



Sailing Through Maritime Tourism: An Analysis of the Sailing Charter Sector in Portugal

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Abstract

Portuguese maritime tourism industry is witnessing increasing demand for distinctive nautical experiences and, this thesis will explore the dynamics of the sailing charter sector, with the intention to understand market trends, customer preferences and level of competition within the industry.

The study begins with a comprehensive demographic analysis of potential customers, providing information on factors such as, age distribution, marital status, occupation and income levels. However, it also draws attention to the possible bias associated with the survey distribution method, underscoring the need for caution when interpreting the results obtained.

Furthermore, a sectorial analysis, supported by Informa D&B, provides insightful information about the financial landscape and business environment of Portuguese maritime tourism industry. With the use of this analysis, it is possible to study, market's dimension, financial performance and potential opportunities and threats for new entrants in this sector.

In the final chapters, this thesis provides a diagnosis of the industry, highlighting key players, market trends and competitive dynamics. It emphasizes the importance of financial stability and reinforces customer's willingness to pay premium prices for longer-duration services.

In conclusion, this thesis offers a thorough analysis of Portugal's sailing boat charter market, offering valuable insightful information for industry stakeholders and entrepreneurs.

It underscores the necessity for more research and planning in order to take advantage of new opportunities and overcome obstacles in this dynamic and evolving sector.

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Author: Manuel Vieira Da Silva Vilarinho

Key words: Maritime tourism, Sailing Charter Sector, Market Analysis, Competitive landscape, Customer behavior, Market opportunities.

Resumo

A indústria portuguesa de turismo marítimo está a testemunhar uma crescente procura por experiências náuticas distintas e, esta tese irá explorar a dinâmica do setor de charter de veleiros neste ambiente específico, com o intuito de compreender as tendências de mercado, as preferências dos clientes e o nível de concorrência dentro da indústria.

O estudo começa com uma análise demográfica abrangente dos potenciais clientes, demonstrando informações sobre fatores como distribuição etária, estado civil, ocupação e níveis de rendimento. No entanto, também chama a atenção para o possível enviesamento associado ao método de distribuição do inquérito, sublinhando a necessidade de precaução na interpretação dos resultados obtidos.

Além disso, uma análise setorial, apoiada pela Informa D&B, disponibiliza informações perspicazes sobre o panorama financeiro e o ambiente empresarial da indústria de turismo marítimo portuguesa. Com o uso desta análise, é possível estudar as dimensões do mercado, o desempenho financeiro e as oportunidades e ameaças potenciais para novos intervenientes neste setor.

Nos capítulos finais, esta tese concede um diagnóstico da indústria, destacando os principais intervenientes, as tendências de mercado e a dinâmica competitiva. Enfatiza a importância da estabilidade financeira e reforça a disposição dos clientes para pagar preços premium por serviços de maior duração.

Em conclusão, esta tese oferece uma análise completa do mercado de charter de veleiros em Portugal, fornecendo informações valiosas e perspicazes para as partes interessadas do setor e empreendedores. Salaria a necessidade de mais investigação e planeamento para aproveitar novas oportunidades e superar obstáculos neste setor dinâmico e em evolução.

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A very special thanks goes to my professor Rute Xavier, who not only provided irreplaceable guidance along this master's thesis but, it kept motivating me to pursue different analyses even when I didn't have the same vision.

As this thesis sets the end of my journey at Universidade Católica Portuguesa, I would like to express my sincere appreciation for those who had a significant impact during this path.

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Chapter 1 – Introduction

Portugal, the country that used boats in the early XV century to explore, to conquer, to innovate and to discover new paths, stands as a beacon of world maritime progress and cultural exchange. XV and XVI centuries were the golden age of exploration, most known as the Age of Discover and during this remarkable area, Portuguese sailors set sails through seas never sailed before such as, Brazil, parts of Africa, India and Pacific.

One of the greatest and most celebrate achievements in Portugal's maritime history was Vasco da Gama's heroic voyage to India in 1498, when Vasco da Gama and his sailors crossed the cape of good hope which changed forever the global trade and commerce.

Nowadays, sailing is an elite sport as well as it is used to escape the stress, the work problems that people face daily and most important, to spend time with family and friends.

At this thesis, I will take the opportunity to analyse a Business Model for Sailing Boat charters in Portugal. In the next chapters I will explain the Business itself and followed by three research questions topics related with market analysis, external analysis and the last part will be related to financial viability and minimal viable product.

This research aims to provide qualitative and quantitative data that will analysis the market, what market segment we should focus our energy and time on and, based on qualitative interviews with 3 individuals, one being the creator of this industry on the year 2002, one that erupted the market by exploring a different market niche that ended up changing the industry, and, last but not least, the owner of a company that just followed competitors.

These three players were chosen carefully so, the takeaways from the qualitative interview would have the opportunity to have different visions of the industry.

1.1 The Business

The business is about a company that would operate in sailing yacht rentals in Portugal, ideally for private services eventually in Algarve and/or Lisbon (to be evaluated along this research).

The serene seaside landscapes and year-round favorable weather conditions of Algarve seems to make it the ideal location for the business activities but also, a market that tend to work mostly on summertime. Furthermore, Lisbon's prominence as a busy capital city provides a one-of-a-kind potential to attract travelers seeking a mix of urban and marine experiences. The decision to focus on these two locations illustrates the possibility of adapting according to the analysis that will take part of this research.

The main purpose of the company is, in an initial stage (beachhead market), to have a sailing boat that would be comfortable rent for at least 8 customers + 2 crew members, the company would need to invest in a 33ft boat to, as a minimum take up on the requirements. As a reference, the size 33ft boat was obtained by the regulation of German and French boats that sailing companies tend to choose when investing nowadays since they are durable, reliable and elegant.

Working on sailing industry for more than 3 years has enabled an awareness of the opportunities that still exist to explore in Portugal for more companies to be founded in this sector.

Additionally, working in several companies with different customer segments, some private charters and others with mix options such as private and group sharing ticket influenced the path that this thesis will be analyzed.

Tourism holds a vast opportunity in Portugal, further research is going to be used to explain the growth of tourism in the country on the past years and the effect that it had on sailing companies.

As a complement, Tourism activities face a reduction of VAT that have a direct impact on the costs that the company holds just by offering its services. In Portugal the standard VAT tax is 23% but, in some tourism, services are eligible for VAT rate to 6%, which for a company sets an enormous impact in the long run.

1.2. Problem Statement

Identifying the optimal Market segmentation strategy for a sailing yacht rental Business in Portugal: This problem statement focuses on determining the most suitable customer segmentation approach for the yacht rental business. It can involve exploring the preferences and behaviours of potential customers in Portugal and deciding whether to target premium clients, mass clients, or a combination of both. Additionally, during this thesis an extensive analysis between where this business would be more profitable is going to be made, having into consideration the two locations previously written Algarve or Lisbon.

1.3. Research Question

RQ1: How to characterize the actual yacht renting market size in in Algarve and in Lisbon?
What is the Sailing Yacht Market Size?

RQ2: How to identify the recommended market segmentation strategy for a sailing yacht rental business in Portugal and the business segment target? What are the needs and preferences of this customer persona?

RQ3: What are the possible scenarios for financial sustainability and which implementation recommendation does the company suggest?

By going further on the research questions, not only valuable insights are going to be proven at this thesis, but, as well as actionable recommendations to guide the initial path of establishment and potential growth of a successful sailing yacht rental business in Portugal.

Chapter 2 - Literature Review

2.1. Introduction to Literature Review

In this chapter it will be analyzed the theoretical landscape, surrounding entrepreneurial methodologies and business models, to enable an analysis of the sailing charter industry in the Portuguese market.

Business models are fundamental concepts in an organizational theory and have encountered substantial change overtime as a result of different perspectives and theoretical frameworks.

Furthermore, by analyzing the historical trajectory of business model concepts and an exploration of modern frameworks such as Business Model Canvas and Lean Start Up Approach, the objective is to provide a comprehensive understanding of the core principals guiding business model innovation and strategy.

2.2. Business Model

2.2.1 History of Business Model

Business Models go back in history, long before technology erupted the world and long before the most known business model canvas was created. According to Gorevaya & Khayrullina (2015), the first steps in defining a Business Model was in early 70's when SADT (Structured Analysis and Design Technique) emerged. Developed by an American named Douglas Ross in 1973 and since then many authors have been defining Business Models in different ways. According to Chesbro (2008); Markides (2012); Osterwalder (2010) and Pigneur, (2010), the first researchers started to use a Business Model with a broad point of view as an abstract concept to describe a way to create, sale and delivery of value to customers.

In the year of 2001, the two authors Amit & Zott (2001), defined Business Model as a representation of content, structure and governance transactions designed aiming to create value through the exploitation of business opportunities. Qastharin (2016). Another academic definition of Business Model was written by Margetta (2002) arguing that Business Model are stories that explain how enterprise work. And, to conclude Business Model definitions an author named as Teece (2010), defined "Business Model as rationale of how an organization creates, delivers and captures value." After giving their point of view, Osterwalder, and Pigneur (2010), argue that every organization has a business model since it must generate enough revenue to cover expenses in order to survive and grow. These two authors differentiated themselves among others by not only providing a Business Model definition but also by

creating the Business Model Canvas which is a tool that for shareholders to show others their business model as they implemented a visualization blueprint for what a Business Model is.

2.3. Business Model Canvas

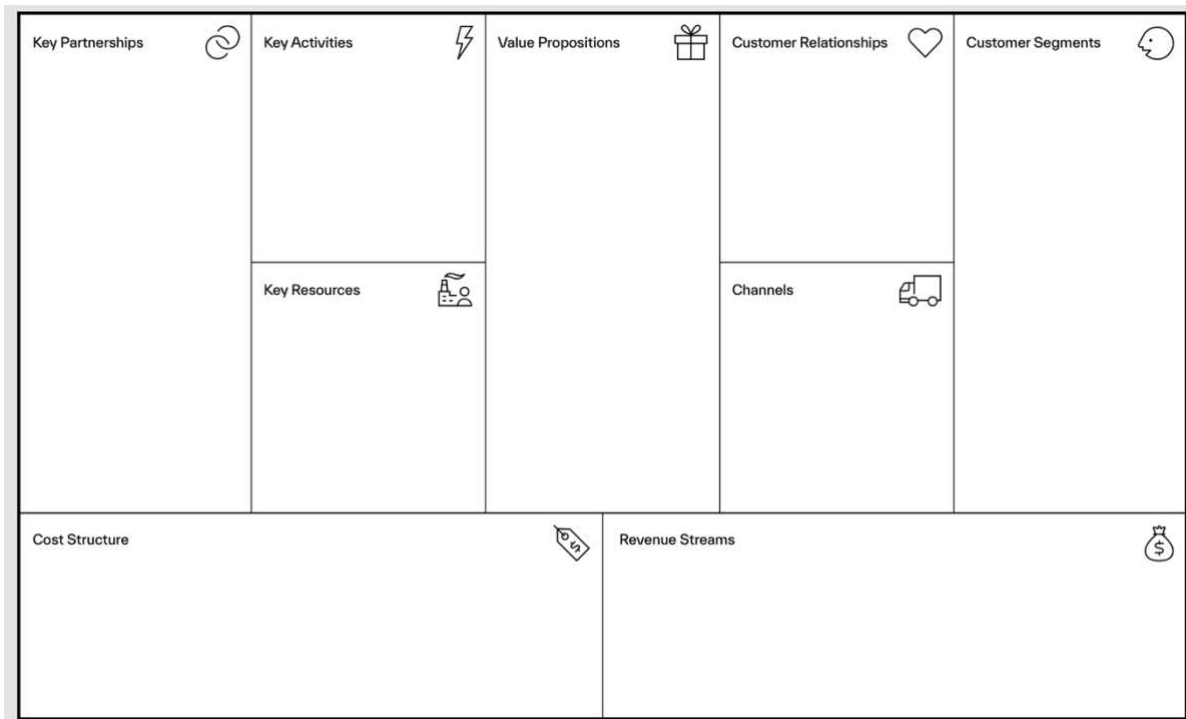


Figure 1 - Business Model Canvas from Osterwalder, & Pigneur (2004).

The Business Model Canvas is represented below as it follows by the definitions of its nine building blocks.

1. Key Partners – One of the most crucial blocks to be defined. Here it takes place to define who are the business partners and suppliers.
2. Key Activities – Key Activities define what does the company offer. They are actions that are required to create and offer a Value proposition.
3. Key Resources – The most valuable assets that the company owns to make the business model works. Key resources allow a Business to create and offer a Value proposition, to reach markets, additionally, it allows to maintain a healthy relationship with customer and to increase earnings.
4. Value Propositions - The mix of products and services that the company offers specific customer segments to create value.

5. Customer Relationships – In this segment, the company defines which type of relationships the business wants to establish with specific customer segments.
6. Channel – To define where the company reaches Customer Segments to deliver Value propositions. Communication, distribution and sales channels bargain company's relationship with customers.
7. Customer segments – Customer segments answers the question for whom the company is creating Value. They are the different types of groups and individuals the company tries to reach.
8. Cost structure – Costs that the company has to run the business. Normally, structured by fixed costs, variable costs, economies of scale and economies of scope
9. Revenue Streams – Section where is explained the cash the company makes with which customer. Questions such as: For which value the customer is willing to pay? What do they currently pay? are answered to provide a more reliable response.

2.4. Lean Startup Approach

Startup is not a predefine concept however, according to Bartolini et al., 2021 a Startup is a venture that aims to launch new products or services in the market. Additionally, there is a similar concept that, according to Ries (2011), startups are ventures that create and launch new products or services under market conditions of great uncertainty.

Lean Startup process is used to have a structured path from the business idea up to the point to confirm if the business is worth escalating or not. Below, a table of Lean Startup process that was adapted from Ries (2011).

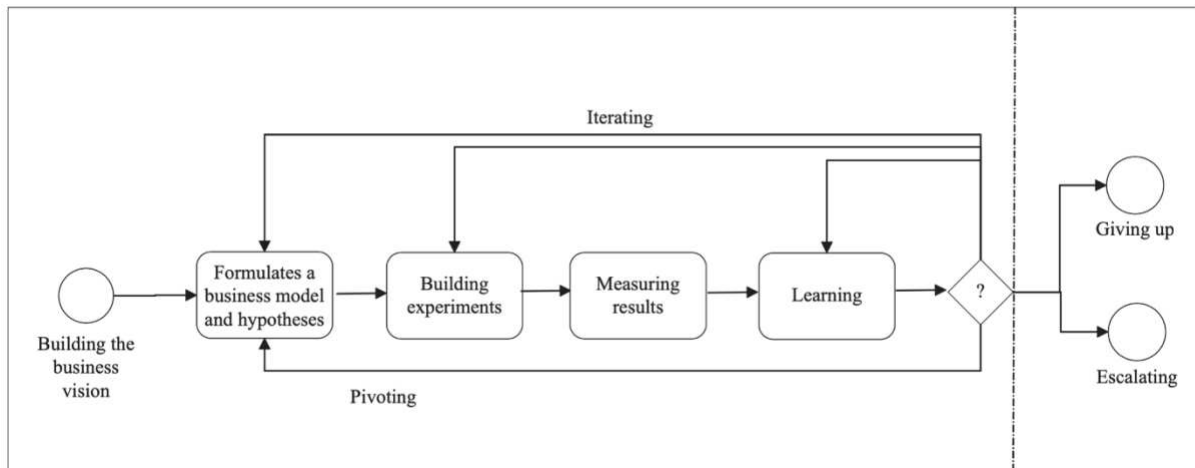


Figure 2 – Lean Startup process from Ries (2011)

For a better analysis, each step will be explained in detailed below in similar to Business Model Canvas explication.

1. **Building the Business Vision:** The stage where creativity is welcome. At this first step, the entrepreneur takes an opportunity to have the creative process such as, generating ideas and design the business that wants to develop.
2. **Formulating Business Model and Hypotheses:** In this section, the delivery model of value creation to Customers is taken care of. According to Sahlgren, M. (2008), hypothesis is a formalization of explicit or implicit assumptions about one or more dimensions of the Business Model, taking into consideration that initially it is consider uncertain or doubtful. To conclude, the result of this stage ends always with ideas.
3. **Building experiments:** An activity of scientific nature in which the entrepreneur or researcher uses two controlled variables. Independent variables are used to test the business model hypotheses. According to Blank, & Dorf, (2020)., there are several experiences but, the most used ones are qualitative interviews, a/b tests, launch pages, minimum viable product (MVP) and smoke tests
4. **Measuring Results:** An entrepreneur should measure and monitor results from data analysis and statistics tool in order to confront them with previously defined hypothesis.
5. **Learning:** In the initial stages of a startup, it is a critical notion and goal. It involves testing theories to confirm or rule them out. Ries (2011) refers to this as validated learning, with four outcomes: pivoting, iterating, growing, and giving up. After completing an experiment and rejecting a hypothesis, pivoting is the process of drastically altering one or more characteristics of the business model in order to construct a new hypothesis and test it through fresh experiments, Blank, & Dorf, (2020). Iterating is a less drastic shift than

pivoting. It consists of advocating one or more adjustments in the business model or product to test the new hypotheses as a result of the gathered knowledge. Iterations are often helpful since they suggest the Startup is getting close to completion.

The chapter has provided an extensive exploration of the theoretical landscape surrounding business models and entrepreneurial methodologies, allowing a quicker and complete analysis for the sailing Industry sector in Portugal.

As it was analyzed, business models, as foundation constructs in organizational theory, have undergone a significant evolution over the years and shaped by a variety of perspectives and theoretical frameworks.

From the early stages of Business model conception to contemporary methodologies for entrepreneurial ventures, the literature research has emphasized the significant of value creation, customer- centricity and strategy agility in forming successful company endeavors.

The Business Model canvas has emerged as a versatile tool in order to visualize and analyze business models. The Business Model allows entrepreneurs to have a framework to evaluate relevant elements and redefine their strategies.

Similarly, the Lean Startup Approach enables business owners to experiment and learn by providing a systematic methodology for assessing business theories and managing market uncertainties.

As the analysis take a deeper approach of the sailing boat charter industry the knowledge gathered from this literature review will provide a framework and serve as theoretical foundation to understand the dynamics and inquire opportunities for innovation and growth of the market. By leveraging the principles and methodologies previously discussed, stakeholders in the sailing boat charter industry are able to make well-informed decisions, adjust to changing market and profit from emerging trends.

In conclusion, this chapter establishes the groundwork for a robust analysis of the sailing boat charter industry in Portugal by providing a theoretical framework through which to examine industry dynamics, challenges and opportunities.

Chapter 3 - Methodology

This chapter covers the process used to determine the financial sustainability of a business idea. The primary objective was to gather information about possible client perspectives and interests. To do this, a questionnaire was developed and sent in both Lisbon and Algarve to general public. The data gathered offered useful insight for adapting and redefining the company plan.

Additionally, before publishing and sending the survey it was decided that it would be beneficial to pilot-test the survey: it was shared the survey with 3 convenient sampling participants to understand what points could be improved, if any question could be written in a more direct approach and how long it would take to complete the questionnaire.

The initial idea to gather data from potential customers was to focus on a survey where would demonstrate the typical customer persona for a business with this type, however, with the research passing it was felt the need of having a qualitative methodology, more precisely, individual interviews it would give us insights not only an ideal customer persona but how our competitors analyse the Yacht Industry by interviewing 3 main role players on the market (prospective competitors).

3.1. Qualitative Methodologies: Individual Interviews

To enhance the qualitative methods, it was decided that three interviews were going to be made in order to understand the strategy of active players on the sector. Those three interviewees were chosen very carefully, keeping in mind the goals needed to be accomplished to augment this thesis.

To guarantee that interviewees represented distinct strategic approaches with the business sector, theoretical sampling was employed, rather than relying on random sampling. This approach is supported by (Strauss & Corbin, 1998), to ensure a comprehensive exploration of varied business strategies within the sailing charter industry. Additionally, by intentionally

selecting interviewees with the various backgrounds and different strategies of running their sailing charter businesses, it was aimed to capture a wide spectrum of perspectives and insights.

For that purpose, I interviewed Cláudia Martins, owner and business manager of Taguscruises, Lda, Pedro Santos, owner of Bloo Boat Charter - Pedro Parente Santos Lda and António Rosa, owner of B-side visit – Lisbon Sail Lda.

The reason that these three companies were chosen to be interviewed was not by random sampling, rather it was conducted theoretical sampling, Tagus was the first ever Sailing company in Sailing industry in Portugal, Bloo is a recent company that erupted the market with a new strategy that enabled them to conquer space in this market and, last but not least, B-side visit – Lisbon Sail, Lda that is company with 8 years on the market but never tried new paths and, always followed competitors like Tagus. B-sides approach is characterized as a conservative on established practices. Additionally, it offers insights into limitations and risks of not trying unusual approaches to reach a different market segment.

The main goal of interviewing three future competitors was to fully understand the space that this business idea would have in the market and consequently, to understand the result of two different strategies made by Bloo and B-side as a new-born companies.

3.2. Quantitative Methodologies: Survey

Questionnaire path

To build a strong data analysis, a questionnaire started to gain form in the first month of 2024, right after research about the metrics, scales, constructs and questions to be used to segment the market to understand what questions the questionnaire should cover.

The questionnaire, which contained fifteen questions, was methodically structured to ensure validity and reliability. Also, previous findings from interviews allowed a better understanding of the market and improve the questions performed on the survey.

The questionnaire was built both in Portuguese and English since it was expected for respondents to be mostly Portuguese due to geographic reasons.

The initial part of the questionnaire asked respondents to provide demographic information. This included data such as their age, gender, and professional situation. The aim of this study was to guarantee that the participants corresponded to the profile of potential clients for the business idea, assuring the accuracy of the data collected.

The remaining part of the inquiry was dedicated to introducing the business idea. The participants were given an overview of the Business idea offerings. This featured the option to embark on a sailing yacht as their first choice, as well as a variety of services. Participants were also polled on their favorite season for using these services and the destination of their choice, which might be Algarve or Lisbon.

Pricing Preferences

Effective pricing strategies require an understanding of the market's willingness to pay for the services provided by any company and in this sector is not any different. A segment of the questionnaire was focused on understanding the participants' preferences for different service options in Lisbon and Algarve, as well as their price tolerance. The purpose of this part was to learn more about respondents' willingness to use the suggested services at various pricing ranges.

To understand the different markets the strategy was to have three questions where the respondents had freedom to choose their price preference according to the type of service they would rather prefer (Private Charter or Individual ticket) and Location (Lisbon and Algarve).

1) Price tolerance in Lisbon - Private Boat

Starting with Price Tolerance in Lisbon for private boat (up to 10 people), given three options that would vary in the duration of the service (2 hours, 3 hours and 5 hours) with respondents asked to indicate their level of willingness to pay according to range for each option. A range that it was discussed and analysed according to the market of each city. By analysing the answers allowed for a better understanding of pricing sensitive strategies that could be used.

For this questionnaire, the survey was distributed in 3 different aspects. Firstly, through friends and colleagues, then I post it on my social media and, on a weekend afternoon, I went to Belém to ask people with families and couples if they could participate on my survey.

2) Price tolerance in Lisbon – Individual ticket

In this section, the goal was to understand the preference between different services in the same strategy of Individual ticket. It was asked respondents to express their level of interest in three different categories (morning tour, day tour and sunset tour). By analysis the answers it was an asset to understand which was the service that the respondents are willing to pay an extra amount of money in order to have a different experience.

3) Price tolerance in Algarve – Private Boat

This chapter concentrated on participants' preferences for private boat charters in the Algarve region that could accommodate up to groups of 10, much as the Lisbon private boat charters. Respondents were asked to select their desired pricing range for each of the three duration options (2 hours, 3 hours, and 5 hours) that were offered in the questionnaire. This section of the survey sought information on potential customers' expectations for prices in the Algarve.

The questionnaire made it easier to identify pricing trends, price sensitivity levels, and viable pricing strategies to maximise customer happiness and optimise income by methodically examining participants' price preferences across various service alternatives and locations.

Government Funds

After an extensive analysis of government funds available to support the entrance of new business, an interview with GConsulting as conducted to validate all the possible scenarios since, GConsulting is a specialist in these aspects of government funds. The aim of the interview was to confirm that all the funds that were active and, to acknowledge different funds that would be beneficial for this business.

Chapter 4 – Data Analysis and Discussion

4.1. Qualitative Interview takeaways

The attractiveness of Lisbon's captivating coastline has attracted numerous small sailing firms in recent years, hoping to capitalise on the gradually expanding demand for nautical adventures. Yet, within this section, our focus narrows to the examination of key competitors, the foremost challengers that the company would encounter when stepping into this vibrant sector.

Between the major rivals, Tagus Cruises stands out as the city's oldest sailing firm, having begun operations in 2010. Tagus Cruises has progressively extended its fleet over the years, currently owning nine boats and managing an additional four on a daily basis. Their fleet includes the elegant Dufour 45ft and the more modest Beneteau First 31ft, as well as a significant presence of boats ranging in size from 37ft to 43ft. Tagus Cruises' diverse fleet allows them to serve an extensive spectrum of customers. Notably, Tagus Cruises focuses in accommodating bigger groups, leveraging the capability of their larger vessels to provide sailing experiences to more clients every trip.

In contrast to the conventional rivals, a newcomer with an innovative strategy appeared in 2020. Bloo was founded by Pedro Santos, a former Tagus Cruises employee, who saw an unexplored market niche—night trips. Bloo quickly rose to popularity, focusing primarily on this niche market, and now has a fleet of three vessels dedicated to night cruises and also daily charters. Their expertise in night trips has earned them a reputation for competence in this field.

Furthermore, Bloo's early debut into the night tour industry enabled them to garner a large number of excellent evaluations. As a result, they have established themselves as the top choice for anyone looking for magical night-time sailing adventures. Tagus Cruises has lately joined the night tour sector in reaction to Bloo's renown, giving a strong possibility for expansion.

Additionally, the two companies, Tagus Cruises and Bloo Boat Charter expressed an excitement optimism for the future of this industry in the city of Lisbon, mentioning that the demand of this type of unique experiences is growing year on year.

Despite of the fact, the qualitative research provided insightful information into the sailing charter industry in Portugal, it is crucial to highlight the absence of perspectives from Algarve players, that, unfortunately, none of the contacted players were available for an interview.

To conclude, the qualitative interviews provided a bright overview and detailed insights into the opportunities and challenges within Lisbon’s sailing charter market. Moreover, the resilience demonstrated by the company Tagus reviled a key factor to underscore the dynamic and challenges of the market. On the other hand, new and innovated strategies raised by firms like Bloo set a different path of matching customer needs and that is what differentiates the new-born companies in a concise and competitive sector.

4.2. Survey Analysis

4.2.1 Demographic Analysis

Age Distribution

Before starting analyzing the survey results, it is key mention that the sample size consisted in 107 valid and complete answers.

There are several intriguing trends in the respondents' age distribution. A considerable proportion of the total respondents, approximately 34% and 18%, are in the 18–24 and 25–34 age categories. This implies that a comparatively youthful demographic was drawn to the poll, which is probably indicative of the target audience's interests in leisure activities and the outdoors.

Q2 - Age: Please specify your age group

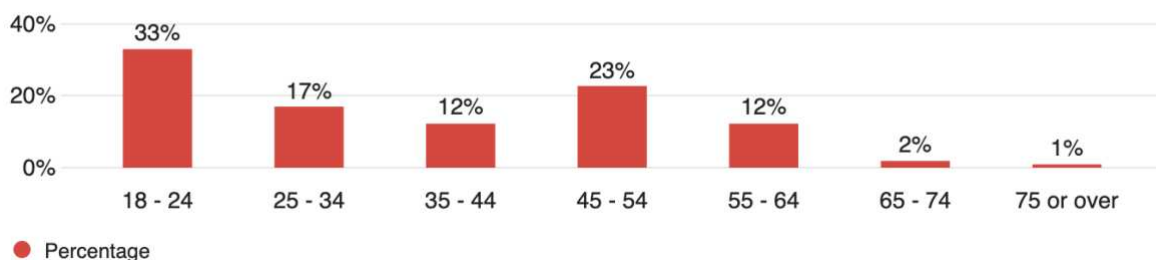


Figure 3 - Age Group. Source: Survey Data

Occupation

Knowing the respondents' marital status provides insight into their individual situations and possible lifestyle choices. The bulk of respondents (43%) are single, with married people (31%) and those in domestic relationships (26%) coming in second and third, respectively. Even though the distribution could differ, it offers important background for comprehending the decision-making and recreational activities of the respondents.

Q3 - Occupation: Please specify your occupation

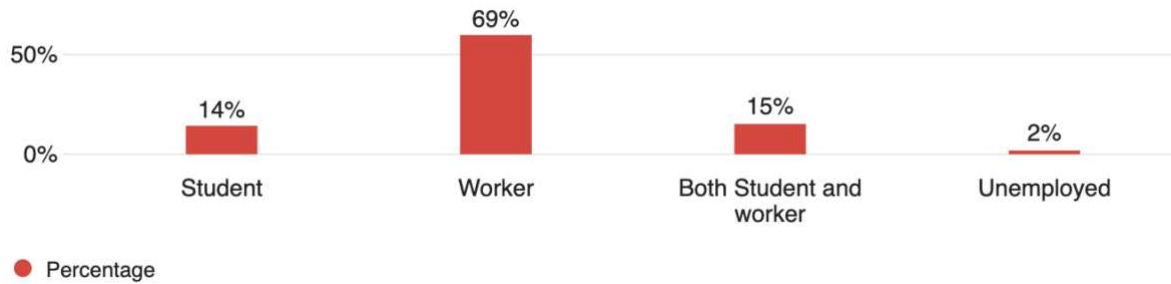


Figure 4 - Occupation: Please specify your occupation. Source: Survey Data

Marital status

Knowing the respondents' marital status provides insight into their individual situations and possible lifestyle choices. The bulk of respondents (43%) are single, with married people (31%) along with those in domestic relationships (26%) coming in second and third, respectively. Even though the distribution could differ, it offers insightful background information on the decision-making and recreational activities of the respondents.

Q4 - Marital status: What is your current Marital status?

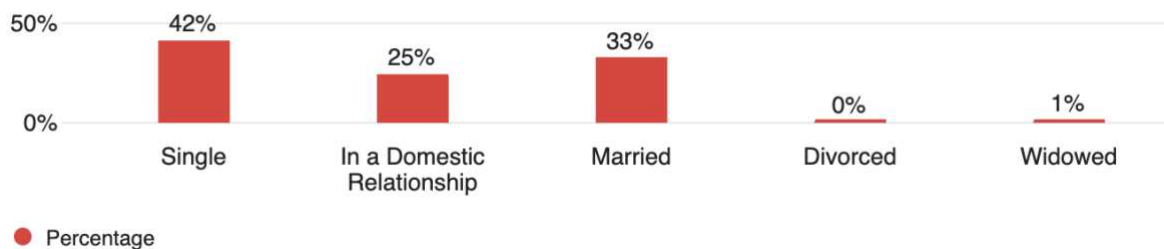


Figure 5 - Marital Status. Source: Survey Data

Monthly Income

The monthly income of the respondents is analyzed to reveal information about their spending patterns and financial circumstances. The respondents' income distribution is not uniform; the largest group, 24 percent, earns between €2000 and €2500 a month. Furthermore, a sizeable percentage (23%) make less than €1000, demonstrating the wide diversity of levels of income throughout survey respondents. Comprehending the distribution of income facilitates the customization of pricing schemes and service provisions to account for disparities in income levels.

Q5 - Monthly Income: Please select your monthly income range.

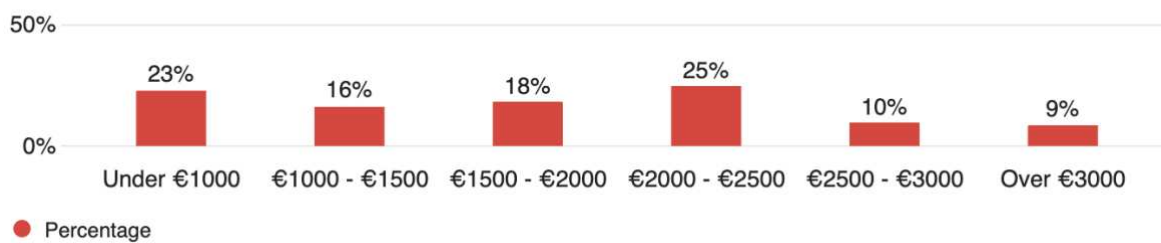


Figure 6 - Monthly Income. Source: Survey Data

Sailing Experience

In order to understand the potential interest on the Sailing service it was used a question to determine whether or not a respondent already had a prior sailing experience.

This helps our analysis by enhancing that 56% of the respondents already had a sailing experience before. With this numbers, it suggests a potential market of enthusiasts for sailing adventures.

Q7 - Sailing experience: Have you ever had a experience on a sailboat?

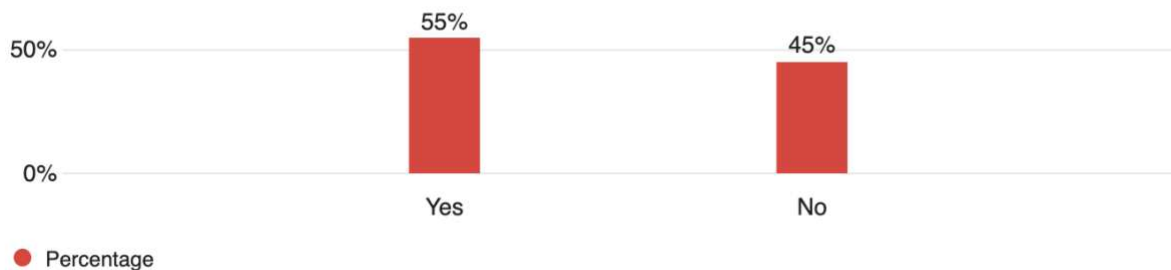


Figure 7 - Experience on a Sail Boat. Source: Survey Data

Final demographics analysis

The survey analysis provides some representativeness on the demographic characteristics (but biased in some factor as mentioned below) and preferences of the individuals with keen interest in maritime activities. However, it is crucial to take into consideration the potential risk of sample bias due to the distribution strategy of the survey.

Risk of Sample Bias

Despite the variable insights from the survey analysis, it is key to recognize the possibility of sample bias associated with distributing the survey to friends that, with this distribution method, it may have created a homogeneous sample, representing individuals with similar interests in sailing activities. As a consequence, the survey results may be compromised and may not accurately reflect the broader diversity within the target group.

Limited diversity

Before delving into the details of demographics analysis, it is relevant to highlight that 107 genuine and complete responses were obtained from the survey. Among these respondents, a considerable sizeable fraction, approximately 34% and 18% belonged to the 18-24 and 25-34 age range, respectively.

It implies a significant presence of younger individuals within the sample which could point to a homogeneous demographic group within common interests in sailing activities.

Further examination at the characteristics of respondents demonstrates that their marital status and occupation have a relatively uniform distribution in terms of occupation and marital status. In particular, 43% of respondents identified as single, while 31% as married and other 26% as involved in a domestic relationship.

Even though there is a slightly variation, the overall pattern indicates a lack of diversity in the sample's relationship statuses.

Moreover, there were significant differences in the respondents' income distribution with the largest group (24%) reporting monthly incomes between €2000 and €2500. On the other hand, a noteworthy portion (23%) indicated a monthly income below €1000, highlighting the diversity of income levels covered by the sample of respondents.

With this, it is vital to acknowledge the inherent constraints resulting from the distribution approach, despite the insights obtained from the survey analysis. As it was demonstrated in this

study, there is a significant risk of sample bias due to survey distribution to friends and acquaintances, which leads to homogeneous sample composition.

In conclusion, even if the study sample offers insightful information, it is critical to recognize its limitations and take measures to mitigate potential sampling biases and improve the representativeness of the results. These methods will guarantee that the study conclusion is more relevant and potentially useful to the target population in question.

4.2.2. Sailing preferences and customer behaviors

Weekend Plans

Respondents' preferred weekend activities are sailing or other water sports (26%), indicating a keen interest in nautical activities. Furthermore, having an outdoor picnic or BBQ (ranked highly by 29%) indicates a desire for relaxed outdoor social gatherings. The respondents' varied interests are evident from their other preferred pastimes, which include travelling to new places (21%), hiking or nature trails (7%) and both.

Q8 - What outdoor activities do you usually engage in during the weekends?

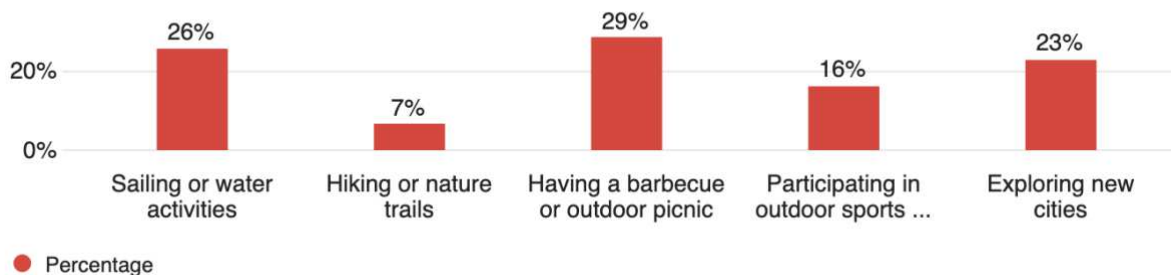


Figure 8 - Type of Activities during the weekend. Source: Survey Data

Decision-Making for Weekend Activities

Gaining insight into the weekend activities that respondents choose to engage in gives us important information about their preferences and decision-making processes. The plurality (41%) usually makes their own decisions, demonstrating a desire for independence and adaptability in their leisure activities. On the other hand, 27% of respondents said that decisions are made differently depending on the weekend, indicating a flexible attitude to scheduling.

Who typically decides which activities you engage in during the weekends?

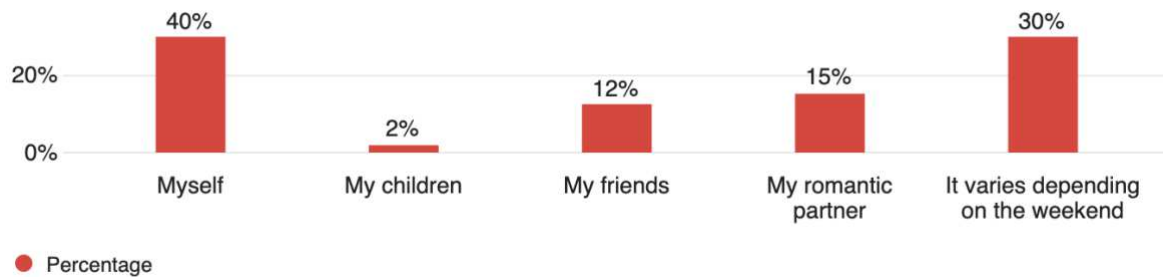


Figure 9 - Decision-maker of the activities. Source: Survey Data

Interest In Sailing Charter Services

By analyzing the answers of the survey respondents in using a sailing charter service, it is notable that 71% would be interested (Over 4). On the other hand, it is notable an 11% of no interest in using a sailing service. (Under 2). That analysis are crucial to understand the potential barriers and concerns that may influence the business acceptance.

Interested in Sailing Services

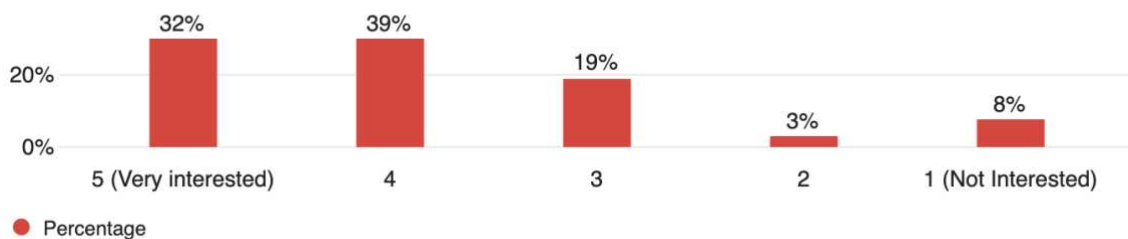


Figure 10 - Interest in Sailing Charter Services. Source: Survey Data

Service preference

With 60% of respondents expressing a strong interest in it, private charter is the most preferred service. This selection implies a desire for special and exclusive experiences, such individual or small-group sailing vacations that let them enjoy the freedom and adaptability of sailing. By means of this study, a yacht service provider may effectively target its audience and meet the demand for private charters.

Furthermore, 37% of respondents demonstrated that they would be interested in sunset excursions, which provide visitors an interesting and memorable experience as they cruise along the coast and take in the magnificent sights of a sunset. This decision indicates a desire for charming, immersive experiences that combine leisure time with the grandeur of the natural world.

Using this expertise, sailing firms may market sunset cruises as a serene or romantic option for parties, families, and couples seeking to enjoy a memorable evening at sea.

Furthermore, significant interest was also shown in regular day tours, with 29% of respondents saying they would like to have a sailing experience during day time. For those looking for a more manageable and accessible way to experience local waters and sights via guided sailing, these tours provide a shorter sailing adventure. In order to draw in a wide spectrum of clients, including tourists and locals searching for relaxing day trips on the water, service providers can benefit from highlighting the special qualities and attractions of day tours.

To conclude, it is notable a higher interest on private tours and, comparing both variables of Day Tours and Sunset Tours, the difference between both of them if not significant so, there is a market for both sides, this is, according to our respondents it would be feasible to have both Day and Sunset tour with demand.

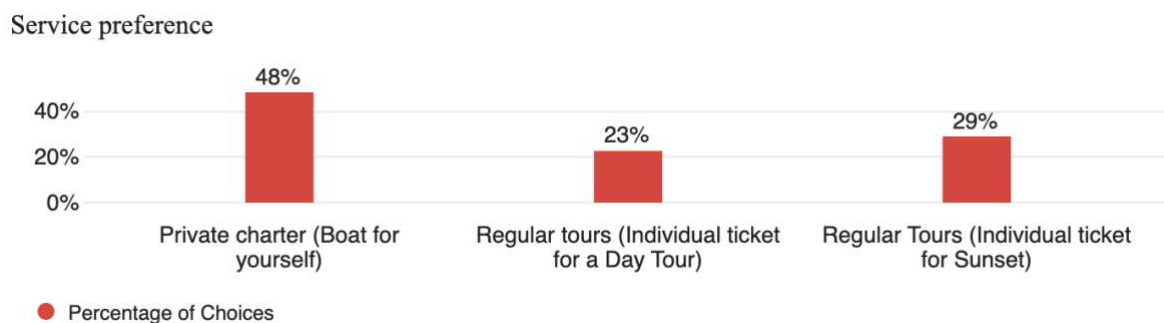


Figure 11 - Service Preference. Source: Survey Data

Preferred Season and Distribution

The fact that 95% of respondents chose Summer for the season of sailing adventures, it highlights the impact of weather and climate influence leisure choices. A significant preference for sailing in the summertime implies a desire for pleasant weather, bright skies, and windy conditions—all of which enhance the comfort and enjoyment of sailing. By properly planning

and marketing sailing trips during the summer, service providers may take advantage of this insight and increase their customer base by capitalizing on the allure of ideal weather.

Preferred Season

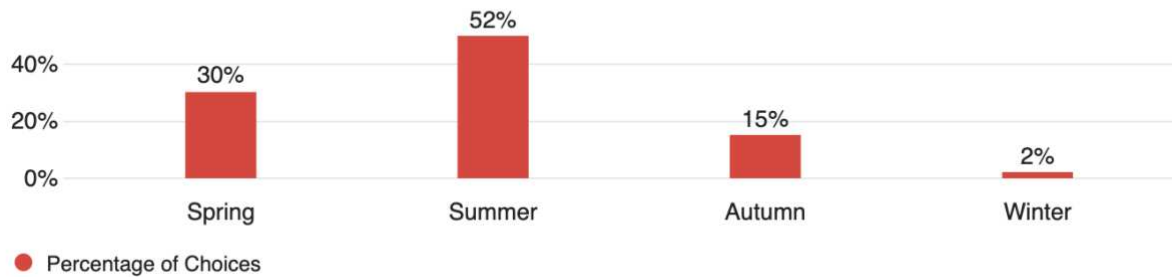


Figure 12 - Preferred Season. Source: Survey Data

The preference for the Algarve over Lisbon (56% vs. 44%) further emphasises the attraction of coastal locations with picturesque scenery and a variety of sailing options. The breathtaking Algarve coastline, with its rocky cliffs, sandy beaches, and glistening waters, provides the perfect setting for sailing excursions and exploration. The Algarve's serene bays, quiet anchorages, and gorgeous scenery may entice respondents. These features offer plenty of chances for leisurely sailing and coastal exploration. Service providers can draw and keep clients looking for engaging and unforgettable nautical experiences by highlighting the distinctive qualities and attractions of the Algarve as a sailing destination.

To conclude, all things considered, these inclinations towards summer sailing and the Algarve as the ideal location highlight how influential environmental elements and destination features are in influencing travellers' decisions and preferences. In the competitive sailing tourist sector, service providers are able to position themselves as leaders by driving demand, improving customer satisfaction, and matching products to these preferences and highlighting the special attractiveness of summer sailing in the Algarve but not forgetting that Lisbon still has demand to fulfil, according to respondents' choices.

Destination preference

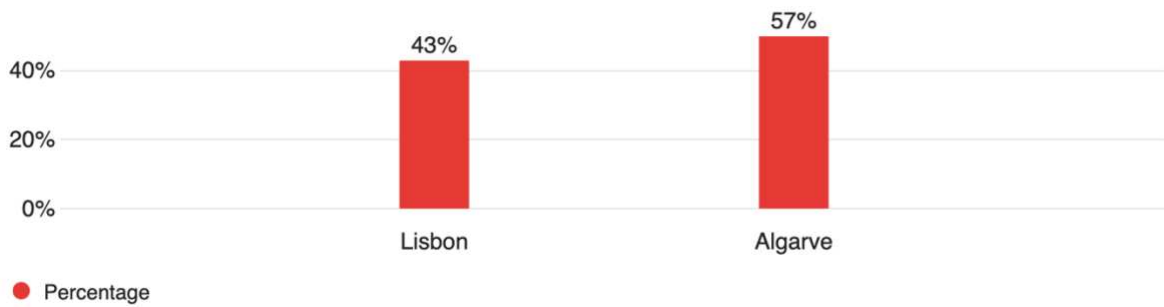


Figure 13 - Destination preference. Source: Survey Data

Price Tolerance

By understanding respondent's price tolerance for the different services both in Lisbon and Algarve it allows a deeper analysis into their perceptions of value and willingness to invest in Sailing experiences.

Price tolerance in Lisbon for Private Charter

For instance, in the city of Lisbon the Average price of the was €345,69 for a 2h private charter service but, on the other hand, respondents would be willing to pay €447,31 on average for a 5h tour, this analysis indicates that participants prefer to pay a premium price for a longer duration to fully enjoy the sailing.

Price Tolerance in Lisbon - Private Boat (Up to 10 people) What would be the option that would fit the most according to your needs and e... 104

Price Tolerance in Lisbon - Private Boat (Up to 10 people) What would be t...	Average	Minimum	Maximum	Count
Private Charter: 2h (Capacity 10 people)	345.69	300.00	500.00	102
Private Charter: 3h (Capacity 10 people)	392.13	300.00	500.00	98
Private Charter: 5h (Capacity 10 people)	447.31	302.00	500.00	100

Figure 14 - Price Tolerance in Lisbon - Private

Price tolerance in Lisbon for Individual Ticket

Furthermore, respondents exhibit a similar pattern of price tolerance when taking into account the cost of tickets per person for various tours in Lisbon. Morning trips cost, on average, €33.86 per person for tickets; afternoon and sunset tours cost, on average, €37.18 and €42.59 per

person, respectively. This suggests that respondents value sunset trips highly, probably because of the breathtaking scenery and distinctive experience that these tours provide.

Price Tolerance in Lisbon - Ticket price per person What would be the option that would fit the most according to your needs and expectati... 100 ⓘ

Price Tolerance in Lisbon - Ticket price per person What would be the opt...	Average	Minimum	Maximum	Count
Morning tour. Ticket per person	33.86	30.00	50.00	94
Afternoon Tour. Ticket per person	37.18	30.00	50.00	96
Sunset Tour. Ticket per person	42.59	30.00	50.00	99

Figure 15 - Price Tolerance in Lisbon - Ticket

Price Tolerance in Algarve

On the other hand, compared to Lisbon, the average price tolerance in the Algarve is greater for private boat charters (up to 10 passengers). For example, the average cost of a 2-hour charter is €493.07, and the average cost of a 5-hour charter is €620.40. This shows that respondents in the Algarve are willing to spend more for sailing activities, maybe as a result of the area's well-known for its gorgeous coastline scenery and first-rate tourist attractions.

Price Tolerance in Algarve - Private Boat (Up to 10 people) What would be the option that would fit the most according to your needs and ... 102 ⓘ

Price Tolerance in Algarve - Private Boat (Up to 10 people) What would be...	Average	Minimum	Maximum	Count
Private Charter: 2h (Capacity 10 people)	493.07	450.00	700.00	95
Private Charter: 3h (Capacity 10 people)	548.03	450.00	700.00	99
Private Charter: 5h (Capacity 10 people)	620.40	450.00	700.00	99

Figure 16 - Price Tolerance in Algarve

All things considered, examining respondents' price tolerance across a range of service categories offers insightful information that helps service providers create pricing plans that satisfy consumers' needs and desires. In the cutthroat Portuguese sailing charter market, providers can increase income potential and foster client loyalty by customizing services to fit price sensitivity and perceived value.

Correlating Factors: Age and Service Interest

Furthermore, statistical analysis was used to support the hypothesis that Age and interest in sailing services could be related. With that, the regression coefficient of Age was able to provide insights on how interest in sailing services was influenced by Age.

According with the analysis on the survey, it was found that Age, had a regression coefficient value of -4.821, additionally, a standard deviation error of 1.064 and a t-value of -4,530. To conclude this analysis the value that it will have higher impact in this analysis, the p-value was 0.00622.

By analyzing the previous values, the negative coefficient indicates that interest in sailing services decreases while Age increases. The negative relationship is statistically significant since the p-value is lower than 5% (p-value < 0.05). Summing up, age is a predictor of interest in sailing services and, with younger individuals showing more interest in the service while comparing to the older respondents.

Linear Regression Coefficients

	Estimate	Std. Error	t value	Pr(> t)
Interest in Sailing Services	33.571429	4.758987	7.054322	0.0008847
Age	-4.821429	1.064142	-4.530814	0.0062208

Figure 17 - Correlation Between Age and Interest In sailing Services

Correlating Factors: Income and Service Interest

To explore the relationship between level of income and interest in sailing services was conducted. The projected p-value of the correlation between income and interest was approximately 0.468.

Based on correlation analysis between monthly income and interested in sailing services, the following findings were obtained:

Coefficients

The coefficient for the “Income” variable is expected to be 0.0016 with a standard deviation error of 0.001418. Since the coefficient is positive, it suggests that interest in sailing services raises while income increases. It is not possible to conclude with statistically significant that

there is positive linear relationship between the two variables, income and interest in sailing services since the p-value is 0.242 which exceeds the common significance level of 0.05.

Coefficients:

	Estimate	Std. Error	t value	Pr(> t)
(Intercept)	2.4000000	1.6062378	1.494	0.232
Income	0.0006000	0.0007572	0.792	0.486

Residual standard error: 1.197 on 3 degrees of freedom
 Multiple R-squared: 0.1731, Adjusted R-squared: -0.1026
 F-statistic: 0.6279 on 1 and 3 DF, p-value: 0.486

Figure 18 - - Correlation Between Income and Interest In sailing Services

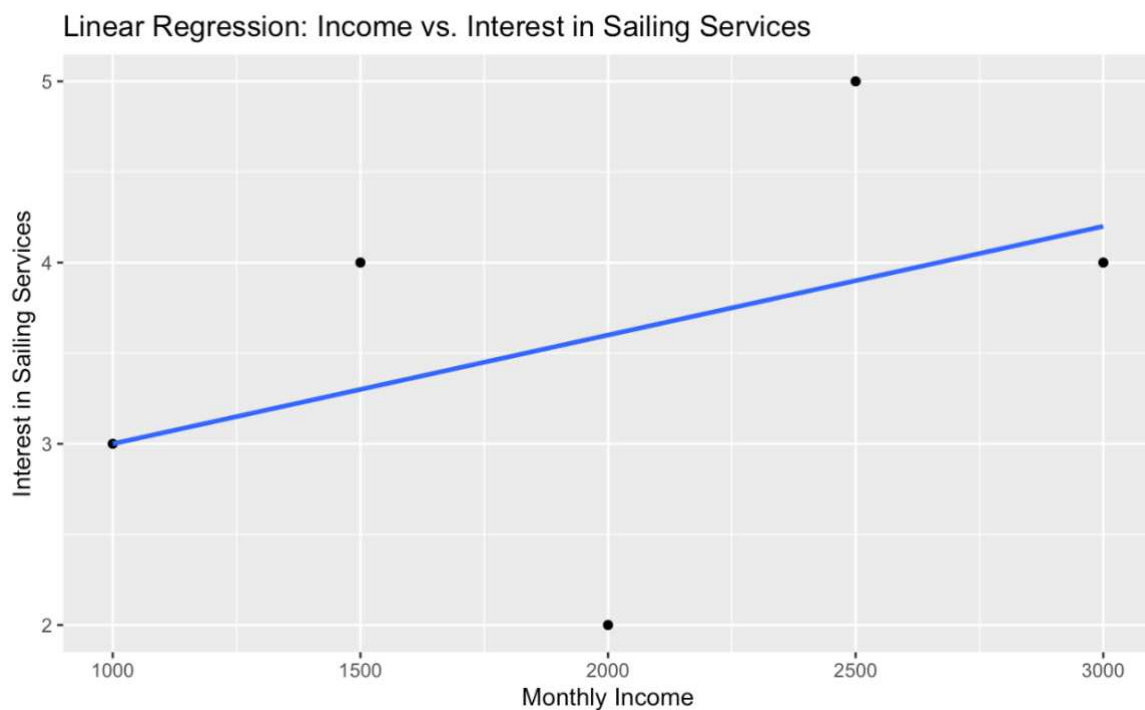


Figure 19 - - Correlation Between Income and Interest In sailing Services

4.3 Financial Analysis of market players (prospective competitors)

Over the period from 2018 and 2022, Taguscruises showed a steady and consistent in terms of sales and service revenue. Despite challenging market conditions in the year of 2020 and 2021 due to the pandemic that, according to Batalha et al., 2022 the overnight staying in Portugal faced a step down of 75%.

According to Informa D&B Database, Taguscruises managed to reach sales of €1.1Million in the year of 2022, a growth of 166,26% comparing to 2021. This positive growth in 2022

demonstrates that Tagus, despite being the oldest company on the market, is resilient and has the ability to adapt to the market circumstances.

In contrast, B-side's revenue increased at a more moderate rate throughout the same period of time. Even though B-sides registered sales of €219.816,26, marking a notable growth of 114,73%, the pace of growth of comparatively slow to Bloo that, showed a growth rate of 87,83% in the same period.

Analyzing Bloo results as they reach €175.989,58 of revenue in 2022, it suggests a successful execution of strategic initiatives since Bloo was founded in the year of 2019.

Financial Position:

By analyzing the profitability metrics of the three companies, Taguscruises, bloo and B-side, it offers insightful information about their effectiveness and financial performance.

Starting from Taguscruises financial report, it is shown that adjusted EBITDA has a rising trend overtime, pointing an improving operational performance over the years. With an adjusted EBITDA of €130.483,93 in 2022, it reflects a growth rate of 14,02% comparing to the previous year (Informa D&B).

On the other hand, even with the increase in adjusted EBITDA, Taguscruises experienced a slight decline of 9,95% in net profits in 2022, ending the year with €53.345,2 of net profits. Numerous variables, including increased operating expenses, investments or any other financial commitments, may be the reason for this decline in net profits.

On the other hand, Bloo demonstrated a remarkable improvement in profitability for both adjusted EBITDA and Net profits. Bloo's adjusted EBITDA in the year of 2022 was €60.458,91, showing a remarkable growth of 196,44% compared to the previous year.

Furthermore, Bloo's net earning witnessed a substantial rose, reaching, €33.911,70 reflecting a percentual growth of 1.176,96% year-on-year. This significant rise in net profits indicates Bloo's successful execution on strategic initiatives, which may include revenue optimization strategies, reducing expenses or innovative product offerings.

In contrast, B-side's profitability metrics experienced a decline in year of 2022. The adjusted EBITDA dropped by 33,04%, ending the year with €33.538,12, which indicates a decline in profitability and operational effectiveness from the previous year. Additionally, B-side's Net profit witnessed a significant decline of 77,10%, reaching a value of €6.912,88.

All things considered, the profitability analysis demonstrates how different the financial results and operational effectiveness among Taguscruises, Bloo and B-side. While Taguscruises demonstrated a positive pattern in adjusted EBITDA despite a minor fall in net profits. On the other hand, Bloo, the most recent company of all three considered, showed an impressive growth in both adjusted in both adjusted EBITDA and net profits. In contrast, B-side experienced a drop in profitability metrics, suggesting possible difficulties in maintaining operational efficiency and financial sustainability.

Strategic Analysis

Bloo's innovative strategy to provide night tours suggests to have yield significant dividends, as seen by the company's notable increases in revenue and profitability.

This success emphasizes how crucial innovation and diversification are as effective strategies for driving growth and maintaining competitiveness within the sailing charter industry.

It is right to affirm that Bloo has succeeded in creating a distinctive position in the market, attracting new customers and enhancing its revenue streams by capitalizing on the growing demand for unique and immersive experiences.

Moreover, Bloo's remarkable surge in profitability demonstrates its capacity to effectively generate revenue from it innovate products and it reinforces its position as a key player in the industry.

On the other hand-side's more conservative strategy has led in a slower revenue growth and affecting profitability. This method of being a follower, may have helped to keep the company's financial position comparatively steady, but it also highlights the potential limitation of a cautious approach in the industry. The declining profitability of B-side raises the possibility that, in order to be competitive in the sailing charter industry, a strategic review and possibility that, in order to be competitive in the sailing charter industry, a strategic review and possibly a stronger focus on innovation and adaptation are required. B-sides resilience and ability to face challenges without significant financial strain demonstrate its stability and capacity to cope with the market pressures. In conclusion, in B-side's analyze it is right to affirm that there is space for followers in this industry.

As an established participant in the market, Taguscruises has maintained steady growth and profitability over the years. However, the rise of innovative competitors like Bloo, highlights the necessity for Taguscruises to consider implementing more innovative strategies to sustain

its competitiveness and adjust to changing customer preferences. Despite of Taguscruises' conventional strategy may have worked well this far, the success of innovative strategies by competitors' emphasis how crucial continuous innovation and adaptation and adaptation are to preserving market leadership and relevance.

In conclusion, Bloo, B-side and Taguscruises contrasting performances highlights the different effects of innovation and strategy approach on revenue growth and profitability within the sailing charter industry. Bloo's success confirms that innovation-driven methods tend to work and, B-side's conservative approach emphasizes the importance of resilience and stability. Moving forward, all players in the business sector must balance tradition with innovation to overcome the complexity of the market landscape and sustain long-term competitiveness.



Figure 20 - Sales difference between Taguscruises, B-Side and Bloo. Source: INFORMA D&B

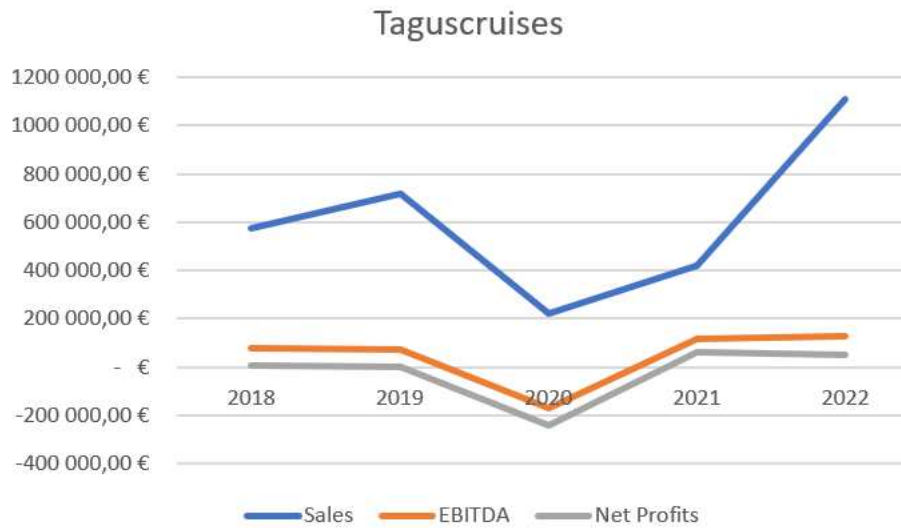


Figure 21 - Taguscruises, Lda - finance summary. Source: INFORMA D&B

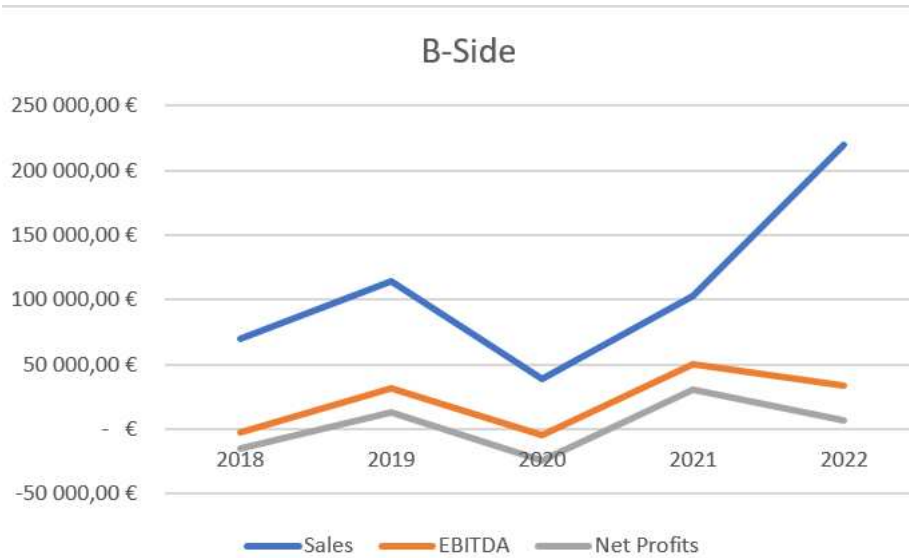


Figure 22 - B-Side Visit – Lisbon Sail, LDA - finance summary. Source: INFORMA D&B

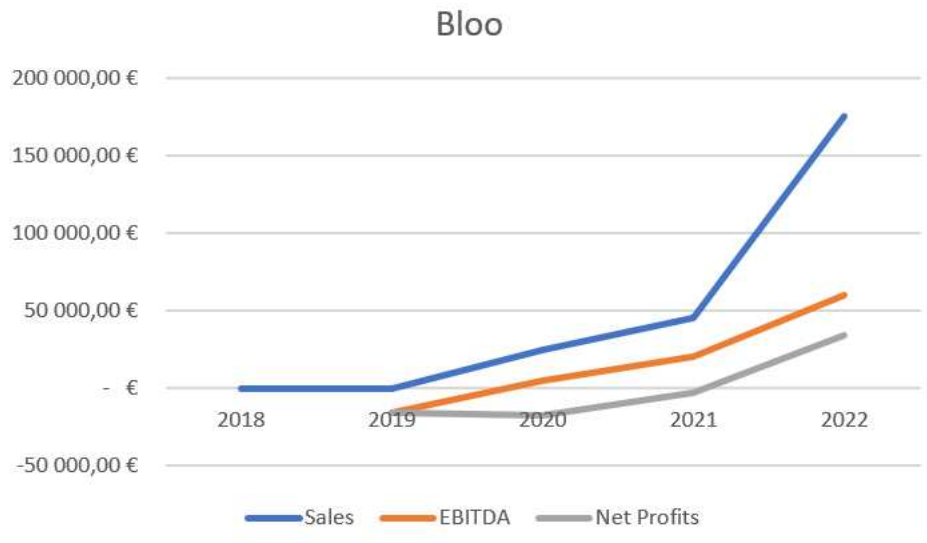


Figure 23 - Pedro Parente Santos, Unipessoal, Lda - finance summary. Source: INFORMA D&B

Chapter 5 - Diagnosis and Final Recommendations

After conducting an extensive qualitative and quantitative research on Portugal's sailing boat market, it became evident that there is a considerable potential for a business to succeed in this industry.

By the analysis carried out in the previous chapters it is right to affirm that they had provided valuable insights into market dynamics, consumer preferences and competition environment, which are going to be crucial to develop a diagnosis and final recommendations for the Sailing Business Model.

Diagnosis

The sailing boat charter industry in Portugal is considered to have a growing demand for nautical experiences according to INFORMA D&B analysis in the Figure 24 in appendix.

With the Portuguese rich maritime history and the nation's extraordinary coastline landscape make it an ideal destination for sailing enthusiasts. However, even with the higher demand for these services, the market is fairly fragmented with a wide range of businesses responding to different audiences and providing a variety of services.

To understand the market flow, opportunities and threats, it is fundamental to analyze key players and competitors. As an example, Tagus Cruises, which has a wide range of boats and serves to larger groups and, on the other hand, newer players like Bloo boat charter, which has set itself apart by concentrating on specialized and niche markets like night tours. Additionally, it was analyzed and concluded that there is space in the market for followers like B-side.

As it was analyzed, each company within the sector brings its own strength and weaknesses to the market, thus, creating both opportunities and threats for new entrants.

Furthermore, a key aspect of business success in the sailing boat charter industry is market segmentation and, the research at this thesis has identifies several potential customer segments based on demographics, preferences and behaviors.

The most preferred service option among respondents in the quantitative survey was private charter, which indicates a desired for exclusive and unique experiences even, if it means to pay extra. Additionally, there is a significant interest in sunset tours among respondents but never under estimating the popularity of day tours.

Moreover, financial sustainability is another key consideration for the business plan, and the research conducted by this thesis has shown what potential customers' prices tolerance

preference are. Additionally, respondents have shown a desire for more personalized experience and longer-lasting services, indicating a willingness to pay premium prices for such offers. On the other hand, respondents expect to pay less for services with shorter- duration and more common experiences, such as, day tours.

Final Recommendations

Following a thorough examination of Portugal's sailing boat charter sector, several key recommendations emerge to optimize, improve the business plan and to capitalize on market opportunities.

Target Market segmentation

Firstly, it is recommended to focus and invest on targeting high-value clientele, especially private charters and sunset tours. The reason for this first advice holds from those segments that have demonstrated the highest level of interest and willingness to pay higher and premium prices for exclusive sailing experiences, with nearly 50% indicating a strong desire for private charter service and around 30% expressed interest in sunset tours and only 23% for Day Tours.

By focusing on marketing and service offerings on certain niches, the business can increase potential income and may stand out from competitors.

Differentiation strategy

Furthermore, the business should implement a distinctive offering experiences and different services in a way that the company would differentiate itself in a competitive market.

As an example, according with Bloo's interview, this service can include themed cruises, eco-friendly charters (sail-only) or exclusive access to remote locations. By providing offerings that set the company apart from its rivals, it can attract new customers and lead to premium prices.

Pricing strategy

Additionally, it is imperative to establish a pricing strategy that reflects the value proposition of the services offered. Maintaining profitability while providing competitive prices require careful consideration.

In order to meet a diverse range of consumer preferences and budgets, it may be worthwhile considerate offer price alternatives, thereby guaranteeing accessibility to a wide range of potential clients.

By using the average price tolerance obtained from the survey results, a tailored pricing strategy that satisfies customer expectations and preferences can be established.

For private charters in Lisbon, the average price tolerance ranges as follows:

- 2-hour charter: €345.69
- 3-hour charter: €392.13
- 5-hour charter: €447.31

Similarly, for ticket prices per person in Lisbon, the average price tolerance is as follows:

- Morning tour: €33.86
- Afternoon tour: €37.18
- Sunset tour: €42.59

In the Algarve region, where price tolerance tends to be slightly higher, we observe the following average price tolerance for private charters:

- 2-hour charter: €493.07
- 3-hour charter: €548.03
- 5-hour charter: €620.40

Marketing and Branding

In order to attract customers and raise brand awareness, the business should have an amount of the investment in marketing and branding efforts. Nowadays, the use of marketing channels such as social media, SEO (Search Engine Optimization) and customized advertising are able to, effectively reach potential customers and encourage engagement.

To enhance the business's visibility and credibility in the sector, it is fundamental to build a strong brand identity from the beginning that attracts the target market.

Partnership opportunities

At this stage it will be recommended for the company to explore relationships with local tourism agencies, hotels and other businesses that together can generate income for both entities.

With the use of Informa D&B data base, these local tourism agencies and hotels are reachable since Informa D&B allows the access of contact information and the wealth of the companies. Signing new partners is a crucial step for success but, it is important to bring partners that have a sustain future so, it can easily generate more income.

Customer experience

Furthermore, to ensure long-term success it is recommendable that the business prioritizes customer experience and satisfaction, not only delivering exceptional service, personalized interaction but also memorable experiences will encourage customer loyalty and favorable word-for-word recommendations. To achieve a great customer experience, the company should provide value-added services such as onboard amenities, hospitality service, local and historical knowledge and making customers to feel like home.

These recommendations would enhance the overall customer experience and, the company would stand out from the crowd.

Continuous Improvement

For the future of the business, consistently monitoring the market trends, consumer input and competitive improvements are crucial to modify and enhance the business model. It is suggested that the company maintains its competitiveness and responsive changes in customer preferences, market conditions and industry dynamics.

By adopting a culture of constant growth and improvements, the business could stay ahead of its competitors.

Chapter 6 - Investment Funding

In Portugal there are a few resources available to fund young entrepreneurs to start their own business. In the sailing industry, as the company would use the sails to power the boat instead of engine, there are different funds available. Funds that support sustainability and ocean protection (Green Fund), IEFP (Young entrepreneur fund), the program “Empreende XXI” which is related with IEFP

After a successful meeting with GConsulting regarding Portuguese investment fundings, Mr. João Correia referred four available funds that match the company needs.

The first fund is called *Fundo de Inovação Produtivo*, this fund is to finance the purchase of a brand-new boat. The fund would be 40% of lost fund and 60% of pocket money, with a possibility of 50% lost fund. The pocket money would be distributed in a monthly payment contract.

The next fund was more focused to the services and contracts that we would need to run the company. *Fundo de qualificação e internacionalização de PME* is a fund that focuses on the employee salaries, business representative trips, website creation and marketing campaigns. This fund is 50% at a lost fund and the fund only supports salaries up to €1,800.

Before going into a fund that would allow a company to purchase a 2nd hand boat, it was mentioned a fund named Startup Voucher that is 100% at lost fund from the Portuguese PRR (Plano de recuperação e resiliência). This fund was created to take the business into the digital world so, any marketing campaign or website development needed, this fund will support it up to a cost of €30,000.

The last fund is the one that should be taken into consideration since it allows the company to make the purchase of a second year boat and 80% is at lost fund and only 20% is pocket money.

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Appendix

8.1 Appendix 1 – Qualitative Interview script

Interview Script with Pedro Santos, Owner of BLOO Yacht Company:

Interviewer: Good morning Mr. Santos. Thank you for taking the time to speak with us today.

Interviewer: To start this brief interview I would like to ask if you could tell us about the history of Bloo and how did you start in this business industry.

Interviewer: That's fascinating and congratulations for being innovative. Could you go further on how did your strategy went primarily on night trips?

Interviewer: Speaking of differentiation, what is the aspect that you consider that Bloo distinguishes itself from the competitors such as Tagus Cruises.

Interviewer: It's evident that Bloo has made a significant impact on the market since its inception. How do you perceive the competitive landscape within the Lisbon sailing industry?

Interviewer: Finally, what do you envision for the future of Bloo? Are there any plans for expansion or diversification?

Interviewer: Thank you once again, Mr. Santos, for sharing your insights with us. It's been a pleasure speaking with you.

Interview Script with Cláudia Martins Owner of Tagus Cruises:

Interviewer: Good Morning, Cláudia. Thank you for joining us today.

Interviewer: To start this interview I would like to ask your perspective on the sailing yacht industry in Lisbon and how you evaluate Tagus Cruises into this Market landscape.

Interviewer: From your experience, what are the main challenges, difficulties and opportunities within this sector?

Interviewer: How does Tagus Cruises do differently to distinguish itself from the competitors?

Interviewer: From your point of view, how do you see the future of this industry in Lisbon?

Interviewer: Thank you for your valuable insights, Cláudia Martins. It's been a pleasure speaking with you.

Interview Script with António Rosa Owner of B-side:

Good morning, Mr. Rosa. Thank you for taking the time to speak with us today.

To start, could you share a bit about the history of B-Side and how you entered the sailing charter industry?

Can you elaborate on how B-Side's strategy aligns with the preferences and behaviors identified in our research?

How does B-Side differentiate itself from competitors in the sailing charter industry?

Some industry observers have suggested that B-Side closely follows the strategies and initiatives of larger competitors like Tagus Cruises. Would you agree with this assessment?

Can you provide some examples of how B-Side has incorporated elements of Tagus Cruises' approach into its own business strategy?

How do you see this approach benefiting B-Side in the long term?

What opportunities do you see for the future of the sailing charter industry in Portugal?

Finally, what is B-Side's vision for the future? Are there any plans for expansion or diversification?

8.2 Appendix 2 – Survey

PART I – INTRODUCTION

I sincerely appreciate your participation in this survey, which forms an integral component of my ongoing thesis research. The aim of this research endeavor is to gain a comprehensive understanding of the preferences and interests of prospective customers in the context of Sailing Yacht Charters throughout Portugal. Your contributions are of immense value to this research, and they will play a pivotal role in shaping the business strategy.

My primary goal is to tailor our services precisely to meet the expectations and desires of our esteemed clientele. I recognise the importance of your insights in this endeavour and thank you for dedicating your time to provide them.

Your responses will contribute significantly to the refinement of the business model, ensuring that I deliver an exceptional and memorable sailing experience for future customers. Thank you for your participation and for being an integral part of our journey. *This survey shouldn't take longer than 5 minutes*

1. Do you consent to participate in this study?

I do consent (1)

I do not consent (2)

PART II – DEMOGRAPHICS

1. **Age:** Please specify your age group

18 – 24 (1)

25 – 34 (2)

35 – 44 (3)

45 – 54 (4)

55 – 64 (5)

65 – 74 (6)

75 or over (7)

2. **Occupation:** Please specify your occupation

- Student (1)
- Employed (2)
- Both student and employed (3)
- Unemployed (4)

3. **Marital status:** What is your current Marital status?

- Single (1)
- In a Domestic relationship (2)
- Married (3)
- Divorced (4)
- Widowed (5)

4. **Monthly Income:** Please select your monthly income range.

- Under €1000 (1)
- €1000 - €1500 (2)
- €1500 - €2000 (3)
- €2000 - €2500 (4)
- €2500 - €3000 (5)
- Over €3000 (6)

5. What is your current living situation and financial dependency status? Please select the option that best describes your circumstances

- Living with my parents and currently studying (1)
- Living with my parents and currently employed. (2)
- Renting a room/house and working/Studying away from my primary residence. (3)
- Own a home and financially support dependent children. (4)
- Own a home and do not have dependent children financially relying on me. (5)

PART III – SAILING PREFERENCES AND CUSTOMER BEHAVIORS

1. **Sailing experience:** Have you ever had a experience on a sailboat?

Yes (1)

No (2)

2. **What outdoor activities** do you usually engage in during the weekends?

Sailing or water activities (1)

Hiking or nature trails (2)

Having a barbecue or outdoor picnic (3)

Participating in outdoor sports (such as surfing, climbing, cycling, etc.) (4)

Exploring new cities (5)

3. **Who typically decides** which activities you engage in during the weekends?

Myself (1)

My children (2)

My friends (3)

My romantic partner (4)

It varies depending on the weekend (5)

4. **Business Idea overview:** The company would work in sailing charter industry in Portugal. The company would offer services in one of two locations, Lisbon or Algarve. Customers would be able to choose different services from private charters to Regular tours such as sunset tours or night tours. On a scale 1 to 5, where 1 is "Not Interested" and 5 is "Very Interested", how interested are you in using the company services?

1 (Not Interested) (1)

2 (2)

3 (3)

4 (4)

5 (Very Interested) (5)

5. **Service Preference:** Which of the following service would you be most interested in for your experience in a sailing yacht? (You can choose more than 1 option)

Private charter (Boat for yourself) (1)

Regular tours (Individual ticket for a Day Tour) (2)

Regular Tours (Individual ticket for Sunset) (3)

6. **Preferred Season:** In which season would you prefer to have this experience with us? (You can choose more than 1 option)

Spring (1)

Summer (2)

Autumn (3)

Winter (4)

7. Destination preference: **Algarve** would offer a visit to Benagil Caves, the opportunity to swim in warm and crystal clear waters! On other hand, **Lisbon** gives you a chance of looking to the city from another point of view and to get to know the city better.

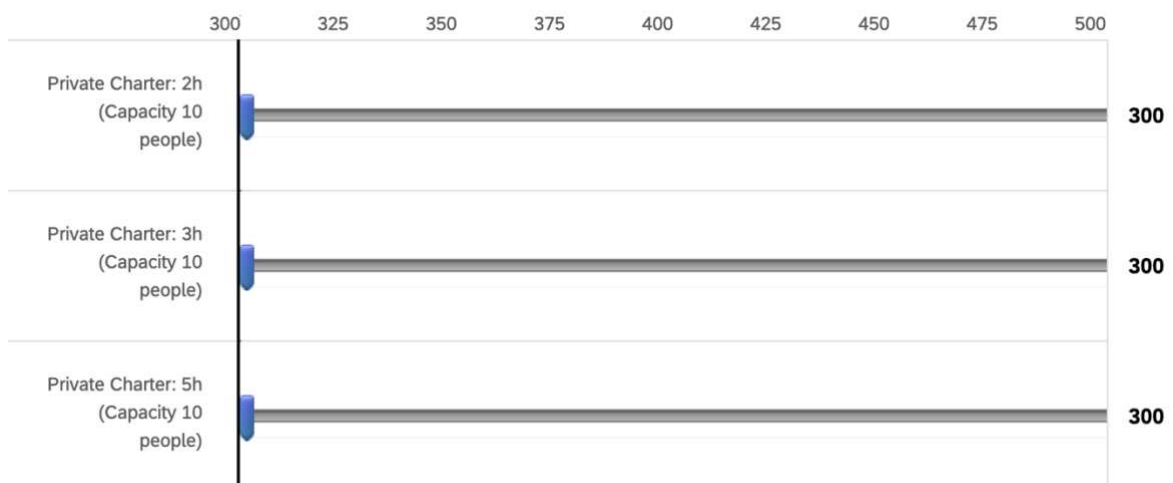
Lisbon (1)

Algarve (2)

8. Price Tolerance in Lisbon - Private Boat (Up to 10 people)

What would be the option that would fit the most according to your needs and expectations?

Price in Euro



9. Price Tolerance in Lisbon - Ticket price per person

What would be the option that would fit the most according to your needs and expectations?

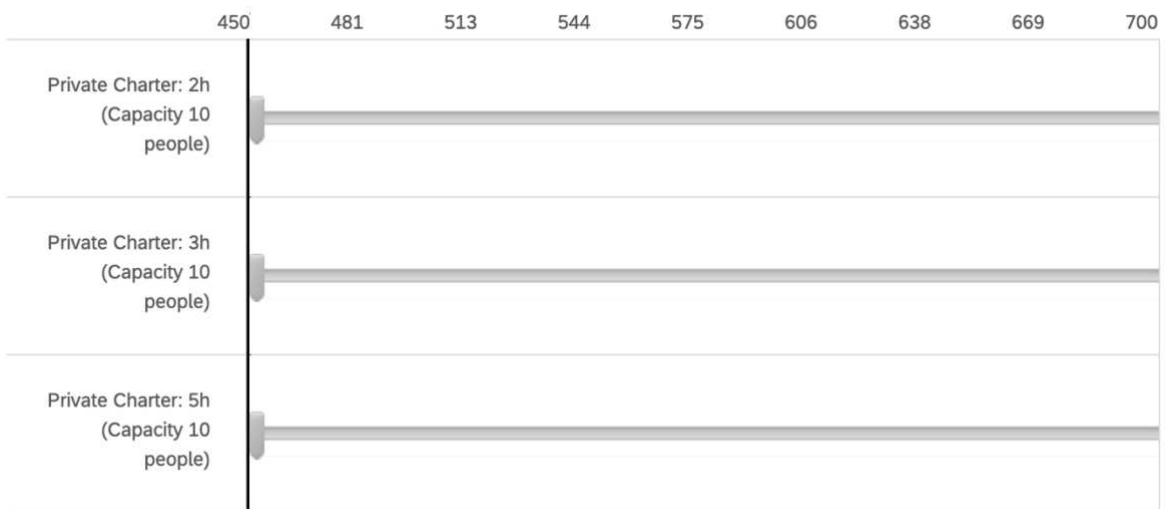
Price in Euro



10. Price Tolerance in Algarve - Private Boat (Up to 10 people)

What would be the option that would fit the most according to your needs and expectations?

Price in Euro



Sectorial Analysis (2022)						
CAE 93293 - Organizational of activities in turistic animation						
Size (Sales)	Total	vs 2021	Corporate (>50M€)	Medium (>10M€ <50M€)	Small (>2M€ <10M€)	Micro (<2M€)
Nr of companies	1 807	1,57%	-	4	17	1786
Volume of sales	172 047,36 €	99,71%	-	19 087 816,75 €	3 535 912,84 €	133 017,45 €
Net profits	9 360,93 €	279,35%	-	2 445 113,79 €	- 214 278,12 €	8 615,41 €

Figure 24 - Sectorial Analysis. Source: INFORMA D&B

Business Model Canvas				
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Boat constructions facilities Sailing stores suppliers Companies (make offers of our services to their workers) Food/drinks suppliers Hotels and hostels (Discount system)	Daily trips around the city Rent as private charter Renting boats from other companies Rent the boat for events (Bachelor, birthday parties)	Provide comfort, safety and a healthy environment. Giving a good quality time to our customers during their journey by offering a bottle of wine or a beer, having comfort sofas in the boat and helping them relax with the sound of good music. To the safety of our customers, the company will provide competent and polite skippers so they can enjoy their journey to the fullest. Giving our knowledge about the history of Lisbon	Customers are the most important part of this business. Customer trust is essential to improve this business, having a good relationship with customers will keep them choosing our services and recommend us to other future customers. Partnerships with other companies Channels Online platforms (Airbnb experiences, Facebook, Instagram) Marine Marketing (Flags and information) Company offers (deals for workers to incentive the use of our services)	Working people that want to relax Tourists that want to know city from other perspective Families People that want sailing experience
Cost Structure Fixed Costs (Marinas, Insurance, Staff) Variable Costs (Boats, Maintenance, Marketing, Working force)		Revenue Streams -Tours -Sailing courses -Boat charters (Renting the boat for a number of days or a week) -Buying and reselling boats		

Figure 25 - Business Model Canvas applied to this Thesis