4. Case Studies

4.1 Ancestral Goa

Ancestral Goa is a tourist attraction that has been conceived, designed and executed by its creator Mr. M.J.A. Alvares. Since its inception in 1994 it has grown to have a visitation figure of 62,984 in 1998. This growth has not been without its share of problems. Mr. Alvares continues his efforts to make Ancestral Goa grow by making value additions to the different sites at Ancestral Goa.

Introduction.

Mr. Maendra Alvares graduated from the Goa College of Art and has an avid interest in art and sculpture. "Ancestral Goa" as an attraction was conceived by him when a tourist whom he met mentioned that Goa had nothing to offer but the beaches and the churches / temples. This statement made Mr. Alvares think about the different cultural aspects of Goa and he decided to design and recreate a village of Goa as it was 100 years ago under the Portuguese rule. This was the beginning of Ancestral Goa as an attraction. Today it gives employment to many
people and has become one of the few man-made attractions, in the peripheral areas of Goa, which is visited by a large number of people.

**Organisation**

Ancestral Goa is a small venture and as such the organization structure is very simple. Mr. Alvares is the guiding force and has a manager who looks after the administration, planning and targets. Apart from this manager; a marketing executive who takes care of the marketing of the attraction assists Mr. Alvares. Currently Ancestral Goa employs around 25 permanent employees and a few more are employed seasonally. Guiding and maintenance are the major jobs at the site.

**The Concept.**

Heritage tourism is quite prevalent in India. This is primarily due to the fact that India has a rich cultural past with a variety of traditions, languages, customs, etc. It also has a variety of distinct cultures that were nurtured during the rule of various kings in the past. Tourists who come to Goa generally visit the churches and the temples that are ancient, but there is no site that can depict Goa as it was during the Portuguese rule that ended in 1961. Keeping this in mind, Mr. Alvares spent about 2 years in research alone, to design “Ancestral Goa”. He then set about to recreate an ancestral village of Goa, as it was 100 years ago, complete with
actual life-size sites and houses and statues. Mr. Alvares had his ancestral land at Loutolim, about 10 kms. from Margao, one of the major towns of Goa, where he decided to locate the project. The entire project was completed with raw materials as originally used 100 years ago, and created by craftsmen whose skills were handed down from generation to generation. He took trouble to locate such artisans and get them to, if not actually work, at least supervise the creations. This was because some of the artisans had become old and had not passed down their skills to their children as they did not see a bright future in those skills from the income generation point of view.

While Ancestral Goa was being created, Mr. Alvares found time to indulge in his hobby of sculpting and sculpted a horizontal statue of the Indian Saint Meerabai, which he has named “Natural Harmony”. This statue is 14 metres long and 5 metres wide and is hewn out of laterite stone. It took him one month and five days to complete this monumental work. The statue has the record of being the longest horizontal statue in India and has been entered in the Limca Book of Records.

**The Target segment.**

Most of the tourists who came to Goa were interested in the scenic beauty of Goa and enjoyed the beaches and the sunny climate as well
as the exotic seafood. According to a study, (Report on the Study of Tourism Industry in Goa: 1994) beaches were the main attraction (53%) followed by Cultural interests (24%) amongst the foreign tourists. Mr. Alvares directed his initial efforts towards attracting the foreign tourists staying in the five star hotels in Goa, more specifically those who were staying in and around the town of Margao, which is the town nearest to Ancestral Goa. Mr. Alvares personally contacted these hotels and apprised them of the attraction and the value addition that it would give to the tourists in terms of a cultural and traditional experience of ancestral Goa. Most of these tourists were Chartered Tourists who were brought to Ancestral Goa by the local tour operator or by the local tourist taxis. The Charter Tourists as well as Foreign Free Independent Travelers (FFIT) had money to spend on this kind of learning experience. Mr. Alvares had decided to target these customers as he thought that they had the paying capacity for the charges that he had levied. Most of the Charter Tourists were from the middle-income bracket and used to express a keen interest in knowledge about Goa's ancient culture and traditions. Mr. Alvares thought that it was a perfect product-market fit.
The Original Product.

The project "Ancestral Goa" got off to a flying start in 1995. Traditional customs and ways of life in the village were depicted by a live demonstration of trained artists during the visits of the tourists. These artists would involve the tourists in their performances in traditional folk dances as well as certain crafts that were of traditional nature. The whole idea was to give the tourist an experience of the ancestral Goan village. Mr. Alvares also designed and developed a "Light and Sound" show that complemented the experience at Ancestral Goa. The whole programme was structured in such a way that the tourists would have to spend an evening (approximately four hours) at the site. An interactive experience was created at Ancestral Goa for the tourists by making them take part in the traditional Goan dance and music, food, etc. apart from giving them a firsthand knowledge of the traditional art forms and handicrafts of Goa. Many tourists who were interested in knowing about the folk dances were actually shown the dance steps and quite a few of them tried to learn in that short span of time. The entire experience was one of interaction and visitor involvement.

The Marketing Mix.

There were few efforts to "promote" the product with heavy advertisement and publicity because the target segment was not spread
far and wide and could be contacted on an individual basis. The management of Ancestral Goa made efforts by contacting the various five star hotels and releasing a few advertisements in the local dailies. It also got a couple of outdoor hoardings on prominent roads that increased the visibility of the product. As the target segment was the foreign tourists, more emphasis was laid on the five star hotels for generation of tourist traffic to Ancestral Goa. The price for the entire four-hour experience inclusive of food was pegged at Rs.450 per person.

**Teething Troubles.**

Ancestral Goa started generating tourist inflow and was patronized by many foreign tourists. However the initial momentum that was generated due to this new concept could not be sustained over a long period of time and very soon the visitation to Ancestral Goa started to diminish. In 1995-96 an interesting change took place in the visitor profile, particularly the Charter Tourists. This segment of tourists who used to come prior to 1995-96 was more financially well off and the tourists were from the middle/upper-middle class of the European society. The Charter Tourists who came in 1995-96 were from the lower-middle class and as such had a lower spending power. The change in the Charter Tourists' profile was due to a change in the international tourist preferences, which resulted in
some other charter destination becoming more sought after, more value for money, than Goa.

Mr. Alvares and his staff found that the tourists who had come by taxi had to spend approximately Rs. 600 for the taxi, Rs. 450 for the Ancestral Goa experience and a discretionary expenditure of about Rs. 200 for mementos, trinkets, etc. This totaled to Rs. 1,650, which, the tourists found was too steep a price to pay for the Goan village experience. Due to this the visitations to Ancestral Goa reduced drastically. With the visitation diminishing, Mr. Alvares was forced to take a hard look at the project itself, inclusive of its viability. Within a year of its establishment, Mr. Alvares refocused his efforts and modified the price as well as the product "Ancestral Goa" and targeted it to a totally different segment of the tourist population.

The Modified Segment.

The tourists that came through the Charter flights from Europe and other countries exhibited distinctly different demographic and psychographic characteristics as compared with the Charter tourists in 1994-95. Due to this Mr. Alvares could not concentrate only on the Charter tourists to make his project viable. Realizing that he would need to generate more volumes for his venture by way of tourists, Mr. Alvares decided to promote
Ancestral Goa among the domestic tourist segment. This segment also exhibited different characteristics as compared to the foreign charter tourists. It was also a larger segment (See Exhibit 1 for tourist arrivals) as compared to the foreign tourists segment and had the potential to generate volumes for the business if the other marketing mix variables were in proper harmony.

The Modified Marketing Mix.
The product, the price, the sales approach and the advertisement and promotion aspects of Ancestral Goa had to be changed in view of the modified target segment which the management had decided to pursue. The product was stripped off its interactive mode and the tourists were taken on a guided tour of Ancestral Goa. There were no live demonstrations by artists as in the earlier version. Moreover, the interactive aspect was limited to the questions that the tourists asked the guides. Accordingly the price (entry fee) was set at Rs.20 per adult and Rs.10 per child. This was more acceptable to the target segment as there have been very few adverse comments from the tourists regarding the entry fee. At this entry fee level it became imperative for the management of Ancestral Goa to have large volume of tourists visiting the site to cover the costs, which in turn resulted in a different approach to motivate the right target segment. Schools were targeted to help
organize Nature Camps for the children during the holidays in such a manner that Ancestral Goa would play a key role in imbibing certain values as well as knowledge in the young minds through these Nature Camps.

In order to target the domestic tourists Mr. Alvares approached the Department of Tourism to get his site enlisted in the conducted tours of the Department. It was after a lot of persuasion that Ancestral Goa found its way onto the itinerary of these conducted tours. All these activities resulted in an increase in the visitation to Ancestral Goa over the years from 1995-96 to 1998-99 (Exhibit 2).

**Re-experientializing the product.**

In the year 2000, Mr. Alvares decided to re-experientialize some of the exhibits at Ancestral Goa. One such exhibit was the Big-Foot Legend. The Big-Foot is actually an imprint of the right foot of a human neatly embedded in a rock. Legend has it that an extremely pious and generous man did penance there to obtain the grace of God. He had generously given away his wealth to all the villagers who were in need of money and had come to a stage when he himself did not have anything left. However those whom he had helped did not come to his rescue during his times of turmoil. He then decided to do penance to seek the favour of the Gods to help him. He had a vision of God who offered to
return all his wealth that he had given to the villagers and also punish them for their ingratitude. However the generous man prayed to God that those who had benefited from his generosity should not be punished for ingratitude as he had willingly given away his wealth because he loved the villagers dearly. God being pleased with the generous nature of the man helped him by granting his wish. The legend has it that any person who has a pure heart and steps on this footprint gets his wish granted. Initially this exhibit was an obscure point among the various exhibits in Ancestral Goa, but after the target market changed and a lot of domestic tourists started visiting Ancestral Goa and this exhibit, it started attracting those who wanted to have their wish granted by God. Mr. Alvares then decided to make the entire exhibit more experiential by adding aspects that one experiences when in a Hindu temple. He placed a set of bells at the entrance to this exhibit and also had the legend story depicted in picture form to enable people to know the story. Interestingly a few people have come back to Mr. Alvares to inform him that after praying for a wish at Big-Foot their wish had come true. In fact many visitors offer money in the form of coins at the Big-Foot, which is a custom among Hindus when visiting a temple.

Another exhibit that he has re-experientialized is the Village Potter. Mr. Alvares has requisitioned the services of a skilled potter to make pots at
this exhibit to enable the tourists to get a feel of how pottery is done in the traditional way. Mr. Alvares hopes to re-experientialize some of his other exhibits at Ancestral Goa in the near future. The entire tour of Ancestral Goa can be seen in Annexure 1

EXHIBIT 1


<table>
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<th>Domestic Tourists</th>
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<td>880,000</td>
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Exhibit 2

Visitation at Ancestral Goa: 1995-

1999.

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(Targeted d)
- 1996-9 (Growth Rate): 296%
- 1997-9 (Growth Rate): 158%
- Growth Rate achieved in first three months over 1998: 161%

same period:

![Tourist Arrivals at Ancestral Goa.](chart)

**Months**

**No. Of Tourists (Thousands)**

- 1995
- 1996
- 1997
- 1998
- 1999
ANNEXURE 1

The Tour

The guided tour at the Ancestral Village takes the customer through an interesting sequence of beautifully arranged and artistically molded caricatures and sculptures within their environment depicting the traditional Goan scenario. The full tour takes approximately 20-30 minutes. A detail of the tour is as given below.

THE MANAGER:

This is a sculpture of a man dressed in Portuguese costume depicting that during the days of the Portuguese rule, managers were from Portugal rather than from the region since the locals were not trusted with any business by the rulers.

1. FISHERMAN

This shows the traditional Goan fisherman who sells fish and is called the "Nustekar" in the local language, along with his basketful of fish, the delicacy of every Goan.
2. HUSK REMOVER

The husk remover is a sculpture of a man shown husking coconuts wherein the outer covering of the coconut is separated from the shell. This shows the traditional ways of husking.

3. RAMPONKAR'S HUT

This shows the traditional Goan fisherman called the "Ramponkar" in the local language mending his fishing nets in his boathouse covered with palm leaves.

4. KANJI HUT

This is a hut depicting an old lady dressed in traditional clothes preparing Kanji, which is broth made by boiling rice for a long period in a clay pot.

5. CASHEW DISTILLERY

The distillery shows the full process of distilling cashew feni, the favourite Goan drink, made from the cashew fruit.
6. HOLY CROSS
The place of worship of Christians where the devotees sing the Ladainhas Latin during the festival period.

7. THE FOUNTAIN
The place wherein water constantly flows from the spring and the local woman washing clothes.

8. RAKHONDKAR
Place of worship of travelers using the road who ask for the Almighty's blessings so as to protect them whilst on their long journey.

9. THE POTTER'S HUT
Shows a few people, whose basic occupation is pottery. The hut shows a lot of pottery items made of clay in different shapes and sizes.

10. OLD GOAN HOUSE
Depicts the Goan houses as they were, before the Portuguese.

11. COBBLER
The statue of the cobbler involved in stitching chappals and shoes and dressed only in a piece of cloth tied around his waist.
12. HINDU HOUSE
The traditional Hindu house with the Tulsi in front and the floors delicately covered in dung is shown as elegantly as possible. Also the house is shown decorated with various types of fruits and leaves, which is prominently seen during the major Hindu festivals.

13. THE BASKET WEAVER
Model of a person weaving baskets used for various household activities, made out of strips sliced from the bamboo tree.

14. ESCOLA DE MUSIC
This is a house of music wherein the music teacher also popularly called as the "Mestre" gives music lessons to the youngsters from the village. Music books are also displayed in the house.

15. TINTO (MARKET PLACE)
This is a place wherein three roads meet in the village and vegetables, fish etc. are sold. The messenger boy known to spread news around the village is also depicted in the form of a clay model.
16. KHAMBE
These are two big pillars meant for long journey travelers carrying luggage on their heads to keep them on and take rest.

17. BARBER
The traditional barber with his hair cutting equipment including the crudely designed shaver called the 'Akor'.

18. DONA MARIA'S HOUSE
This is a smaller version of the big Christian houses built during the Portuguese regime. The big resting chair called the "Volter" with the house-lady sitting on it is displayed as also the altar and the safe for keeping gold and other jewelry.

19. DONA MARIA'S KITCHEN
The kitchen shows the full range of equipment required for cooking with a well next to it. Traditional cooking utensils that are no longer used, are also displayed.
20. TAVERNA

The place where the local men meet after a hard day’s work for drinks.

An old soda machine is also displayed.

This is the entire tour. The order may not be the same for all the tourists, especially when many groups are visiting at the same time.
4.2 HYDROSPORTS (GOA) PRIVATE LIMITED.

Introduction.
In December, 1998 Mr. Vincent Condillac, Managing Director of Hydrosports (Goa) Pvt. Ltd. was facing competition from local boat operators to the most successful product offerings of Hydrosports, v., i., z., Crocodile Dundee (A boat ride using the inland waterways of Goan rivers to see crocodiles), Crocs. & Spices (A boat ride along the rivers of Goa to see crocodiles and visit spice gardens along the river banks) and the Island Picnic (A boat ride to an island for a full day picnic inclusive of lunch). As these product offerings were from the stables of Hydrosports, Mr. Condillac was perturbed by the ease of multiplicity of such other product offerings from competitors and was thinking of measures to tackle the situation.

Tourism in Goa.
Goa is considered to be a much sought after tourist destination both in the domestic market in India as well as in the foreign market, especially Europe. It is a beautiful small state of India on the Western Coast with an area of 3702 Sq.Kms and about 100 kms coastline with palm fronds lined beaches and beautiful waters. It has a tropical humid climate with an average temperature of 26°C and a very favourable calm wind. This feature of the weather is seen throughout the entire tourist season, which
is from October to May. Tourism in Goa has picked up of late and between 1991 and 1998 it has grown at 4.24% per annum on an average. The foreign tourist market saw a tremendous boom after the charter tours were started to Goa in 1992. The growth rate of foreign tourists visiting Goa was close to 50% in the year 1992 and 40% in 1993. In eight years from 1990 onwards the number of foreign tourists visiting Goa had increased from 104330 tourists to 275047, the Compounded Annual Growth Rate (CARG) being 12.88%. (Master Plan for Tourism 1998). Most of these tourists come by Charter Flights and stay at the starred hotels in Goa. International arrivals by Charter Flights into Goa increased from 5815 in 1990-1991 to 88817 in 1997-1998. An interesting fact here is that in 1990-1991 International Charter Tourists were only 6.3% of the total International Tourist Arrivals in Goa and by 1997-1998 this had risen to a whopping 33.9% showing the power of Charter Tourism! The Domestic Tourist Arrivals were, on the other hand, quite weak in their growth with the CARG between 1990 and 1998 pegged at 2.59%. The increase in international tourist arrivals therefore should have been capitalized upon by the local economy, especially, the Small and Medium Enterprises that offer various attractions / experiences for tourists. Unfortunately most of the SMEs are not in a position to cash in on this tourism growth in a proper manner and hence are not in a position to create a mutually beneficial exchange with the tourists.
Nature's gift to Goa in terms of its pristine beaches and a 105 kms long seacoast has not been utilized for Marine Adventure Sports in Goa in a big way. It was Hydrosports that gave the impetus in developing this tourist attraction for domestic as well as the foreign tourists by bringing in the necessary equipment and trained manpower to start water sports at a location on the sea coast at Cidade-de-Goa Beach Resort. Ever since its inception it has tried hard to maintain the high quality of service demanded by the foreign and domestic clients through its good quality equipment as well as safety measures indicating the concern for tourists. Most tourists who take up these activities are the foreign tourists who have at least some exposure to watersports. Those who do not have any exposure are given some training by Hydrosports to enable them to enjoy the activity.

The pioneering efforts of Hydrosports (Goa) Pvt. Ltd. have attracted the smaller players in the market who offer the tourists water scooter rides from a location called Dona Paula, which is an attraction point itself, close to the beach resort.
Hydrosports (Goa) Pvt. Ltd.

Mr. Vincent Condillac and Mr. Riaz Ismail started Hydrosports (Goa) Pvt. Ltd. in 1990 as a private limited company wherein they pooled their talents and experience of two decades to build up the most successful Watersports Company in Goa. When they started off they had a desire to bring in the best of equipment and talent to give this industry the necessary boost and promote the culture of watersports in Goa. Hydrosports operates from the lovely bay at Cidade de Goa Beach Resort. This was an ideal location from the viewpoint of calm winds, accessibility, central location, and proximity to areas of the sea where exciting sea life could be made use of and there existed an access to a good customer base in terms of the guests of Cidade de Goa Beach Resort.

Services offered.

Hydrosports offers various services to its clients. These include speedboat rides, High Powered speedboat rides, Water skiing, Knee Boarding, Surfing, Parasailing, Banana Boat rides, etc. Apart from these water sports Hydrosports also offers boating excursions such as Dolphin Chases, Crocodile Dundee, Crocs & Spices and Birders Bounty.
Marketing efforts.

Hydrosports had started its operations keeping in mind the high-spending foreign tourists who used to come to Goa in the early 90’s. These tourists who were well versed in handling the various equipment for watersports used to enjoy the services offered by Hydrosports at the Cidade de Goa Beach Resort. A majority of the clients were tourists residing at Cidade de Goa. However some of the clients also used to come from other hotels to avail these services. Due to the popularity gained by the organization in Goa, individuals started to offer single service of water scooters at the Dona Paula jetty, which is close to the Cidade de Goa Beach Resort. Many domestic tourists started using these facilities and thus the water scooter business became quite popular at Dona Paula. Slowly the competition started to flourish and it bloomed across Goa. The major players in the industry are Leela Beach Resort, Splash Watersports Pvt. Ltd., Banana Watersports Pvt. Ltd., and Thunderwaves Watersports Pvt. Ltd. apart from Hydrosports (Goa) Pvt. Ltd. The remaining players are operators of water scooters. All these are registered as water sport facilities with the Department of Tourism, Government of Goa. Hydrosports had identified its market segment quite early and they systematically started entrenching themselves into the market by taking necessary steps to ensure that they get their fair share of the market. The
marketing for the facilities starts at the beginning of July when the local representatives of the charter tour operators will be contacted. Along with this the local hotels are also informed about the existence of these facilities at the location. The tour operators (domestic and international) are then taken on a familiarization tour wherein most of the features of the facilities offered by Hydrosports are explained along with the trade structure of discounts and commissions. The range of commissions varies from 25% to 40% depending on the season and the tourist inflow. The International tour operators are usually paid around 25% of the price charged to an International customer. The Directors visit international tour operators in their countries, especially U.K., Sweden, Finland and Germany, as tourists from these countries form a bulk of the international tourists availing Hydrosports' facilities. Cidade de Goa Beach Resort that has a contract with Hydrosports as far as permitting it to operate from Cidade as a part of the in-house facilities, also promotes it at their welcome parties that are organized for the Charter Tourists once the season starts and the charters arrive.
The overall Sales efforts network looks like this:

Hydrosports has an agreement with Cidade de Goa Beach Resort wherein the clients of the hotel are offered these services by the hotel as a part of its service portfolio. This results in an almost captive audience for Hydrosports though they also get clients from other hotels. Over the years due to a change in the profile of foreign tourists coming to Goa and also due to a change in the Domestic tourists, Hydrosports was forced to take
a look at its functioning in terms of its product portfolio. While the foreign tourists earlier used to rent out the boats and other facilities, they have almost stopped doing it now and the most popular facility they enjoy is the Crocodile Dundee or the Dolphin ride, which are boat rides. Other facilities such as Surfboards, Parasailing, Knee boarding etc. have not been so popular with the foreign tourists though they are either individual tourists or couples. This resulted in much of the capital investment not getting used effectively. The change in the domestic tourist market brought about a change in the way Hydrosports looked at the market. The average Indian tourist family who stayed at the hotel comprised two adults and two children. Most of the time of the family was spent at the hotel or on the beach. Though water sports are not popular in India as in the West, these families have a desire to enjoy the same but with a lot of safety! Mr. Condillac saw this aspect and he decided to diversify the offering of Water sports to these families by having sailboards that had a sail and an area large enough to accommodate five people. The idea was to let these families enjoy the sailing experience along with an experienced person who could help them in sailing. Similarly Hydrosports helped the domestic tourists to enhance their experience in Goa using the water sports facilities, which they offered. Hydrosports as of year 2001 had 75% of its revenues coming from 25% of the tourists who are domestic tourists and 25% of the revenues coming from 75% tourists who are
international tourists. This is exactly opposite to the earlier revenue-generating pattern in the early 1990s.

Hydrosports employs 15 people and most of them are expert swimmers and are trained on the outboard motor working. They are also provided basic customer handling training as well as training on the various facilities that it offers. The employees are given an annual holiday from May to August and employees with more than two years' service with Hydrosports are given half month's salary during this period. The others are not paid any salary for this off-season period. Every customer is insured for a substantial amount and this accounts for a big marketing point for Hydrosports in their ability to tap the international market. Hydrosports organizes for the safety equipment for their customers such as life jackets, first-aid kits on the boats while on the excursions and also provides for a stand-by OBM (outboard motor) for emergencies.
4.3  *Paco d'Anha*

The Quinta do Paco d'Anha belonging to the d'Agorreta d'Alpuim family is truly exquisite. The Quinta has belonged to this family since 1503 and was given to them by the 4th Duke of Braganca. It has been called as "Paco D' Anha" as the King of Portugal D. Antonio took refuge in this Manor House in 1580 A.D. Spread over more than 50 hectares, its vineyards, green parks and pristine forests are a delight to anyone interested in Nature. The Paco D' Anha white wine (Vinho Verde) is from the vineyards here and is branded after the Manor House itself. It is bottled and packed at the Manor House itself and the wine is stored in the cellars. This Manor House was introduced to Agro-tourism by Dona Laura Ashman who urged its owners to look at the commercial
possibilities of making it a Heritage Attraction for tourists visiting Portugal. It was thus that Quinta do Paco d’Anha became a part of Agro-tourism and tourism in rural areas of Portugal.

The Product.

Paco d’Anha is a working farm and vineyard near the village of Viana do Castelo. It has a beautiful 17th Century Manor House and its surrounding gardens where independent cottages built of stone and wood have been modified and equipped with modern facilities to accommodate guests who wish to stay there. These cottages have been modified out of the existing structures that date back to the 17th Century. Most of the interiors are designed to be of that period but with the modern amenities suitable for people to stay. Three such independent cottages are “Casa das Oliveiras”, “Casa do Quinteiro”, and “Casa do Terreiro”.

*Casa das Oliveiras*
This is an adaptation of the old distillery where the famous Marc of the Farm was made. It has a front grass area of 600 sq. mtrs., and has a number of Olive trees around it.

*Casa do Quinteiro* is an adaptation of the animal house that has a fine central yard open to the sky. It was formerly used to dry corn. The stables have been converted into very comfortable living quarters comprising of two bedrooms with twin beds and a kitchen, toilet and living room.

*Casa do Terreiro* is the old winepress of the Manor house. It has a wonderful long balcony that opens to the gardens and has a very fine view. It is also designed to have twin beds in the bedroom, a living room, kitchen and toilet.

Paco d'Anha as it is today, came into existence when Jose D'Alpuim, the owner of Paco d'Anha, discussed with his close friends and well wishers the prospects of making the best use of Paco d'Anha for the purposes of making it a tourist attraction. He took keen interest in the fact that Portuguese Heritage should find a place in the 'Agroturismo' that Portugal was trying to promote. It is one of the first houses to join TURIHAB (Turismo de Habitacao) as a member. It joined TURIHAB as it would then have access to a coordinated marketing programme that would enable it to reach out to customers from far and wide. It does not have any specific attraction to offer other than the wineries, forests and the
beautiful Manor house. In terms of activities most of the people who come here prefer to go for a walk in the forests and also go out of Paco d'Anha to the beach of Viana do Castelo. It also offers an unique opportunity for the guests to undergo a "wine-tasting course" after which it certifies the guest as a professional wine taster after a "ceremonial" process of giving the certificate.

Paco d'Anha does not have any linkages with any other attraction in the area or with any local tour operator.

The Markets:

Most of the tourists who stay here are Portuguese, British, Germans and other Europeans. German and British visitors formed the primary market for Paco d'Anha in terms of number of guests. Of late, i.e., since 2001 there has been an increase in the Portuguese visitors though if one takes into consideration the total room nights it is still the British and German
markets which dominate. This is because the Portuguese visitors are weekend visitors whereas the British and Germans stay for a period of about one week to a fortnight. A large percentage of these are through tour operators that TURIHAB associates with. Approximately 60% of the tourists are through TURIHAB while another 20% come through travel agents. About 20% come directly to Paco d'Anha. This includes the Portuguese who usually stay here over the weekend as compared to approximately 5 nights that the other foreign tourists spend. Interestingly Bank of Portugal uses this throughout the year for its employees. Approximately 10% of the annual tourists are from the Bank of Portugal.

Most of the tourists who stay here tend to use the greenery and serene surroundings for peace and quiet. Relaxation seems to be the most important aspect experienced by the tourists apart from going to nearby places on short visits. These visits are not arranged by Paco da Anha but are organized by the guests themselves. The owners help the guests in terms of information regarding the places to visit nearby if the guests wish to do so.

**Price**

The price that is charged by Paco d'Anha is regulated by TURIHAB on a yearly basis. All the members of TURIHAB adhere to this price. It varies from year to year and is generally around 14,000 escudos per night during
peak season for Category A houses (Categorisation of the TURIHAB Houses is in the case study on TURIHAB)

4.4 Casa do Ameal.

Casa do Ameal is a beautiful Manor House classified as a "Casa Antiga" and is categorized under "B" class of Solares de Portugal. Its history dates back to the 16\textsuperscript{th} Century and the Faria Araujo Family purchased it in 1669 for 3,500 shillings. The family resides there even today and four sisters of the family look after the entire management.
Origin.
The Araujo family had farms and a farmhouse and the activities of the farm were not all that very profitable. The family then decided to venture out into getting its Manor House associated with TURIHAB after a friend of theirs mentioned it to them. This was also one of the early heritage houses that TURIHAB associated itself with. After joining TURIHAB the owners were able to get incentives from the government as a part of TURIHAB’s activities to help its members to restore their heritage manor houses to their pristine beauty. TURIHAB also advised the owners of Casa do Ameal regarding the architecture etc. that needed to be maintained during the restoration process.

Product.
As a result of TURIHAB’s help and the owners’ initiative Casa do Ameal was restored to its past glory and now has eight rooms that can accommodate 20 adults. An outside view of its rooms is given below;
A breakfast service is provided to all guests and lunch or dinner is available on request. The guests have the facilities of a swimming pool and table tennis as a recreation facility. Most visitors enjoy these facilities or visit the town of Viana do Castelho that is situated nearby. The owners feel that there is very little variety in the activities that are available to the guests, both at the Manor house as well as in the nearby areas. They expressed their view that there could be greater co-operation with TURIHAB in developing various activities / attraction points for the tourists. Almost 95% of the guests who stay at Casa do Ameal are through the TURIHAB bookings. The owners expressed a keen desire to work closely with the TURIHAB in increasing the visitation and stay at their Manor House. They were quite content with the marketing efforts that TURIHAB was exerting to sell the “Solares de Portugal” brand. Casa do Ameal does not have any formal linkages with any other attractions around it like golf courses, horse-riding, etc. They however give an indication to the guests of the existence of such attractions through literature or through personal interaction.
Markets.

Casa do Ameal has been getting most of its guests from Portugal, Germany, France and Holland. They are mostly couples with children. The average stay here is for a week, although the Portuguese families tend to stay for the weekend only. The owners felt that the guests would probably enjoy more if there were some attractions nearby. Currently most of the children enjoy the swimming pool and the games while the adults enjoy the quiet and reading rooms available at the Manor House.

Casa do Ameal has a peak season in June, July and August of every year and during the off-season they have very few guests. They have two gardeners and one farm hand apart from 5 maids to do the work. Three maids are full time and the additional two are hired only during the peak season.
The region of Algarve in Portugal accounts for 53% of the national tourism bed-nights. The high concentration of tourists in a small coastal area poses problems associated with congestion, deterioration in quality of services and environmental problems. Tourism accounts for about 8% of Portugal's GNP. The natural and cultural beauty of Portugal along with its remarkable variety of geographic resources can be used to create a "pull factor" in tourism towards the hinterland. One such effort was pioneered by TURIHAB, a co-operative organization of the owners of various heritage houses in Portugal.
TURIHAB was founded in 1983 to coordinate and organize the rural tourism "Turismo no Espaco Rural" (TER) effort into a viable entity. Tourism in rural areas was seen as a promising aspect for the development of the rural economy apart from giving the tourists a closer contact with the local life, culture, traditions, gastronomy and festivals. TER comprises of three types of tourism, "Turismo de Habitacao", "Turismo Rural" and "Agroturismo". Turismo de Habitacao was identified as the starting point by TURIHAB and comprises of traditional Manor Houses or Houses that are magnificent and having a well-known historical background. The Government of Portugal has now legislated that each of these houses should have a maximum of ten rooms, all having a private bathroom. Turismo Rural and Agroturismo were added on later as types of rural tourism in TURIHAB in the year 1987 / 88.

TURIHAB held its first meeting in Ponte de Lima in 1983. It was a culmination of the efforts of likeminded individuals who owned these Manor Houses and also some of the individuals who were in the field of tourism and hospitality. TURIHAB has many objectives, one of which was to enable a proper and scientific approach to the renovation,
maintenance and management of the Manor Houses that depicted the culture and tradition of Portugal. Though these are private houses owned by individuals / families, TURIHAB has succeeded in creating a brand "Solares de Portugal" which depicts these houses as the cultural ambassadors of Portugal.

Another major objective of TURIHAB was to bring the House owners together so that competition among them could be eliminated. TURIHAB also was sure that co-operation between the house owners would be beneficial to the entire tourism movement in the northern and rural parts of Portugal. Some of the other objectives of TURIHAB were:

1. To preserve the region's magnificent "Solares de Portugal" and its traditions and culture.
2. To provide accommodation in the rural areas of Portugal where it would otherwise be difficult to get accommodation.
3. To represent the members of the Association as one body, with the Government and other interactions with trade partners, tour operators etc.

Arranged below in chronological order are the major milestones in TURIHAB's progress.

1983:- TURIHAB started with headquarters at Ponte de Lima.
1985:- Agreement with Upper Minho Regional Board of Tourism.
1987:- TURIHAB presentation at ITB- Berlin.
1988:- TUTIHAB constituted at the National Level.
1990:- European Tourism Award for TURIHAB.
1991:- TURIHAB and ADRIL (Lima Valley Rural Development Association) strongly associate. Agreement signed with Galician Junta (Spain)
1992:- Creation of Dataprocessing of the Booking Center.
1993:- Creates "Solares de Portugal" brand for the Portuguese Manor Houses.
1994:- Member Adriminho (Association for Development of Minho Valley)
1995:- European Prize for Tourism and Environment.
1996:- Setting up of Europe of Traditions, a consortium of Associations from France, Belgium, UK and Ireland.
1998:- Institutional agreements with ICEP, Portuguese Investment, Directorate of Tourism Portugal.

If one looks at the above developmental map of TURIHAB one can easily find that the major events have been associated with either recognition to TURIHAB’s efforts or its efforts at networking with the local, regional, national and international institutions. The emphasis on the networking is vindicated in the market that TURIHAB has developed and to which it
caters its products. It is also helpful in adding value to the tourism product in the local and regional areas as the local and regional institutions are committed through the agreements with TURIHAB to enhance the tourist's experience in that region.

Over a period of time TURIHAB has created CENTER, an organisation that looks at centralised bookings of the houses as accommodation for tourists. The reasons for organising a central system of booking were;

- The Manor House owners found it difficult to deal with tour operators on an individual basis due to the fact that they could offer few rooms individually but could offer more than 1000 beds collectively. This could lead to stronger bargaining power for TURIHAB as well as for the Manor House owners.

- One of the main functions of TURIHAB is to enhance the positioning of "Solares de Portugal" brand of TURIHAB, to increase the visibility of the houses across the country as well as other parts of the world. This centralized booking would then be an added advantage as the booking from different parts of the world would be more efficient. It would also help TURIHAB in projecting the image of "Solares de Portugal" brand across the globe using the Internet. Further the tour operators having contracts with TURIHAB would find it easy to book the rooms for their clients making the process more convenient.
• It is convenient for all to have a central point of contact for reservations for TURIHAB houses. A centralized system of reservation is far more flexible, efficient, amenable to the usage of technological advantages such as Internet, Fax, etc... Its central booking – CENTER (Central National de Turismo no Espaço Rural) caters to a national network of 97 houses offering 1100 beds spread all over the country including Açores and Madeira.

The Product.

TURIHAB has classified the Manor Houses into three distinct classes. The classification is based on the type of the Manor House (either a rural rustic house or a Farm House or An Antique House). This classification is further sub-divided into categories A, B and C based on the facilities offered. This is beneficial to TURIHAB in terms of the wider choice that it can offer tourists. It also enables TURIHAB to price its products varyingly depending on the facilities offered and the type of the house selected by the tourist. These Houses branded "Solares de Portugal" offer peace and tranquility to the tourists who choose to reside there. These Solares are family homes as opposed to hotels, offering a very different kind of holiday experience with that 'personal touch'. Just a decade ago many of these houses were facing decay, but with government support and now currently with support from ADRIL they have been painstakingly restored to their former
glory and have now opened their doors to receive guests. Special attention is paid to the décor, such as the use of antiques and fine art. They have since been individually inspected to ensure the highest standards of quality and hospitality. Many TURIHAB homes have played host to the same family for hundreds of years and often date back to the 16th and 17th Centuries. The owners of the houses are expected to stay at the houses all the time. Embracing Portugal's finest antiques, fine art and furniture, the houses represent Centuries of Portuguese history and culture. Owners eagerly share knowledge about local places of interest to visit, festivals, local gastronomy and traditions. Every owner speaks a minimum of one foreign language, many of them two or three. The owners help the tourists in terms of offering them guidance on what to do when staying at the Manor Houses. Some of the activities that guests indulge in, when at the Manor House, are cycling, hiking, taking long walks on Trails, Wine tasting, experiencing the culture at the nearby villages etc. Though the guests indulge in these activities the Manor Houses do not organize these activities leading to very little value addition to the product that they offer. Some of the Manor Houses have the facilities of a Swimming Pool and Table Tennis / Tennis courts. TURIHAB has not got into any formal arrangement with any attraction / event managers to enhance the experience of the tourists, except for an
agreement with a Golf Course in the Lima Valley for which the TURIHAB guests get a 20% discount.

When houses are classified TURIHAB looks for the following details that apply to varying degrees, according to the group classification.

- the building's architectural style and locality
- interior décor, furnishings and preservation
- historical value of the house
- infrastructure/facilities, eg. Swimming pool, tennis courts, golf, hunting, fishing, etc.
- enthusiastic proprietors: local knowledge, language skills, etc.
- atmosphere, hospitality, tranquility.
- Service: well trained staff, Quality, well-presented food, Daily change of linen, towels, etc.

TURIHAB Houses

TURIHAB houses fall into 3 different categories for which the prices vary accordingly.

Category A houses are the finest manors and palaces, luxuriously furnished with antiques and family heirlooms, often surrounded by
beautiful gardens. Some of their names are preceded by the word 'Paço,' a term used to indicate that a King has stayed there.

Category B incorporates the country houses and smaller manors, many of which date from the 18th Century and carry on the farming traditions of their ancestors.

Category C establishments are largely rustic cottages and farmhouses, which have been converted into comfortable apartments.

"Casas Antigas" are elegant manor houses and country estates most often originating from the 17th and 18th Centuries. Their architecture is of great heritage significance, the various styles reflecting the distinct chapters in the history of Portugal. "Casas Antigas" are replenished with period furniture, family heirlooms and several well-known and valued works of art. Guests may stay in the main house with the host family, or if preferred, some houses have adjacent cottages where visitors may still enjoy the family atmosphere.

The following are the number of Casa Antigas that belong to TURIHAB.
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"Quintas" and "Herdades" are agricultural farms and estates, with a rural atmosphere, whose main houses encompass architectural styles from the classic to the rustic. "Casas Rusticas" are distinguished by their type of construction, being of simple architectural style and utilising regional materials. Generally of smaller dimensions, they contain simple and practical, but comfortable furnishing. Located in the heart of rural villages or within farms, they offer an excellent opportunity to appreciate the peace and tranquillity of country life.

Quintas and Herdades:

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<td>Algarve</td>
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Dinner is available at several houses at some extra cost. Those requiring an evening meal are expected to give their host adequate notice. All apartments provide the necessary utensils and equipment for preparing
meals on a small scale. Breakfast is included. Several houses have facilities for meetings/seminars, some of which will also provide lunch, dinner or light refreshments. Besides this other facilities provided to the guests include swimming pool, horse riding, wine tasting, gardening, library, tennis, golf, fishing, bicycling, handicrafts, etc. Most of these houses are open throughout the year. Some of them close only during the Easter and Christmas holidays. Other houses are open from either March to November or May to October. Prices are per room/apartment per night, and include a private bathroom and traditional breakfast. Extra beds are available only for children up to twelve years of age.

Funding:

TURIHAB’s funding is mainly through the membership fees and also the commissions on central reservations. Commercial sponsorship and co-financing from LEADER (A programme for funding the tourism business firms) are also avenues of funding for TURIHAB.

TURIHAB also collaborates with other public institutions. It does not receive any direct financial help from them, but for example RTAM (regional tourist board) offer services (staff, office, etc.), which help relieve the financial burden of the fixed costs. Additionally, RTAM facilitates attendance at promotional fairs with TURIHAB paying a contribution towards the costs of their stand for its use. There is also the
more intangible support of contacts with the national tourist offices placed in various countries, and with journalists, tour operators, travel agencies, etc. Thus, TURIHAB’s development up until now is partly due to the continuing support from RTAM, demonstrating the importance of such collaboration between the public and private sectors. Rather than being informal, its association with public institutions is institutionalized by way of representation of TURIHAB on the board of the local Municipalities and vice versa. This enables a strong networking of local and regional institutions thus facilitating a better service product potential for TURIHAB. It also helps stimulate tourism development in a planned manner.

Further public sector assistance comes from the “Câmara de Ponte de Lima” (the town council), and the central government, which is largely of a supportive and advisory nature. For example, in the National Plan of Tourism, the Secretary of State for Tourism states that one of the objectives of tourism in Portugal is to contribute to a better quality of life for the Portuguese. A part of the strategy is to increase “Turismo de Habitação” in rural zones. The planned strategy is borne out by the fact that in the year 2000, the Portuguese were the highest number of tourists staying at the Solares de Portugal followed by the British.
The Structure of TURIHAB

There are 4 small working committees within TURIHAB: all but one of which (the Comissão Consultiva), are comprised of, and elected by, the house owners themselves, thus ensuring a high level of co-operation and representation for the houses. The following is a brief description of the various committees.

1. Direcção – this committee comprises of 5 elected members: a president, vice president, accountant, secretary and one other member. This group oversees the day-to-day organization and marketing of TURIHAB. Additionally, they are sometimes called upon by the government to give lectures at conferences concerning “Turismo de Habitação”.

2. Assembleia Geral – this committee sets down the rules, which all houses are to abide by. Within it are a president, vice president and secretary, also elected by TURIHAB members.

3. Coselho Fiscal (Fiscal council) – there are 4 people in this council who oversee the accounts, and regularize budgets, etc.

4. Comissão Consultiva – this comprises of 3 members, who are chosen by the Direcção: an architect, an engineer, and an interior decorator, who are generally among the best in their respective professions. This group offers advice to the house proprietors on
interior décor, refurbishments, renovations etc., ensuring that the houses remain in the authentic local styles during any re-developments. In addition, this committee assists in the classification of new members.

Promotion.

One of TURIHAB's main promotional tools is the TURIHAB Brochure. This gives out the concept of TER (Turismo Espaco Rural) as well as a few photographs. The brochures are the main contact points for TURIHAB with the potential guests through the tour operators.

TURIHAB runs a very effective marketing campaign and has developed good contacts with journalists from quality publications in the major markets, often initiated by the NTO (National tourist office) of that country. TURIHAB offers tour operators and journalists free accommodation in the manor houses as part of educational tours of the region. They have established contact with 125 tour operators who now produce 62% of the bookings.

TURIHAB also participates in Travel-Tourism Fairs in Portugal and abroad and has been successful in marketing the brand "Solares de Portugal" internationally. The fairs provide an ideal opportunity for TURIHAB to contact tour operators and travel agents. World Travel Market
(London), ITB (Berlin), FITUR (Madrid), BTL (Lisboa) are some of the travel fairs that TURIHAB attends/participates in. This results in a good amount of publicity for TURIHAB as well as the brand “Solares de Portugal”. TURIHAB also participates in trade fairs in Europe, USA, Canada and Brazil where it also act as ambassador of the country rather than just seeking trade benefits. Currently TURIHAB is involved in the “Europe of Traditions”, a concept involving Britain, Ireland, Holland and Portugal. The booking for the next year starts in October of the current year. The contracts with tour operators and travel agencies for tours of the next year are signed in June – July of the current year. TURIHAB also does direct marketing for “Solares de Portugal” in Portugal only. Its annual marketing expenditure is around 38,000 contos in Escudos (approximately 190,000 Euros), which is about 80% of its total expenditure.

**Major markets**

The majority of TURIHAB customers in the recent past were the British, followed by the Scandinavians, Portuguese, Germans, Dutch, French, Canadians and Americans - roughly in that order. But last year there has been a significant increase in the Portuguese visitors itself. They form the largest segment of tourists to have availed of TURIHAB’s offers of Solares de Portugal. Most of the guests other than the Portuguese and Spanish comprise of families. These are largely families or couples, approximately
40-60 years old. This is also a trend that has been seen in the recent past. The Portuguese and Spanish tourists tend to be younger and are about 30-40 years in age. Because of the Portuguese and the Spanish markets increasing their presence in TURIHAB's clientele the average age is getting lower every year with the current average being around 40 years. Most of the guests at TURIHAB houses want to experience a "rural life" and also enjoy the peace and quiet that the countryside can offer. Most of them also prefer locations of TURIHAB houses that are near the beach or a river. The houses offer the guests the requisite privacy and independence through the annexes that the houses develop. The guests also have the facilities like Horse riding, Wine tasting, Fishing etc. which are there at most of the TURIHAB Manor Houses. Apart from this the guests usually like to experience the village and rural life in terms of handicrafts, local customs and traditions. None of these are organized by TURIHAB and the guests themselves experience the rural life through enquiries and some help from the owner of the TURIHAB houses. There is no formal arrangement between TURIHAB and any of the event organizers, or rural bodies to enhance the experience of the guests, unlike in the case of addressing the markets abroad. TURIHAB essentially organizes itself to promote TURIHAB houses and the exquisite Solares de Portugal apart from promoting Portugal itself. TURIHAB is focusing its efforts in terms of co-operation between itself and the local bodies as well as different
organizations abroad to forge a strong brand such as "Europe of Traditions". This is done with a view to strengthen TURIHAB in terms of its image and its ability to be a strong force in terms of a Flagship Attraction in the peripheral areas of Portugal. However the supply side of the TURIHAB houses in terms of experience enhancement is left to market forces and TURIHAB does not involve itself in development of the experience enhancement for the guests other than the TURIHAB houses. One other aspect of these Manor Houses is that the younger generation has to necessarily take interest in the continuation of their "Solares de Portugal". As the older generation that is currently residing at these houses is past the age to take active interest, the younger generation of the family has to don the mantle of the "Host" of their "Solares de Portugal". It remains to be seen in the coming years how the changes in peoples' expectations of rural Tourism will bring about reactions from TURIHAB.