



Quinta do Crestelo

PART A. BUSINESS PROFILE

Quinta do Crestelo is an agro tourism company established in Seia, on the slopes of the Serra da Estrela mountain, and is a place full of history and authentic tradition with a variety of indigenous fauna and flora.

The company extends over 22 hectares made up of several areas: apartment hotel, agriculture and livestock, forest, pedagogical garden and restaurant. The apartment hotel opened in 1995 and has 29 apartments, (all equipped with kitchenette, television, telephone, central heating/air conditioning); there is a variety of outdoor equipment in the grounds (an outdoor pool, a children's pool, tennis court and playground) and an area for events (e.g. baptisms, weddings, meetings, conferences, team building activities and themed dinners). Currently, a small gym is being remodelled to be transformed into a SPA.



Quinta do Crestelo has differentiating factors such as a heated indoor pool, free private parking and “boxes” for guests’ pets. Another point to highlight is that all parts of Quinta do Crestelo are adapted for people with reduced mobility. The company is concerned about environmental sustainability and has several solar panels to produce the electricity it consumes.

The “São Martinho” restaurant belongs to Quinta do Crestelo and can hold 58 people. The restaurant specializes in traditional cuisine, choosing local products and others which are produced in the company (e.g. sausages and rye bread). All products used in the restaurant are fresh and of great quality, such as organic meat: chicken, pork, lamb, kid and veal. Some products are purchased from local certified producers, for example, the Serra da Estrela cheese which continues to be made using artisanal methods.



The company provides its guests with a diversity of activities, namely:

- nature and well-being experiences (hiking, horse rides, birdwatching and guests holding a fishing license can try fly-fishing in the lake);
- there are three walking routes within Quinta do Crestelo;
- outdoor experiences with specialized instructors (climbing, canoeing, strategy games and track, all terrain tours, archery);
- gastronomic experiences at its restaurant “São Martinho”;
- experiencing flavours (“make bread and cheese” at workshops promoted by the company).





PART B. THE FAMILY DIMENSION OF THE BUSINESS

Quinta do Crestelo was bought in 1992 by Alberto Martinho and his wife Manuela Martinho. However, the company's activity began in the small village of Sabugueiro in the Serra da Estrela near Seia in 1978 with the Casas do Cruzeiro and as the business grew, the entrepreneur Alberto Martinho rebuilt the Quinta do Crestelo and transformed it in what his company is today.

Alberto Martinho and his family have an entrepreneurial spirit and are very proactive in their different roles in the company: his wife, Manuela Martinho is responsible for organizing the events, e.g. weddings, themed dinners, etc. His older daughter, Martinha Martinho works with Alberto Martinho in managing the business and legal issues; his younger daughter, Ana Martinho is responsible for implementing the company's marketing and communication activities.

Alberto Martinho is proud of the work his family develops together and he believes that in the future successive generations will go on expanding the business successfully. Figure 1 shows the 3-circle diagram of the Quinta do Crestelo.

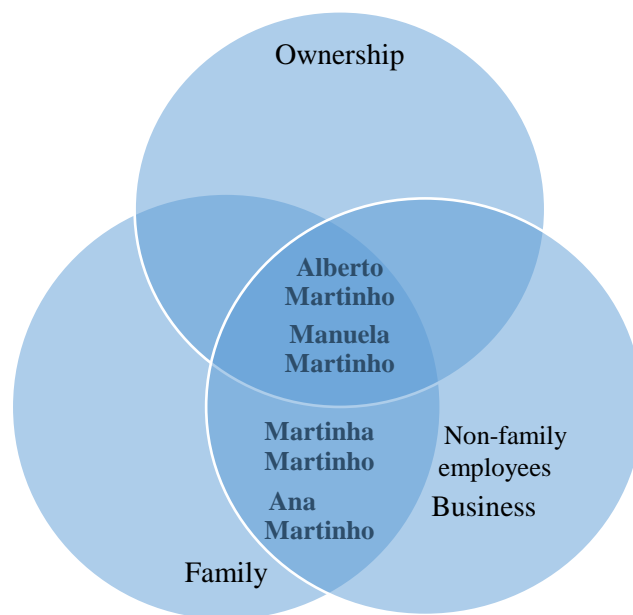


Figure 1 – Quinta do Crestelo 3-circle diagram



PART C. CHALLENGES & OPPORTUNITIES OF BUSINESS GROWTH & SUCCESSION

Quinta do Crestelo is situated inland, with all the problems common to other companies: transport links are poor, as is tourism infrastructure. The small airport (airfield) near Seia could facilitate the access of foreign tourists.

At this time, the Quinta do Crestelo owners are considering investing in new rural housing units, increasing the number of houses, as well as a project to create a museological trilogy: the Serra da Estrela Cheese museum, the Serra da Estrela Dog and Wolf museum. Given the risk involved, probably European (or Portuguese) funds will have to be acquired to further enhance the business. However, some attention has to be paid to growing the business while keeping it sustainable and without losing its essence.

Succession is also an issue concerning the business owners, the reason why they are already starting that process. Their daughters have to be prepared for such a huge challenge! At this time they are working in the company, although the younger daughter is still studying (master's degree). As she gains more knowledge about communication strategies she has been producing all posters and flyers for events as well as social media campaigns.

An opportunity to take greater advantage of its numerous differentiating factors (e.g. heated pool, permission to take pets, etc.) is to invest more in promotion and communication using web-marketing channels.

In terms of markets, some niche markets such as small companies, groups of people interested in sports and fitness, and people seeking spiritual or detox retreats can be a way to increase occupation.



PART. D THE ENTREPRENEURIAL DIMENSION: OUTCOMES & BUSINESS MODEL

Quinta do Crestelo is an innovative and creative business which knows how to take advantage of the region's endogenous resources to explore new business opportunities and attract new clients and involve them in the activities inherent to the business. This company develops its activities in the agro tourism sector. The company history is full of tradition and authenticity and the innovative way they are operating in the market is a key factor in their success. Quinta do Crestelo offers a wide range of activities and gives its guests the possibility of participating in indoor and outdoor activities, such as: gastronomic experiences (for instance, medieval dinners), walking paths through the mountain to discover the nature of the region (geology, flora and fauna).










The company's entrepreneurial orientation is clearly visible when we look at the different business opportunities which Alberto Martinho took advantage of to create the necessary conditions for development of the business. For instance, he decided to open a car-hire company because he found that many guests (mainly foreign tourists) did not bring their own car and with this service could have more autonomy of movement, for example, to visit the Serra da Estrela or simply go to the town centre more conveniently instead of calling a taxi. Other entrepreneurial activities are visits from schools and universities, when learning moments are provided (artisanal bread making).

To ensure these activities are successful, the company provides its staff with continuous training, and is concerned about preparing its employees to provide a quality service to their guests.

The objective is to create complementary projects and provide guests with different, genuine experiences during their stay at Quinta do Crestelo. Alberto Martinho explained that the main vector of success is customer satisfaction, and so the secret is knowing how to be different from the others in the market.



Figure 2 shows the company's business model.

<p>Key Partners </p> <ul style="list-style-type: none"> - Suppliers (e.g. small local producers and national suppliers) - Accountant 	<p>Key Activities </p> <ul style="list-style-type: none"> - Aparthotel - Restaurant - Agriculture and livestock 	<p>Value Propositions </p> <ul style="list-style-type: none"> - High quality of service - Innovative service (e.g. medieval dinners, walking paths through the mountain to discover the nature of the region, workshops for schools) - Differentiating products (e.g. endogenous resources of the region) 	<p>Customer Relationships </p> <p>Strong Inter-personal relationships with business clients (Portugal) and final consumers (Portugal and abroad)</p>	<p>Customer Segments </p> <ul style="list-style-type: none"> - Business clients (Portugal) - Final consumers (Portugal and abroad)
<p>Key Resources </p> <ul style="list-style-type: none"> - Premises - Expertise/knowledge - Human Resources 		<p>Channels </p> <p>Social media (e.g. website, Facebook page)</p>		
<p>Cost Structure </p> <p>Costs with restaurant and aparthotel (suppliers, salaries, maintenance, loans, etc.)</p>			<p>Revenue Streams </p> <ul style="list-style-type: none"> - Restaurant, - Aparthotel, - Events (e.g. weddings, team building activities, etc.) 	



PART E. FAMILY ENTREPRENEURIALISM: LESSONS & CONCLUSIONS

Quinta do Crestelo is a company in the 2nd generation. According to Alberto Martinho, “alertness”, “innovation” and “loyalty” are prominent dimensions of an entrepreneurial behaviour that he always aims for. He strives continuously to be entrepreneurial every day.

He states that: *“the world is always changing! ... Balancing the tastes of customers that sometimes is linked to business cycles other times to values and customs ...Listening to the tastes of customers so as to meet their needs. Sometimes the secret is in the details. Do differently and tailor to customers' particular needs.”*

The region’s resources offer limitless potential and Quinta do Crestelo tries to take advantage of them and incorporate them as part of their business. Consequently, it is important to be alert to new market opportunities and take innovative actions that are crucial for success in this sector. Lessons that other family businesses can learn from the case of Quinta do Crestelo are, for instance:

- Being alert to market changes; the environment is dynamic and changes over time and what matters today is no longer the case tomorrow. Therefore, the ability to innovate and be creative is important.
- Responding to customer needs through innovative services which add value to the business.