announced include Câmara Municipal de Santiago do Cacém, Turismo do Litoral Alentejano and Bilheteira Online to buy tickets in advance and do not wait in line. In the past, the Park used to send out newsletters and email marketing, but with perceived low efficiency.



Regarding offline spring and summer campaigns, the Park mainly invests in partnering with well-known companies. Two years ago, there was a campaign at BPI in which the Bank was offering free tickets to kids in exchange of opening a savings account. The Park also partnered with supermarkets (Pingo Doce, Intermarche and Continente) and offered tickets to clients upon a certain amount of shopping. The same strategy was adopted with Galp in the last two years. Coca-Cola also use to partner with the Park during the high season selling packages of bottles in retail stores together with vouchers on each package that is worth free entrance for kids. Besides this, the Park invests in other traditional marketing activities such as distributing flyers and leaflets all over Portugal but especially in the south during the high season. Consumers are also faced with outdoors in highways and advertising in buses circulating in Lisbon, in order to attract the capital residents. Although rarely communicated to its customers, the company has a partnership with non-profit organizations, such as CERIC (Cooperativa de Educação e Reabilitação de Cidadãos com Incapacidades). Moreover, the Park stabilizes a number of annual tickets, ranging from 5000 to 7000, to offer other institutions.



The company believes that by promoting its image in the right place at the right time, the ultimate marketing goal is easily achieved. Thus, the Park has a permanent concern in generating word-of-mouth, not only related to the Park offers but also to the ecosystem awareness and environmental preservation. Thus, the traditional marketing communication activities of the Park mentioned above are meant to spread its mission that is to "create unique and memorable moments of joy that contribute to the education of environmentally conscious citizens". The company believes that, by offering quality time in nature, it is teaching people, and especially children, to be environmentally aware, which in turn allow the building of lifelong habits that could potentially make a substantial difference in the future of the earth. The digital marketing activities and especially the discounts' offers in the coupon websites are rather focused on ultimately generating sales and increasing the number of visitors.

APPENDIX B4. Badoca's Main Competitors

Jardim Zoologico de Lisboa: Opened in 1884, Jardim Zoologico de Lisboa was the first Zoo with fauna and flora implemented in the Iberian Peninsula. The mission of the Zoo is to develop and promote a Park as a conservation center aiming to protect endangered animal species. Incorporating an entertainment and educational component, it offers to consumers a wide range of presentations and attractions. Among others, there are dolphins and birds shows, the opportunity to feed animals and a chair lift. The Park counts with around 2000 animals of 300 different species, among mammals, birds, reptiles, and amphibians.

Oceanário de Lisboa: The Oceanário de Lisboa is a public Aquarium and research institution in marine biology and oceanography. It is the second largest Oceanarium in the world and contains an extensive collection of species - birds, mammals, fish and other marine inhabitants. Opened in the context of Expo 98, it is visited by approximately 1 million people every year. The Aquarium is committed to continuously develop educational activities aimed at encouraging visitors to learn about oceans and marine species. The activities offered range from birthday parties to sleeping with the sharks, guided tours and concerts for babies.

Monte Selvagem: The Monte Selvagem is an Animal Theme Park, located in the south of Portugal, Montemor-o-Novo. Opened in 2004, the Park aims to provide a “wellness retreat” to consumers in a close contact with nature and animals. The main differentiated activities offered are a giant trampoline, a pedestrian walk and a tractor ride. This counts with an overland journey within 12 hectares of land, where visitors have the opportunity to see wild animals on the loose and learn more about them. In total, there are around 300 animals of 70 different species.

Zoo de Lagos: Zoo de Lagos was inaugurated in 2000 and is located in the south of Portugal, Algarve. Opened all year, the Zoo aims to provide visitors a strong connection to animals. It counts with a Veterinary Clinic, where visitors can treat and diagnose the existing animals; a Kitchen, where handlers prepare the animals' diets; a Library, with around 140 books and 300 magazines about fauna, flora and environment; a Picnic area; Playgrounds; and Gardens. In 2014, the Park was nominated the “choice of reference” by TripAdvisor.

Zoomarine: Zoomarine is an Animal Theme Park, located in Algarve, Albufeira. Opened in 1991, the mission of the Park is to “promote knowledge, preservation and environmental education in a fun and passionate manner”. The major source of attractiveness of the Park is the “Dolphin Emotions”, where visitors are provided a chance to swim with dolphins. Nevertheless, visitors are also exposed to presentations of dolphins, seals and sea lions, and also tropical birds and birds of prey. There is also an Aquarium with sharks, a Cinema 4D, and swimming pools.

Zoo da Maia: Launched in 1985, the Zoo da Maia aimed to create an educational and leisure touristic place. Due to its achieved high number of visitors and popularity in the first years of activity, the Park has been extending its space and number of attractions. Nowadays, it counts with 100 animal species. Located in the north of Portugal, the most differentiated activity provided is an Incubation Room, where visitors can assist to the different phases of birth and development of animals.

Zoo de Santo Inacio: Opened to the public in 2000, the Zoo de Santo Inacio is located in the north of Portugal, Vila Nova de Gaia. Being a member of EAZA (European Association of Zoos and Aquariums), the Zoo's core activity is the preservation of animal species. The Zoo counts with mammals, birds, reptiles and invertebrates. Visitors are provided with attractions such as feeding the penguins, otters and lemurs; and birds of prey, reptiles and wildlife demonstrations.

APPENDIX C. Market Research

APPENDIX C. In-Depth Interview Guide

➤ Explicação e Agradecimento (*Explanation and Greeting*)

O meu nome é Francisca e sou aluna de mestrado em gestão na Universidade Católica. Esta entrevista está a ser conduzida para efeitos de uma tese de mestrado na área de “Social Media Marketing”. Vai essencialmente ajudar-me a perceber de forma qualitativa a opinião dos consumidores Portugueses com idades entre os 15 e 24 anos acerca de uma determinada empresa e o que influencia o comportamento de compra dos mesmos. Foste selecionado uma vez que o teu perfil é adequado aos objetivos da entrevista e podes fornecer-me informação útil e positiva para futuras conclusões. Não te esqueças que não existem respostas certas ou erradas. Muito obrigada desde já.

(Perguntar ao entrevistado se não se importa que a entrevista seja gravada)

My name is Francisca and I am a master student in management at Católica Lisbon. This interview is being conducted for the purpose of a Master Thesis in the Social Media Marketing field. It will essentially help me understand qualitatively what Portuguese consumers with ages between 15 and 24 think about a certain company and what influences their purchase behavior. You were selected as you have the adequate profile and may provide useful information and positive insights for further conclusions. Keep in mind that there is no right or wrong questions. Thank you very much in advance. (Ask the interviewee if he/she doesn't mind of being recorded)

Género: Idade: Ocupação: Localidade:
Gender: Age: Occupation: Location:

➤ Introdução (*Introduction*)

Q1. Que tipo de actividades turísticas aprecias mais?

Sol e Mar; Turismo de Natureza; Turismo Náutico; Resorts Integrados e Turismo Residencial; Turismo de Negócios; Golfe; Gastronomia & Vinhos; Saúde & Bem-Estar; Touring Cultural e Paisagístico; City Breaks.

What kind of touristic activities do you enjoy the most?

Sun and Sea; Nature Tourism; Nautical Tourism; Integrated Resorts and Residential Tourism; Business Tourism; Golf; Food & Wine; Health & Wellness; Cultural & Landscape Touring; City Breaks.

Q2. Seria mais provável ocupares o teu tempo livre em actividades turísticas culturais ou de entretenimento? Indoor vs. Outdoor

Do you more likely spend your free time on indoor cultural activities or outdoor entertainment tourism activities? Indoor vs. Outdoor

Q3. Que tipo de Parques temáticos preferes/mais provavelmente visitarías?

Históricos (e.g., World of Discoveries, no Porto, sobre os descobrimentos Portugueses); Culturais (e.g., Parque dos Monges, em Alcobaca, para visitar o local onde os monges se instalaram inicialmente e viveram durante 22 anos); Etnográficos (e.g., Vale da Mina, em Monchique, onde se visita uma casa construída no início do século XVIII); Recreativos (e.g., aqua Parks tipo Aquashow, no Algarve); Ambientais (e.g., Monte Selvagem).

What kind of theme Parks do you prefer the most/would you visit more likely?

Historic (e.g., World of Discoveries, in Porto, about Portuguese maritime discoveries); Cultural (e.g., Parque dos Monges, in Alcobaca, to visit the place where monks initially installed themselves and lived for 22 years); Ethnographic (e.g., Vale da Mina, in Monchique, to visit a house built in the beginning of the XVIII century); Recreational (e.g., aqua Parks like Aquashow in Algarve); Environmental (e.g., Monte Selvagem).

Q4. Qual é a tua opinião acerca de Parques temáticos? E sobre Parques onde tens oportunidade de ver/interagir com animais? Com que frequência visitas estes Parques?

What is your overall opinion about theme Parks? And about theme Parks where you have the opportunity to see/interact with animals? How often do you visit these Parks?

➤ **Consciência e Imagem (Awareness and Image)**

Q5. Podes por favor nomear todos os Parques temáticos em Portugal que envolvem animais que conheces/te lembrás (recordar a marca).

Please name all animal-related theme Parks in Portugal you can think of (brand recall).

Q6. O que te vem à cabeça quando pensas nestes Parques temáticos de animais? (associações)

What comes to your mind when thinking about these Animal Theme Parks? (associations)

Q7. Aqui está uma lista de alguns logos de Parques de animais. Quão bem os conheces? (reconhecer a marca). Já os viste antes? Onde? (Mostrar logos sem os nomes e depois com os nomes)

Here is a list of animal Park's logos. How well do you know them? (brand recognition). Have you seen them before? Where? (Show logos without names and afterwards logos with names)



Q8. Pensa na seguinte situação: Imagina que tens de convencer um amigo a ir visitar um Safari Parque em Portugal. Que argumentos pensas que iriam mais provavelmente convencê-lo a ir visitar o Parque? Actividades, características, localização, preço,...

Think about the following situation: Imagine that you have to convince a friend to visit a Safari Park in Portugal. What arguments do you think would more likely convince him to visit the Park?

Activities, characteristics, location, price, ...

Q9. O que te vem à cabeça quando pensas no Badoca Safari Park? (associações)

Sentimentos/experiências, atributos dos produtos/serviços, imagens, clientes típicos, personalidade da marca, razões para recomendar ou não recomendar, razões para visitar ou não visitar,...

What comes to your mind when thinking about Badoca Safari Park? (associations)

Feelings/experiences, products/services attributes, images, typical users, brand personality, reasons to recommend or to not recommend, reasons to visit or to not visit, ...

➤ **Posicionamento (Positioning)**

Q10. O que é importante para ti quando decides entre Parques temáticos de animais para visitar? Porquê que isso é importante para ti? Porquê?

What is important for you when deciding between Animal Theme Parks to visit? Why is that important for you? Why?

Q11. Tendo em consideração os Parques que te lembraste anteriormente, o que consideras ser especial/diferente sobre o Badoca Safari Park? Porquê que isso é relevante para ti? Porquê?

Variedade de actividades, tipo de actividades, preço, exclusividade, tamanho do Parque, valores, comunicação, tipo de clientes,...

Having in mind the animal Parks you could previous recall, what is different/ special about Badoca? Why is that relevant for you? Why?

Variety of activities, type of activities, price, uniqueness, size, values, communication, target customers...

Q12. O que te levaria a ir visitar um Parque concorrente em vez do Badoca? Isso é relevante para ti? Porquê?

What would make you visit a competitor Park instead of Badoca? Is that relevant for you? Why?

➤ **Meios de Comunicação Online (Online Media Channels)**

Q13. Que tipo de informação procuras quando acedes aos sites dos Parques? Vais aos sites antes de visitar? Já alguma vez compraste bilhetes online? Costumas deixar uma crítica ou comentário nos sites do Parque depois de visitar?

E no caso do Badoca?

What information do you look for when accessing Animal Park's websites? Do you go there before the visit? Have you ever bought tickets online? Do you usually leave a review or comment in the websites after visiting?

And in the case of Badoca?

Q14. Farias o download de uma aplicação com informação imprescindível anterior à visita (itinerário, horário, possibilidades de marcação de actividades), durante a visita (mapa do Parque, actividades a decorrer) e depois da visita (novidades, fotografias, campanhas)? Já alguma vez fizeste o download de uma para outro tipo de atividade turística? Porquê?

Se essa aplicação fosse sobre o Badoca, farias o download?

Would you download an app with useful information prior to the visit (how to get there, schedule, booking features), during the visit (maps, ongoing activities) and after the visit (news, pictures, campaigns)? Have you ever downloaded one for any other type of touristic activity? Why?

If that app is about Badoca, would you download?

Q15. Segues alguns dos Parques no facebook? Ou outras plataformas? Com que finalidade? Costumas gostar, comentar, ou partilhar publicações? Que tipo de informação procuras nas redes sociais antes de visitar? Já alguma vez participaste em concursos/passatempos para ganhar bilhetes de entrada nos Parques? Tens por hábito deixar comentários ou críticas depois de visitar os Parques?

E no caso do Badoca?

Do you follow any of the Parks in facebook? Or other platform? For what purposes? Do you like, comment, share the posts? What kind of information do you look for in social media before the visit? Have you ever participated in contests to win entrance tickets? Do you usually leave comments or reviews after visiting the Parks?

And in the case of Badoca?

➤ **Redes Sociais (Social media websites)**

Q16. O que te faria tornar “fã” da página do Badoca Park no facebook?

What would make you become a “fan” of Badoca Park's facebook page?

Q17. O que te motivaria a “gostar” de uma publicação do Badoca Park no facebook?

What would motivate you to “like” a post on Badoca Park's facebook page?

Q18. O que te motivaria a “comentar” uma publicação do Badoca Park no facebook?

What would motivate you to “comment” a post on Badoca Park's facebook page?

Q19. O que te motivaria a “partilhar” uma publicação do Badoca Park no facebook?

What would motivate you to “share” a post from Badoca Park's facebook page?

Q20. Que tipo de informação obtida através do facebook te motivaria a visitar o Badoca?

Campanhas, promoções/descontos, concursos/passatempos, fotografias/imagens, novidades, angariação de fundos, apelos...

What kind of information obtained through social media would motivate you to visit the Park?

Campaigns, promotions/discounts, contests, pictures, news, fund raising, appealing...

Q21. Quais seriam as probabilidades de gostar/comentar/partilhar no facebook as seguintes publicações?

(Mostrar anúncios e publicações passadas e perguntar áreas a melhorar)

What would be the probabilities of liking/commenting/sharing on facebook the following posts?

(Show the advertises/previous posts and ask for areas of improvement as well)

➤ **Descontos/promoções (Discounts/promotions)**

Badoca Safari Park! Bilhetes com 50% desconto. Garanta um dia de diversão!



Esgotado

Antes 17,50€

8,75€

DESCONTO 50% POUCA

4042 PESSOAS COMPREM VOUCHER 875€

Facebook, Twitter, Instagram icons

APROVEITE O DESCONTO DE 20% NA ENTRADA NO BADOCA SAFARI PARK. DESCONTO ATÉ DIA 30 DE JUNHO DE 2015, VÁLIDO APENAS NO WEBSITE DA BILHETEIRA ONLINE. PARA ADQUIRIR O SEU BILHETE BASTA ACEDER AO LINK: <https://badoca.bol.pt/>



➤ **Publicações regulares (Regular posts)**

Há 15 anos era assim...

Nesta Quinta Feira, dia 14 de Maio de 2015, o Badoca Safari Park irá comemorar o seu 15º Aniversário. Venha visitar o Badoca Safari Park e descubra as diferenças. Do que está à espera?



VENHA AO BADOCA SAFARI PARK COMEMORAR O DIA MUNDIAL DA GIRAFA COM AS PROTAGONISTAS DESTA FANTÁSTICO DIA... DIA 21 DE JUNHO DE 2015. NOVIDADES BREVEMENTE...



➤ **Concursos (Contests)**

Queres ganhar 1 das três entradas de grupo que temos para oferecer? Envia-nos uma fotografia criativa que mostre o teu lado selvagem e habilita-te a ganhar!

Deverás participar por mensagem privada. A tua participação será publicada num álbum criado para o efeito. As três mais criativas serão as vencedoras.

Participa até ao dia 28 deste mês. Boa sorte!



CONCURSO DE FOTOGRAFIA/DESENHO...DIA MUNDIAL DA GIRAFA

Envie-nos a melhor fotografia/desenho de girafas e habilita-te a uma visita às instalações das girafas no Badoca Safari Park. PARTICIPE ATÉ DIA 20 DE JUNHO. O VENCEDOR SERÁ ANUNCIADO NO DIA 21 DE JUNHO de 2015.



APPENDIX D. Online Questionnaire

Caro participante,

O meu nome é Francisca e sou aluna de mestrado em gestão na Universidade Católica Portuguesa. Este inquérito está a ser conduzido para efeitos de uma tese de mestrado na área de Marketing nas Redes Sociais e o tema são os Parques Temáticos de Animais. O estudo incide no mercado Português, pelo que o questionário é dirigido apenas a jovens de nacionalidade Portuguesa com idades entre os 15 e os 24 anos. Se é o seu caso, mais informo que existe a possibilidade de ganhar um prémio, uma vez que vão ser sorteados 3 bilhetes de entrada para grupos até 6 pessoas para um dos Parques envolvidos no estudo. Agradeço desde já a sua contribuição e lembro que toda a informação será tratada de forma totalmente anónima. Peço que seja o mais honesto possível, e lembro que não existem respostas certas ou erradas. Obrigada!

Dear participant,

My name is Francisca and I'm a master in Management student at Católica-Lisbon. This questionnaire is being conducted for a master thesis in the Social Media Marketing field and goes over Animal Theme Parks in Portugal. The study is focused on the Portuguese market, whereby the questionnaire is directed to Portuguese people only with ages between 15 and 24. Once completed, there's a chance of winning a prize, as it will raffled 3 entrance tickets for groups up to 6 people for one of the Parks involved in the study. Thank you in advance for your contribution, and please bear in mind that all information will be treated anonymously. Please be as honest as possible, as there are no right or wrong questions. Thank you!

Q1 Por favor indique o seu e-mail para atribuição do prémio sorteado (opcional):

Please enter your e-mail to award the prize raffled (optional)

Q2 Idade:

Age:

- 15
- 16
- 17
- 18
- 19
- 20
- 21
- 22
- 23
- 24

Q3 Género:

Gender:

- Feminino (*Female*)
- Masculino (*Male*)

Q4 Cidade onde reside actualmente:

City of Residence:

Q5. Ocupação:

Occupation:

- Estudante (*Student*)
- Estudante e trabalhador part time (*Student and part time employer*)
- Estudante e trabalhador full time (*Student and full time employer*)
- Estudante e à procura de emprego (*student looking for a job*)
- Trabalhador (*Employed*)
- Desempregado (*Unemployed*)
- Outra (*Other*)

Q6 Por favor confirme que a sua nacionalidade é Portuguesa.

Please confirm that your nationality is Portuguese.

Sou de nacionalidade Portuguesa (*I am of Portuguese nationality*)

Q7 Por favor indique 3 Parques Temáticos que envolvem animais em Portugal que conhece/se lembra.
Exemplos: Zoos, Aquários, Safaris.

Please enter 3 Theme Parks involving animals in Portugal that you know/remember.

Examples: Zoos, Aquariums, Safaris.

Parque 1 (Park 1)

Parque 2 (Park 2)

Parque 3 (Park 3)

Q8 Por favor assinale apenas os Parques que conhece ou já visitou.

Please tick only the Parks that you know or have visited.

- Image: Logo Jardim Zoológico
- Image: Logo Monte Selvagem
- Image: Logo Zoomarine
- Image: Logo Badoca Safari Park
- Image: Logo Zoo de Lagos
- Image: Logo Zoo da Maia
- Image: Logo Oceanário
- Image: Logo Zoo de Santo Inácio
- Não conheço nenhum dos Parque (*I don't know any*)

Q9 Qual o Parque Temático de Animais em Portugal que visita com mais frequência? Por favor seleccione apenas 1.

What is the Animal Theme Park in Portugal that you visit more often? Please select only 1.

- Jardim Zoologico
- Monte Selvagem
- Zoomarine
- Badoca Safari Park
- Zoo de Lagos
- Zoo da Maia
- Oceanário de Lisboa
- Zoo de Santo Inácio
- Outro
- Não visito nenhum com frequência (*I don't visit any frequently*)

Q10 Com que frequência visita o [Parque indicado anteriormente]?

How often do you visit the [previously mentioned Park]?

- Semanalmente (*Weekly*)
- Mensalmente (*Monthly*)
- Trimestralmente (*Quarterly*)
- Semestralmente (*Half yearly*)
- Anualmente (*Annually*)
- De dois em dois anos (*Every two years*)
- De dois em dois anos (> *Every two years*)

Q11 Quando foi a última vez que visitou um Parque Temático de Animais em Portugal?

When was the last time you visited an Animal Theme Park in Portugal?

- Este ano 2015 (*This year 2015*)
- Há 1 ou 2 anos que não visito (*Since 1 or 2 years*)
- Há 3 ou 4 anos que não visito (*Since 3 or 4 years*)
- Há 5 ou 6 anos que não visito (*Since 5 or 6 years*)
- Há 7 ou 8 anos que não visito (*Since 7 or 8 years*)
- Há 9 ou 10 anos que não visito (*Since 9 or 10 years*)
- Há mais de 10 anos que não visito (*For more than 10 years*)
- Nunca visitei nenhum (*I've never visited any*)

Q12 De forma específica em relação ao Badoca Safari Park, em que medida concorda com as seguintes afirmações? Por favor use uma escala de discordo totalmente (1) a concordo totalmente (5).
Specifically in relation to Badoca Safari Park, how much do you agree with the following statements? Please use a scale from strongly disagree (1) to strongly agree (5).

- É um programa divertido (*It's fun*)
- Aborrece-me (*Bothers me*)
- Lembra-me natureza (*Reminds me of nature*)
- É um lugar para ir com amigos (*It is a place to go with friends*)
- É um lugar para ir com a família (*It is a place to go with family*)
- É um lugar para ir com crianças (*It is a place to go with children*)
- Excelente programa para o verão (*Excellent for the summer*)
- Excelente programa para o inverno (*Excellent for winter*)
- É relaxante/ relaxa-me (*It's relaxing / Relaxes me*)
- Tem uma grande diversidade de animais (*It has a wide range of animals*)
- Lembra-me aventura (*It reminds me of adventure*)
- Provoca um sentimento de nostalgia (*Provokes a feeling of nostalgia*)
- Lembra-me animais enjaulados (*Reminds me caged animals*)
- Lembra-me animais em habitat natural (*Reminds me of animals in natural habitat*)
- Lembra-me contacto próximo com animais (exemplos: ver de perto, possibilidade de interagir) (*Reminds me close contact with animals (examples: see closely, ability to interact)*)
- Ver animais domésticos (*See domestic animals*)
- Ver animais selvagens (*See wild animals*)
- É como se estivesse em África (*It is like you are in Africa*)
- É uma versão Portuguesa do Kruger Park (*It is a Portuguese version of the Kruger Park*)
- Oferece actividades muito diversas (*It offers very diverse activities*)

Q13 De forma específica em relação ao Jardim Zoológico, em que medida concorda com as seguintes afirmações? Por favor use uma escala de discordo totalmente (1) a concordo totalmente (5).
Specifically in relation to Jardim Zoológico, how much do you agree with the following statements? Please use a scale from strongly disagree (1) to strongly agree (5).

- Opções de resposta iguais a Q12 (*Same items as Q12*)

Q14 De forma específica em relação ao Monte Selvagem, em que medida concorda com as seguintes afirmações? Por favor use uma escala de discordo totalmente (1) a concordo totalmente (5).
Specifically in relation to Monte Selvagem, how much do you agree with the following statements? Please use a scale from strongly disagree (1) to strongly agree (5).

- Opções de resposta iguais a Q12 (*Same items as Q12*)

Q15 De forma específica em relação ao Zoomarine, em que medida concorda com as seguintes afirmações? Por favor use uma escala de discordo totalmente (1) a concordo totalmente (5).
Specifically in relation to Zoomarine, how much do you agree with the following statements? Please use a scale from strongly disagree (1) to strongly agree (5).

- Opções de resposta iguais a Q12 (*Same items as Q12*)

Q16 De forma específica em relação ao Zoo de Lagos, em que medida concorda com as seguintes afirmações? Por favor use uma escala de discordo totalmente (1) a concordo totalmente (5).
Specifically in relation to Zoo de Lagos, how much do you agree with the following statements? Please use a scale from strongly disagree (1) to strongly agree (5).

- Opções de resposta iguais a Q12 (*Same items as Q12*)

Q17 De forma específica em relação ao Zoo da Maia, em que medida concorda com as seguintes afirmações? Por favor use uma escala de discordo totalmente (1) a concordo totalmente (5).
Specifically in relation to Zoo da Maia, how much do you agree with the following statements? Please use a scale from strongly disagree (1) to strongly agree (5).

➤ Opções de resposta iguais a Q12 (*Same items as Q12*)

Q18 De forma específica em relação ao Oceanário de Lisboa, em que medida concorda com as seguintes afirmações? Por favor use uma escala de discordo totalmente (1) a concordo totalmente (5).
Specifically in relation to Oceanário de Lisboa, how much do you agree with the following statements? Please use a scale from strongly disagree (1) to strongly agree (5).

➤ Opções de resposta iguais a Q12 (*Same items as Q12*)

Q19 De forma específica em relação ao Zoo de Santo Inácio, em que medida concorda com as seguintes afirmações? Por favor use uma escala de discordo totalmente (1) a concordo totalmente (5).
Specifically in relation to Zoo de Santo Inácio, how much do you agree with the following statements? Please use a scale from strongly disagree (1) to strongly agree (5).

➤ Opções de resposta iguais a Q12 (*same items as Q12*)

Q20 Quando foi a última vez que visitou o Badoca Safari Park?

When was the last time you visited Badoca Safari Park?

- Este ano 2015 (*This year 2015*)
- Há 1 ou 2 anos que não visito (*Since 1 or 2 years*)
- Há 3 ou 4 anos que não visito (*Since 3 or 4 years*)
- Há 5 ou 6 anos que não visito (*Since 5 or 6 years*)
- Há 7 ou 8 anos que não visito (*Since 7 or 8 years*)
- Há 9 ou 10 anos que não visito (*Since 9 or 10 years*)
- Há mais de 10 anos que não visito (*For more than 10 years*)
- Nunca visitei (*I've never visited*)

Q21 Quais as razões pelas quais nunca visitou/não visita de forma mais frequente o Badoca Safari Park? Por favor arraste as opções de resposta para as respectivas caixas.

What are the reasons why you have never visited /not visit more frequently Badoca Safari Park? Please drag the items to the boxes.

Sem dúvida (<i>Absolutly</i>)	Talvez (<i>Maybe</i>)	Não tem a ver com isso (<i>Nothing to do with that</i>)
------------------------------------	----------------------------	--

- Por ser longe do sítio onde vivo (*For being away from where I live*)
- Elevado preço do bilhete de entrada (*High price of the entrance ticket*)
- Elevados custos totais da visita (entrada + transportes + refeição) (*High total costs of the visit (entry + transport + meal)*)
- Experiência única que basta fazer uma vez na vida (*Unique experience to do once in a lifetime*)
- Não tenho consciência da oferta de actividades do Parque (*I am not aware of the Park's activities offer*)
- Não tenho conhecimento das campanhas de marketing e promoções (*I have no knowledge of marketing campaigns and promotions*)
- Não tenho interesse em ver animais regularmente (*I have no interest in seeing animals regularly*)
- É um programa para fazer com crianças ou em criança (*It is a place to go with children or as a child*)

Q22 O que é importante para si quando decide entre Parques de Animais para visitar? Por favor arraste, ordenando do mais importante (1) para o menos importante (10).

What is important to you when deciding between Animal Parks to visit? Please drag, ordering the most important (1) to least important (10).

- Não tenha custos totais muito elevados (entrada + transportes + refeição) (*Do not have very high total costs (entry + transport + meal)*)
- Tenha diversidade de actividades (*Have a variety of activities*)
- Seja na cidade onde moro e/ou de fácil acesso (*Located in the city where I live and / or easily accessible*)
- Tenha uma duração adequada ao meu investimento (*Have an adequate duration to my investment*)
- Tenha uma grande variedade de espécies (*Have a wide variety of species*)
- Defenda a preservação e conservação das espécies (*Defend the preservation and conservation of the species*)
- Tenha uma missão e valores que contribuam para a formação de cidadãos ambientalmente conscientes (*Have a mission and values that contribute to the formation of environmentally conscious citizens*)
- Tenha uma preocupação ambiental nas diversas actividades que proporciona (*Have an environmental concern in the various activities it provides*)
- Os animais estejam no seu habitat natural (*The animals are in their natural habitat*)
- Tenha "boa fama" de entre os concorrentes (*Have "good reputation" among competitors*)

Q23 Quais as razões pela qual seleccionou, na questão anterior, os 3 primeiros atributos como mais importantes? Por favor ordene considerando uma escala de concordo totalmente (1) a discordo/não concordo tanto (6).

What are the reasons why you selected, in the previous question, the first 3 attributes as the most important? Please order considering a scale from strongly agree (1) to disagree (6).

- Gosto de ter retorno nos meus investimentos (*I like to have return on my investments*)
- Quero aproveitar o meu tempo livre da melhor forma (*I want to enjoy my free time in the best way*)
- Faço por ter experiências ricas e diferenciadoras (*I value rich and distinctive experiences*)
- Tenho uma grande preocupação ambiental (*I have a major environmental concern*)
- Para mim um estilo de vida saudável inclui estar perto da natureza e animais (*For me a healthy lifestyle includes being close to nature and animals*)
- Sinto-me feliz e em paz quando estou perto da natureza e animais (*I am happy and in peace when I am close to nature and animals*)

No caso de conhecer o Badoca Safari Park, por favor pense neste Parque em específico ao responder às perguntas seguintes. Caso contrário, pense por favor noutros Parques de Animais que conheça em Portugal.

In the case of knowing Badoca Safari Park, please think in this Park in particular when answering to the following questions. Otherwise, please think in other Animal Parks you know in Portugal.

Q24 De uma maneira geral, qual seria o seu interesse em...

Overall, what would be your interest in ...

Nenhum interesse
(*Any interest*)

Algum interesse
(*Some interest*)

Total interesse
(*Total interest*)

- Consultar o(s) site(s) do(s) Parque(s) (*Consult the Park's website*)
- Fazer o download de uma aplicação móvel dos Parque(s) (*Download a mobile application from the Parks*)
- Seguir o(s) Parque(s) nas redes sociais (*Follow the Parks in social media*)
- Receber uma newsletter mensal do(s) Parque(s) (*Receive a monthly newsletter from the Parks*)

Q25 Que tipo de informação seria importante ter acesso através do(s) site(s) do(s) Parque(s)? Pode seleccionar mais do que 1 opção de resposta.

What kind of information would be important to have access through the Park's website? You can select more than one item.

- Informação útil anterior à visita (itinerário, horários, marcação de actividades) (*Useful information prior to the visit (itinerary, schedules, book activities)*)
- Possibilidade de comprar bilhetes online (*Possibility to buy tickets online*)
- Informação actualizada em relação a novos animais/novas atrações (*Updated information regarding new animals /attractions*)
- Comunicação de concursos/passatempo a decorrer (*Communication of contests in progress*)
- Comunicação de descontos/promoções a decorrer (*Communication of ongoing discounts / promotions*)
- Consulta de comentários ou críticas (*Consult comments or reviews*)
- Possibilidade de escrever comentários ou críticas (*Possibility to write comments or reviews*)
- Informação útil para durante a visita (mapa do Parque, actividades a decorrer) (*Useful information for during the visit (map of the Park, ongoing activities)*)
- Nenhuma das anteriores (*None of the above*)
- Outra(*Other*)

Q26 Que tipo de informação seria importante ter acesso através de uma aplicação móvel do(s) Parque(s)? Pode seleccionar mais do que 1 opção de resposta.

What kind of information would be important to have access through a mobile application from the Parks? You can select more than one item.

- Informação útil anterior à visita (itinerário, horários, marcação de actividades) (*Useful information prior to the visit (itinerary, schedules, book activities)*)
- Possibilidade de comprar bilhetes online (*Possibility to buy tickets online*)
- Informação actualizada em relação a novos animais/novas atrações (*Updated information regarding new animals /attractions*)
- Comunicação de concursos/passatempo a decorrer (*Communication of contests in progress*)
- Comunicação de descontos/promoções a decorrer (*Communication of ongoing discounts / promotions*)
- Consulta de comentários ou críticas (*Consult comments or reviews*)
- Possibilidade de escrever comentários ou críticas (*Possibility to write comments or reviews*)
- Informação útil para durante a visita (mapa do Parque, actividades a decorrer) (*Useful information for during the visit (map of the Park, ongoing activities)*)
- Nenhuma das anteriores (*None of the above*)
- Outra(*Other*)

Q27 Com que frequência utiliza as seguintes redes sociais? Por favor utilize uma escala de nunca uso (1) a uso diariamente (5).

How often you use the following social networks? Please use a scale of never use (1) to daily use (5).

- LinkedIn
- Instagram, Pinterest ou outro tipo para partilha de imagens (*Image-sharing*)
- Youtube, Vimeo ou outro tipo para partilha de videos (*Video-sharing*)
- Blogs
- Twitter
- TripAdvisor ou outro para planear viagens (*Trip planners*)
- Facebook
- Google +

Q28 Quais das redes sociais seguintes utilizaria (ou utiliza) para estar em contacto com o(s) Parque(s)?

Which of the following social networks would you use (or use) to be in contact with the Parks?

Sim (Yes)

Talvez (Maybe)

Não (No)

- LinkedIn
- Instagram, Pinterest ou outro tipo para partilha de imagens (*Image-sharing*)
- Youtube, Vimeo ou outro tipo para partilha de videos (*Video-sharing*)
- Blogs
- Twitter
- TripAdvisor ou outro para planear viagens (*Trip planners*)
- Facebook
- Google +

Q29 Que tipo de informação seria importante ter acesso através da(s) página(s) do(s) Parque(s) nas redes sociais? Pode seleccionar mais do que 1 opção de resposta.

What kind of information would be important to have access through the social media profiles of the Parks? You can select more than one item.

- Informação útil anterior à visita (itinerário, horários, marcação de actividades) (*Useful information prior to the visit (itinerary, schedules, book activities)*)
- Possibilidade de comprar bilhetes online (*Possibility to buy tickets online*)
- Informação actualizada em relação a novos animais/novas atrações (*Updated information regarding new animals /attractions*)
- Comunicação de concursos/passatempo a decorrer (*Communication of contests in progress*)
- Comunicação de descontos/promoções a decorrer (*Communication of ongoing discounts / promotions*)
- Consulta de comentários ou críticas (*Consult comments or reviews*)
- Possibilidade de escrever comentários ou críticas (*Possibility to write comments or reviews*)
- Informação útil para durante a visita (mapa do Parque, actividades a decorrer) (*Useful information for during the visit (map of the Park, ongoing activities)*)
- Nenhuma das anteriores (*None of the above*)
- Outra (*Other*)

Q30 Que tipo de informação seria importante ter acesso através da newsletter do(s) Parque(s)? Pode seleccionar mais do que 1 opção de resposta.

What kind of information would be important to have access through the a newsletter from the Parks? You can select more than one item

- Novas atrações ou animais do Parque (*New attractions/animals*)
- Descontos ou promoções (*Discounts/promotions*)
- Notícias sobre o meio ambiente (*News about the environment*)
- Notícias sobre as diferentes espécies que habitam no Parque (*News about the species in the Park*)
- Eventos a realizar em breve no Parque (*Events happening soon in the Park*)
- Acções de solidariedade social (*Social charity matters*)
- Concursos/passatempos para ganhar bilhetes de entrada (*Contests to gain entrance tickets*)
- Informações sobre os animais em vias de extinção que habitam no Parque (*Information about endangered animals in the Park*)
- Notícias sobre um animal em específico (por exemplo, no caso de ser padrinho) (*News about a specific animal (e.g., in the case of being a godfather)*)
- Nenhuma das anteriores (*None of the above*)
- Outra (*Other*)

Para finalizar, gostaria de saber qual a sua opinião sobre as seguintes iniciativas a implementar nas redes sociais. Se conhece o Badoca Safari Park, sugiro que pense neste ao responder às seguintes perguntas. Caso contrário, pense por favor em outros que conhece em Portugal.

Finally, I would like to know your opinion on the following initiatives to be implemented in social networks. If you know Badoca Safari Park, I suggest you think of this when answering the following questions. Otherwise, please think of others who know in Portugal.

Q31 Concursos/Passatempos. Exemplo: Envia-nos uma fotografia criativa que mostre o teu lado selvagem e habilita-te a ganhar bilhetes de entrada!

Contests to win entrance tickets. Example: Send us a creative picture showing us your wild side and win entrance tickets!

Sim (Yes)

Talvez (Maybe)

Não (No)

- Iria participar numa iniciativa deste tipo (*I would participate in this kind of initiative*)
- Independentemente da minha participação, acho este tipo de iniciativas relevantes e/ou interessantes (*I think this kind of initiatives are relevant and/or interesting*)
- Este tipo de iniciativas seriam um factor de motivação para visitar o(s) Parque(s) (*This initiative would motivate me to visit the Park*)

Q32 Comunicação de actividades a decorrer por um período de tempo restrito e com limitação em número de pessoas. Exemplo: Se vier ao Badoca até ao final do mês de Dezembro, pode ser uma das 20 pessoas seleccionadas para visitar os bastidores do Parque!

Communication of activities happening for a limited period of time and with limitation in number of people. Example: If you come to Badoca until the end of December, you can be one of the 20 selected people to go behind the scenes!

Sim (Yes)

Talvez (Maybe)

Não (No)

- A minha atitude perante iniciativas deste tipo seria positiva (isto é, iria gostar, comentar ou partilhar com amigos) (*My attitude towards this initiative would be positive (i.e. would like, comment or share with friends)*)
- Independentemente da actividade, acho este tipo de iniciativas relevantes e/ou interessantes (*I think this kind of initiatives are relevant and/or interesting*)
- Este tipo de iniciativas seriam um factor de motivação para visitar o(s) Parque(s) (*This initiative would motivate me to visit the Park*)

Q33 Comunicação de eventos a decorrer que não estejam relacionados com animais. Exemplo: Vem desfrutar de um sunset ao som de muita boa música no Badoca Safari Park!

Communication of ongoing non-animal related events. Example : Come to Badoca and enjoy a sunset !

Sim (Yes)

Talvez (Maybe)

Não (No)

- A minha atitude perante iniciativas deste tipo seria positiva (isto é, iria gostar, comentar ou partilhar com amigos) (*My attitude towards this initiative would be positive (i.e. would like, comment or share with friends)*)
- Independentemente do evento, acho este tipo de iniciativas relevantes e/ou interessantes (*I think this kind of initiatives are relevant and/or interesting*)
- Este tipo de iniciativas seriam um factor de motivação para visitar o(s) Parque(s) (*This initiative would motivate me to visit the Park*)

Q34 Comunicação de um desconto/promoção a decorrer. Exemplo: Bilhetes com 50% de desconto.
Communication of a dicount/promotion. Example : Tickets with 50% discount.

Sim (Yes)

Talvez (Maybe)

Não (No)

- A minha atitude perante iniciativas deste tipo seria positiva (isto é, iria gostar, comentar ou partilhar com amigos) (*My attitude towards this initiative would be positive (i.e. would like, comment or share with friends)*)
- Independentemente do valor da promoção/desconto, acho este tipo de iniciativas relevantes e/ou interessantes (*I think this kind of initiatives are relevant and/or intesresting*)
- Este tipo de iniciativas seriam um factor de motivação para visitar o(s) Parque(s) (*This initiative would motivate me to visit the Park*)

Q35 Comunicação de uma acção de solidariedade social. Exemplo: Se vier ao Badoca, parte do valor do bilhete de entrada reverte a favor de uma associação!

Communication of a social charity activity. Example : If you come to Badoca, part of the value of the entry ticket returns to an institution!

Sim (Yes)

Talvez (Maybe)

Não (No)

- A minha atitude perante iniciativas deste tipo seria positiva (isto é, iria gostar, comentar ou partilhar com amigos) (*My attitude towards this initiative would be positive (i.e. would like, comment or share with friends)*)
- Independentemente da causa, acho este tipo de iniciativas relevantes e/ou interessantes (*I think this kind of initiatives are relevant and/or intesresting*)
- Este tipo de iniciativas seriam um factor de motivação para visitar o(s) Parque(s) (*This initiative would motivate me to visit the Park*)

Q36 Comunicação das novas actividades/atracções. Exemplo: Sabias que o Badoca tem um rafting?
Communication of new animals/attractions. Example : Did you know that there's a rafting at Badoca?

Sim (Yes)

Talvez (Maybe)

Não (No)

- A minha atitude perante iniciativas deste tipo seria positiva (isto é, iria gostar, comentar ou partilhar com amigos) (*My attitude towards this initiative would be positive (i.e. would like, comment or share with friends)*)
- Independentemente da atracção, acho este tipo de iniciativas relevantes e/ou interessantes (*I think this kind of initiatives are relevant and/or intesresting*)
- Este tipo de iniciativas seriam um factor de motivação para visitar o(s) Parque(s) (*This initiative would motivate me to visit the Park*)

Q37 Comunicação a alertar para o facto de uma espécie animal estar em vias de extinção. Exemplo: Venha ao Badoca conhecer os Lémures! Aproveite a oportunidade única em Portugal de interagir e alimentar esta espécie de primatas em vias de extinção.

Communication warning to endangered animals in the Park. Example: Come to Badoca and see lemures! Enjoy the unique opportunity in Portugal to interact and feed this species of endangered primates.

Sim (Yes)

Talvez (Maybe)

Não (No)

- A minha atitude perante iniciativas deste tipo seria positiva (isto é, iria gostar, comentar ou partilhar com amigos) (*My attitude towards this initiative would be positive (i.e. would like, comment or share with friends)*)
- Independentemente da espécie em vias de extinção, acho este tipo de iniciativas relevantes e/ou interessantes (*I think this kind of initiatives are relevant and/or intesresting*)
- Este tipo de iniciativas seriam um factor de motivação para visitar o(s) Parque(s) (*This initiative would motivate me to visit the Park*)

Q38 Campanha para facilitar o acesso ao Parque. Exemplo: Por apenas X€, pode beneficiar de um transporte que o leva até ao Badoca!

Campaign to facilitate the access to the Park. Example : For only X€, you can benefit from a transport that takes you to Badoca!

Sim (Yes)

Talvez (Maybe)

Não (No)

- A minha atitude perante iniciativas deste tipo seria positiva (isto é, iria gostar, comentar ou partilhar com amigos) (*My attitude towards this initiative would be positive (i.e. would like, comment or share with friends)*)
- Independentemente do tipo do transporte e do custo, acho este tipo de iniciativas relevantes e/ou interessantes (*I think this kind of initiatives are relevant and/or interesting*)
- Este tipo de iniciativas seriam um factor de motivação para visitar o(s) Parque(s) (*This initiative would motivate me to visit the Park*)