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UNIVERSIDADE DO PORTO

THE ROLE OF COMMUNITY INCENTIVES IN SHAPING TOURISM SECTOR COMPETITIVENESS: A STRATEGIC ANALYSIS

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Internship Report
Master's in Economics of Business and Strategy

Supervised by
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2024/2025

Acknowledgments

I would like to express my deepest gratitude to my supervisor, Professor Jorge Farinha, for his guidance, valuable insights, and continuous support throughout the development of this internship report. His encouragement and critical perspective were essential in helping me structure and articulate the work presented here.

I would also like to thank the entire team at Yunit Consulting for the opportunity to undertake this internship and for the trust placed in me from the outset. I am especially grateful to my colleagues for their collaboration, availability, and constructive feedback, which enriched both my professional growth and the quality of this report.

To my friends and peers from the Master's programme, thank you for the mutual support and motivation shared during this academic journey.

Finally, I am deeply grateful to my family and my boyfriend for their unwavering encouragement, patience and belief in my abilities. Their support was a constant source of strength throughout this process.

My sincere thanks go to all those mentioned, and to everyone who contributed in one way or another to this journey.

The Author

Beatriz Pontes Resende is currently pursuing a Master's degree in Economics of Business and Strategy at the University of Porto. She holds a Bachelor's degree in Economics from the University of Coimbra and completed academic mobility periods under the Erasmus+ programme in the Czech Republic and Spain.

During her academic path, Beatriz participated in a range of extracurricular and community-based activities, both in academic institutions and external organizations. These experiences involved teamwork, adaptability to different contexts, and engagement with socially oriented initiatives.

In professional settings, she has been involved in diverse roles across dynamic environments, where she carried out tasks requiring communication, problem-solving, and organizational planning. These experiences took place in fast-paced and multifaceted contexts, contributing to her familiarity with varied work dynamics and responsibilities.

Abstract

This internship report reflects on the professional experience developed at Yunit Consulting, within the scope of preparing applications for public and community funding. The work focused on supporting companies throughout the process of applying for financial incentives, with particular attention to strategic alignment and the practical demands of each business.

Throughout the internship, I was involved in several key tasks, such as establishing direct contact with clients, analysing the economic feasibility of proposed projects, and collaborating in the creation of business plans tailored to each company's goals. These activities provided a concrete understanding of how public support mechanisms can be used to foster business growth and innovation.

Beyond the technical dimension, this experience also contributed to the development of essential professional skills including critical thinking, adaptability, communication, and problem-solving, all of which are fundamental in consultancy work. It became clear how consultancy serves not only as a tool for accessing funds but also as a strategic partner in improving the competitiveness of Small and Medium-sized Enterprises (SMEs).

This report highlights the relevance of combining technical knowledge with a close understanding of business reality, suggesting that consultancy plays a vital role in helping companies navigate the complexities of funding systems and achieve sustainable development.

Keywords: Community Support, Business Strategy, Economic Feasibility, Consultancy, Public Incentives

Resumo

O presente relatório de estágio reflecte a experiência profissional desenvolvida na Yunit Consulting, no âmbito da elaboração de candidaturas a financiamentos públicos e comunitários. O trabalho centrou-se no apoio às empresas em todo o processo de candidatura a incentivos financeiros, com especial atenção ao alinhamento estratégico e às exigências práticas de cada negócio.

Ao longo do estágio, estive envolvida em várias tarefas fundamentais, como o contacto direto com os clientes, a análise da viabilidade económica dos projectos propostos e a colaboração na criação de planos de negócio adaptados aos objectivos de cada empresa. Estas actividades permitiram compreender de forma concreta como os mecanismos de apoio público podem ser utilizados para promover o crescimento e a inovação das empresas.

Para além da dimensão técnica, esta experiência também contribuiu para o desenvolvimento de competências profissionais essenciais - incluindo o pensamento crítico, a adaptabilidade, a comunicação e a resolução de problemas - todas elas fundamentais no trabalho de consultoria. Tornou-se claro como a consultoria serve não só como uma ferramenta para aceder a fundos, mas também como um parceiro estratégico para melhorar a competitividade das Pequenas e Médias Empresas.

Este relatório destaca a relevância de combinar o conhecimento técnico com uma compreensão próxima da realidade empresarial, sugerindo que a consultoria desempenha um papel vital para ajudar as empresas a navegar nas complexidades dos sistemas de financiamento e alcançar um desenvolvimento sustentável.

Palavras-chave: Apoio Comunitário, Estratégia Empresarial, Viabilidade Económica, Consultoria, Incentivos Públicos

Abbreviations

- **LAQO –** Linha de Apoio à Qualificação da Oferta
- **ESG –** Environmental, Social and Governance
- **SMEs** – Small and Medium-sized Enterprises
- **NPV** – Net Present Value
- **IRR** – Internal Rate of Return
- **ROI –** Return on Investment
- **Euribor** – Euro Interbank Offered Rate
- **Payback –** Payback Period

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1. Introduction

Within the scope of the Internship Plan curricular unit of the Master's Degree in Business Economics and Strategy at the Faculty of Economics of the University of Porto (FEP), a curricular internship was undertaken in collaboration with an external organisation during the 2024/2025 academic year.

The internship began on 3 February 2025 at Yunit Consulting, a consultancy firm specialising in the strategic and financial management of businesses. It was carried out within the team dedicated to the tourism sector and had an approximate duration of five months, under the supervision of Diogo Vasconcelos.

The general objectives of the internship focused on integration into a professional consultancy environment, with particular emphasis on understanding the mechanisms that foster business competitiveness through the implementation of public and European funding programmes. In addition, the internship aimed to support the practical application of theoretical knowledge acquired throughout the Master's programme, while encouraging the development of technical, analytical, and interpersonal skills essential to consultancy practice.

More specifically, the internship objectives, defined in coordination with the host organisation, included the analysis and monitoring of applications submitted to incentive schemes such as the Supply Qualification Support Line (LAQO – Linha de Apoio à Qualificação da Oferta), the diagnosis of companies operating in the tourism sector, and the evaluation of the potential impact of these programmes on the competitiveness, innovation capacity, and long-term sustainability of proposed investment projects.

Yunit Consulting is a nationally recognised consultancy firm with extensive experience in strategic, financial, and operational advisory services. It supports a diverse client base across sectors such as tourism, industry, commerce, and services. Thanks to its close relationship with clients and a highly specialised approach, Yunit has established itself as a leading partner in the development and execution of sustainable growth strategies, as well as in facilitating access to public funding instruments.

Given the central role of tourism in the Portuguese economy, accounting for a substantial share of GDP and employment, a deeper understanding of how public incentives operate as drivers of business development, innovation, and internationalisation is of considerable strategic importance. This internship therefore provided a valuable opportunity to acquire practical, technical, and strategic insights into the design, implementation, and impact of public policy instruments aimed at boosting the competitiveness of the tourism sector.

There is growing evidence within the tourism sector of an increasing interest among companies in making use of investment and innovation support instruments as a means to strengthen their competitiveness in an ever more demanding and globalised market. Community incentives, particularly those provided through Portugal 2030 and programmes led by Turismo de Portugal, have played a critical role in enhancing the quality of the tourism offer, improving energy efficiency and digital capabilities, and encouraging the adoption of sustainable business models.

At present, the tourism sector in Portugal contributes approximately 15% to the national GDP and provides employment for hundreds of thousands of individuals, positioning it as one of the most impactful sectors in terms of territorial cohesion and regional development. The strategic importance of public support for private investment, especially in the case of small and medium-sized enterprises (SMEs), has been increasingly acknowledged by policymakers. This is reflected in the high volume of applications submitted and the ongoing refinement of financial instruments aimed at fostering targeted sectoral growth.

In this context, strategic consultancy services focused on attracting and managing public incentives play a crucial role in supporting tourism companies. These services not only facilitate access to funding opportunities but also help ensure that investment projects are aligned with broader public policy objectives, thereby enhancing their economic, social, and environmental impact.

This internship report provides a contextual overview of Yunit Consulting, the host organisation, accompanied by a detailed account of the activities undertaken during the internship period. In addition, it examines the main theoretical frameworks related to European incentive schemes, business competitiveness, and strategic growth within the tourism sector.

The following chapter presents a focused analysis of the impact of public incentives on the competitiveness of tourism companies, with the primary objective of assessing how these mechanisms contribute to capacity building, enhanced resilience, and improvements in economic and financial performance. The study will also explore the degree to which the goals of public programmes align with the strategic challenges currently facing the tourism industry.

Subsequent sections will detail the main findings and provide a critical discussion, drawing on insights gained during the internship and supported by the academic literature reviewed. The report concludes with a reflective synthesis of the internship's key contributions, accompanied by recommendations for potential improvements and suggestions for future research.

It is important to highlight that this report is grounded in a broad and current bibliographic foundation, encompassing academic books, peer-reviewed journal articles, institutional publications, and credible digital sources, thereby hoping to provide solid theoretical framework throughout the analysis.

2. Literature Review

2.1. The Role of Incentives in the Growth and Competitiveness of SMEs and the Tourism Sector

Financial incentives are assuming an increasingly strategic role in promoting the growth of small and medium-sized enterprises (SMEs), particularly in the tourism sector, where innovation, digitalisation, and adaptability to external shocks are crucial for business survival and differentiation. More than merely instruments of support, public incentives serve as structural levers for business modernisation, directly influencing competitiveness, human capital development, and the expansion of productive capacity (Becker et al., 2012; OECD, 2020).

In the tourism sector, which is especially sensitive to economic cycles, seasonality, and global consumption trends, these incentives are fundamental in driving structural change. Their effectiveness, however, depends on factors such as the selectivity of their allocation, the quality of programme design, and the availability of technical support, particularly the involvement of specialised consultancy firms like Yunit Consulting. These organisations have played a decisive role in supporting the structuring, application, and implementation of funded projects under frameworks such as Portugal 2020, the Recovery and Resilience Plan (PRR), and Portugal 2030.

During an internship at a specialised consulting firm, it became evident that many tourism SMEs lack the internal capacity to interpret regulations, design technically sound projects, or ensure compliance with implementation requirements. In this context, consultancy services act as critical intermediaries, facilitating access to funding, aligning projects with the goals of public programmes, and enabling the realisation of transformative investments. This role is particularly significant in low-density regions, where companies often have limited organisational structures and technical resources.

Through the lens of endogenous growth theory (Romer, 1986; Lucas, 1988), public incentives can be seen as mechanisms that internalise the positive externalities associated with investment in knowledge, human capital, and technological innovation, areas often overlooked by companies facing financial constraints or with a limited perception of

potential returns. By financing projects related to digital transformation, professional qualification, sustainability, and international expansion, these incentives help stimulate sustained growth dynamics that would otherwise be unlikely to emerge spontaneously.

Beyond their direct impact on beneficiary enterprises, incentives also generate broader positive externalities by fostering strategic coordination among various regional actors, including businesses, municipalities, regional tourism boards, technological centres, and universities. These interactions promote the formation of knowledge networks and cooperation, supporting the development of tourism specialisation clusters (Porter, 1998) that benefit from economies of scale, collective learning, and international visibility. This dynamic is particularly evident in collective projects focused on areas such as sustainable tourism, energy transition, and digital innovation.

The internship experience also revealed that the true potential of public incentives goes beyond the business sphere, being deeply linked to territorial development strategies and cohesion policies. As such, the effectiveness of these incentives is also dependent on their alignment with national and European strategic goals, and on their integration within robust institutional ecosystems that can ensure long-term continuity, evaluation, and impact (Barca, 2009; North, 1990).

2.2. Theoretical Background: Endogenous Growth, Innovation and Human Capital

A thorough understanding of the role of financial incentives in the growth of small and medium-sized enterprises (SMEs) and in the modernisation of the tourism sector requires a theoretical framework grounded in the internal dynamics of innovation, learning processes, and the accumulation of human capital. The theory of endogenous growth, as articulated by Paul Romer (1986) and Robert Lucas (1988), posits that economic progress is driven by intentional investments in knowledge, research, and workforce qualification, factors capable of producing increasing returns and generating positive externalities. Unlike classical models that treat knowledge as an exogenous input, this approach recognises that economic agents,

SMEs in the tourism sector included—actively contribute to the production of innovation and productivity, thereby justifying public policies designed to encourage such behaviours.

Romer (1986) highlights that knowledge is a non-rival good with limited exclusivity, which tends to lead to systematic underinvestment by private actors. In this scenario, financial incentives serve as corrective instruments that address market failures, making it feasible to support research and development activities that would otherwise be beyond the reach of individual firms. Lucas (1988), in turn, emphasises the transformative role of accumulated human capital in driving collective productivity, arguing that the benefits of individual learning eventually translate into broader structural improvements in a nation's productive capabilities. This dynamic is particularly evident in service-based sectors such as tourism, where visitor satisfaction and service quality depend heavily on the skills and competencies mobilised by employees in their day-to-day interactions.

Beyond these theoretical underpinnings, the evolutionary theory of innovation, introduced by Nelson and Winter (1982), provides a complementary perspective by proposing that innovation does not emerge solely from isolated, linear decisions, but rather from long-term organisational routines and cumulative learning. According to this view, firms build capabilities over time through iterative experimentation, and financial incentives can play a crucial role in reinforcing these processes. Incentives not only support immediate project execution but also contribute to strengthening internal structures, fostering a culture of continuous improvement, and embedding innovation as a core organisational function. For tourism SMEs, which are often focused on operational demands and lack structured planning capacity, such support may represent a pivotal moment for initiating sustained innovation practices.

Empirical literature lends strong support to these conceptual frameworks. Audretsch and Thurik (2001) argue that in innovation-driven economies, public support targeted at SMEs is essential to mitigate disparities in access to knowledge and market opportunities. This is particularly relevant in fragmented or low-capacity sectors where the barriers to innovation are often institutional rather than technological. Similarly, Becker et al. (2012) show that the effectiveness of incentive programmes is significantly enhanced when they are combined with complementary measures such as organisational mentoring, technical training, and internal restructuring support. These mechanisms are especially important for firms that

exhibit low organisational maturity, for which access to capital alone does not guarantee long-term development unless accompanied by strategic capacity-building.

In this sense, financial incentives that focus not only on the execution of isolated projects but on building the company's long-term ability to innovate can assume a pedagogical and transformational function. Far from being temporary financial transfers, they should be seen as instruments of progressive reinforcement of firms' strategic autonomy, enhancing their capacity for adaptation, differentiation, and resilience in the face of external shocks. This understanding aligns with the principles of mission-oriented innovation policy, wherein public investments do not merely correct market imperfections, but actively drive the creation of sustainable value and foster the development of new competencies within the economic fabric of the country.

Moreover, the territorial dimension of incentives should not be overlooked. When aligned with place-based approaches, such as that proposed by Barca (2009), financial support can be tailored to local contexts, leveraging endogenous resources and addressing regional disparities. In tourism, this means supporting projects that valorise cultural and natural heritage, diversify service offerings, and integrate sustainability into business models that are embedded in local communities. The potential for financial incentives to catalyse both business development and broader territorial regeneration was observed during the internship experience, where such investments not only stimulated individual enterprise growth but also contributed to the consolidation of local economic ecosystems, generating broader impacts across regional networks.

Viewed in light of these theoretical foundations and practical observations, financial incentives should not be considered merely as short-term or ad hoc policy tools. Rather, they represent structural mechanisms of economic transformation. When carefully designed and strategically implemented in alignment with broader business and territorial development agendas, these incentives can unlock trajectories of innovation, strengthen the entrepreneurial fabric, and support the construction of a more inclusive, resilient, and sustainable tourism economy.

2.3. Risks and Inefficiencies in the Implementation of Incentives

The achievement of the objectives of financial incentives depends not only on their availability or budgetary allocation, but above all on how they are designed, implemented, and monitored. Incentive theory, as developed by Laffont and Martimort (2002), emphasises that avoiding distortions requires ensuring alignment between the goals of the funding entities (such as the State or the European Union) and the interests of the beneficiaries. When this alignment is weak — due to lenient criteria, lack of transparency, or the absence of corrective mechanisms — phenomena such as moral hazard may arise, in which companies adopt opportunistic behaviours, benefiting from public support without genuine commitment to the transformative goals of the project.

Another significant risk is that of adverse selection, in which entities with weak implementation capacity succeed in securing funding due to failures in evaluation procedures. This phenomenon is linked to information asymmetries between managing authorities and project promoters, which hamper the distinction between proposals with genuine merit and those that are merely formally eligible. As noted by Akerlof (1970) and Stiglitz and Weiss (1981), such failures compromise the efficiency of resource allocation and diminish the expected return on public policy interventions.

In Portugal, concrete cases of inefficiency in the implementation of financial incentives were documented during the period of the National Strategic Reference Framework (QREN 2007–2013). Audits and evaluation reports revealed that numerous approved projects exhibited low execution rates, significant deviations from initial objectives, or weak capacity to generate economic impact. This pattern was partially repeated in subsequent funding cycles, such as Compete 2020, where ex post evaluations identified shortcomings in selection criteria and in the monitoring of investment execution (Caldas & Simões, 2020). Many of the supported projects proved to be insufficiently innovative, technically fragile, or misaligned with the development strategies of the sectors and territories they were intended to benefit.

Beyond technical shortcomings, these situations also reveal institutional gaps. The absence of a systematic evaluation culture and the lack of effective accountability mechanisms contribute to the dispersal of resources across projects with limited transformative potential. As Rodrik (2004) warns, poorly calibrated public policies can entrench inefficiencies and

create artificial dependencies, rather than fostering a dynamic business ecosystem. The absence of mechanisms to reallocate funds based on concrete outcomes further exacerbates this issue, hindering institutional learning and the progressive adaptation of policy instruments.

Additionally, asymmetries in access to support mechanisms contribute to an unequal distribution of incentives. Firms with greater administrative capacity or access to specialised consultancy tend to submit more competitive applications, regardless of the structural quality of the project itself. Conversely, many SMEs with viable ideas and real growth potential find themselves excluded due to difficulties in meeting formal requirements. This disparity undermines the goals of equity and territorial cohesion, reinforcing a logic of support concentration that contradicts the guiding principles of European public policy.

The institutional literature reinforces the idea that the effectiveness of incentives is closely tied to the quality of the systems that regulate them. Douglass North (1990) argues that a society's economic performance depends on the ability of its institutions to shape incentives effectively, promote transparency, ensure predictability, and encourage productive behaviours. Applied to business support programmes, this principle highlights the need for well-structured institutions with solid technical capacities, operational stability, and robust mechanisms for evaluation and correction.

2.4. Institutions, Quality of Public Management and Institutional Economics

he effectiveness of financial incentives is intrinsically linked to the quality of the institutions that underpin them. The perspective of institutional economics, as developed by Douglass North (1990), maintains that the economic performance of countries and sectors largely stems from the functioning of institutions that shape incentives and regulate interactions among economic agents. North distinguishes between formal institutions—such as legal frameworks, regulations, funding agencies, and contractual mechanisms—and informal institutions, which encompass social norms, organisational practices, business culture, and

trust networks. The interaction between these two types of institutions decisively conditions the outcomes of public policies.

In the specific case of investment support programmes within the tourism sector, institutional quality affects every phase of the public policy cycle: from the definition of eligibility criteria and strategic priorities, through the management of application processes and technical assessments, to the implementation, monitoring, and evaluation of funded projects. Well-structured institutions, marked by stable rules, technical capacity, and predictable procedures, help reduce uncertainty, accelerate decision-making processes, and enhance transparency and accountability. Such an institutional environment fosters confidence among diverse stakeholders—including businesses, investors, regional authorities, and tourism operators—thereby reinforcing the overall effectiveness of incentive schemes.

Conversely, fragile institutional environments—characterised by excessive bureaucracy, limited responsiveness, or a lack of ex post evaluation mechanisms—tend to undermine the objectives of incentive policies. These weaknesses often lead to inefficient resource allocation and reduced economic and social returns. Poor coordination across different levels of governance—namely local, regional, and national authorities—can also result in overlapping instruments, dispersed objectives, and inconsistencies in implementation. In the tourism sector, where effective interventions frequently depend on cross-sectoral and multi-scalar approaches, such coordination failures are particularly detrimental.

Academic literature has increasingly emphasised the importance of state capacity and the quality of public administration as critical success factors in incentive policies. Scholars such as Evans and Rauch (1999) and Rodrik (2007) argue that states with professional, predictable, and strategically oriented institutions are more effective in promoting private investment and business innovation. Best practices can be observed in countries such as Finland, the Netherlands, and Estonia, where public support programmes for SMEs are complemented by mechanisms for technical training, continuous assistance, and data-driven evaluation systems. These elements not only improve the efficiency of resource utilisation but also enhance the multiplier effects of investment.

The European Union has increasingly strengthened this institutional dimension by introducing ex ante conditionality and requiring robust systems for management, control,

and evaluation within the framework of structural funds. In the Portuguese context, while notable progress has been made in the structuring of intermediary bodies and the digitalisation of administrative processes, several challenges remain. These include institutional fragmentation, a shortage of qualified human resources, and instability in the rules governing different funding cycles. Such vulnerabilities undermine predictability and trust, thereby complicating strategic planning by firms and, ultimately, limiting the systemic impact of financial incentives.

Therefore, improving institutional quality should not be regarded merely as a technical requirement, but rather as a strategic condition for the success of public policy. The construction of effective institutions—endowed with analytical capacity, operational autonomy, and a results-oriented approach—is essential to ensure that financial incentives translate into productive investment, business innovation, and sustainable territorial development.

2.5. Efficiency, Additionality and Access to Support

The effectiveness of financial incentives depends not merely on their availability, but fundamentally on how they are conceived, allocated, and utilised. The efficient allocation of public resources requires that such support generates tangible impact, encourages additional investment, and avoids substitution effects. According to Bernini and Pellegrini (2013), public subsidies can yield positive outcomes in terms of employment growth and productivity enhancement, provided that stringent eligibility criteria are applied, fund management is rigorous, and the institutional framework ensures the sound use of the allocated support.

Incentive theory, as developed by Laffont and Martimort (2002), reinforces the principle that public financing must be anchored in a clear alignment between the objectives of funding bodies and the strategic priorities of beneficiary firms. When this alignment fails, the risk of inefficiencies increases, including the well-known windfall effect — scenarios in which public funds merely replace already-planned private investment, without creating any additional value. In such cases, public policy loses its transformative potential and incurs high opportunity costs, diverting resources from genuinely innovative projects.

At the core of this discussion lies the concept of additionality, which refers to the ability of incentives to trigger behaviours, investments, or capabilities that would not have materialised in the absence of such support. As highlighted by Georghiou (2002) and the OECD (2006), additionality can be financial, behavioural, or input/output-related, and must always be assessed through counterfactual reasoning — that is, by considering what would have occurred without the incentive. When support mechanisms fail to foster innovation, organisational change, or skills development, they cease to function as tools for development and instead become mere transfers of resources, often with distortive effects on market competition. Rodrik (2004) emphasises that poorly targeted public policies tend to reinforce already established firms, erecting barriers to entry and stifling the renewal of the economic fabric.

To mitigate these risks, incentive programmes should incorporate robust ex ante evaluation mechanisms, based on criteria such as financial viability, degree of innovation, project maturity, and clear evidence that the investment would not proceed without public funding. Simultaneously, it is essential to ensure the existence of ex post monitoring and evaluation systems capable of measuring actual outcomes and guiding necessary adjustments. This results-oriented approach is widely supported in institutional economics literature, where authors such as North (1990) underscore the importance of clear rules, technical competence, and effective oversight mechanisms to ensure that incentives translate into meaningful economic and social value.

The literature on information asymmetries also provides important insights into the barriers hindering equitable access to public incentives. As demonstrated by Akerlof (1970) and Stiglitz and Weiss (1981), disparities in the ability to access and interpret regulatory frameworks often favour better-structured firms — those with administrative experience, access to consultancy services, or dedicated financial departments — to the detriment of smaller enterprises with genuine financing needs. Recent studies by the European Commission (2019) confirm that many SMEs face systematic obstacles in accessing public funding, especially in peripheral regions and low-tech sectors.

In the tourism sector, this imbalance is particularly evident: large hotel groups or internationally active operators are often better positioned to secure funding, while family-run businesses, start-ups, or firms based in low-density territories face significant barriers.

This asymmetry not only undermines the goals of territorial cohesion but also risks crystallising rigid market structures. Bernini and Pellegrini (2013) warn that concentrating support among dominant companies tends to reduce competition and hampers the diffusion of best practices. Bachtler and Mendez (2007) further stress that in regional policy contexts, the absence of territorial sensitivity in eligibility rules may widen disparities rather than reduce them.

To counteract such distortions, public policy must adopt an active role in promoting fairer and more effective access conditions. This involves not only simplifying procedures and providing technical assistance to SMEs with limited internal capacity, but also applying greater positive discrimination to innovative projects emerging from disadvantaged regions or underrepresented market segments. Crespi et al. (2016) argue that effective innovation policies are those which combine strategic selectivity with inclusive mechanisms, enabling incentives to function as levers for both economic efficiency and structural transformation.

In this regard, the quality of institutional architecture becomes a decisive factor. Countries that perform better in the management of public funds — such as Finland, the Netherlands, or Estonia — are characterised by institutions with strong analytical capabilities, comprehensive technical support systems, and a culture of evaluation grounded in evidence. These best practices demonstrate that when incentives are well integrated into effective governance systems, they do more than simply finance projects — they trigger sustained processes of change, amplifying the economic, social, and territorial impact of public policy.

2.6. Investment Under Uncertainty, Behavioural Economics and Digitalisation

The tourism sector, characterised by high initial investment requirements, strong dependency on external factors, and significant demand volatility, is particularly vulnerable to the postponement or cancellation of strategic investment decisions. The theory of investment under uncertainty, developed by Dixit and Pindyck (1994), emphasises that in sectors frequently exposed to economic shocks—such as tourism—the unpredictability of returns often leads firms to adopt a "wait-and-see" approach. Within this framework, financial

incentives play a critical role by lowering the opportunity cost of capital and by creating enabling conditions for firms to proceed with investments that might otherwise be deferred or abandoned.

Beyond the rational assumptions of classical economics, behavioural economics offers valuable insights into how business decision-makers respond to risk and uncertainty. Scholars such as Kahneman (2011) and Thaler and Sunstein (2008) demonstrate that investment decisions are often shaped by cognitive biases, including risk aversion, a preference for immediate outcomes, and overconfidence. From this perspective, public incentives act as "nudges"—stimuli that, without limiting choice, guide firms toward more strategic decisions such as investing in innovation, digitalisation, or workforce training. The mere approval of a project by a public authority can strengthen perceptions of viability and boost managerial confidence, thereby accelerating critical decisions even in adverse environments.

Empirical evidence supports this stabilising function of public support. Srhoj et al. (2022) show that financial assistance programmes enhance firms' survival rates by providing a financial buffer during periods of crisis. Beyond short-term stability, incentives have proven essential in catalysing investment in digital transformation, organisational innovation, and ecological transition—dimensions that are increasingly central to the competitive evolution of the tourism sector. When effectively targeted, digitalisation support leads to gains in operational efficiency, broader online presence, diversified sales channels, and more personalised customer experiences—all of which are crucial in an industry that is increasingly driven by differentiation and experiential value.

From a comparative standpoint, international literature demonstrates that financial incentives yield stronger outcomes when embedded within robust institutional ecosystems that combine technical support, strategic guidance, and coherent public policies. Becker et al. (2012) provide evidence that countries such as Germany and Finland have strengthened SME innovation by combining direct financial support with complementary services such as mentoring, business incubation, strategic consultancy, and the promotion of collaborative networks involving universities and research centres. These models are rooted in environments that foster innovation, where financial aid not only alleviates funding constraints but also builds internal capacities for sustained growth and competitiveness.

Such policy approaches are grounded in models of collaborative governance, in which the state, the scientific and technological system, and the private sector operate in a coordinated manner, generating institutional synergies that increase the effectiveness of financial incentives. Rather than one-off transfers, the aim is to invest simultaneously in organisational capacity-building, technical skills enhancement, and the creation of trust-based networks and knowledge-sharing platforms. As Crespi et al. (2016) point out, the effectiveness of support policies depends less on the scale of funding and more on the quality of implementation, the degree of alignment with integrated strategic frameworks, and the institutional capacity to generate sustainable multiplier effects.

Recent studies from the European Investment Bank (2022) and the OECD (2021) reinforce this perspective, highlighting that the digitalisation of SMEs in the tourism sector requires structured public support that integrates financial incentives with organisational transformation, digital skills training, and inclusion in innovation networks. These international best practices provide valuable references that can be adapted to the Portuguese context, where the sector faces similar challenges, including limited capital availability, technological gaps, and unequal access to knowledge resources.

In this regard, embedding financial incentives within broader institutional strategies may prove decisive for the modernisation of the national tourism sector. By fostering not only economic recovery but also differentiation, resilience, and sustainability among SMEs, incentives become structural instruments of public policy—designed not merely to address market failures but to establish lasting conditions for competitiveness in a sector that holds strategic significance for the Portuguese economy.

2.7. Strategic Importance of Specialised Consultancy in Enhancing Innovation and Sustainability

Beyond direct financial support, recent academic literature also underscores the significance of non-financial or indirect incentives. These include initiatives such as regulatory simplification, improved access to knowledge and innovation networks, mentoring programmes, and the development of collaborative platforms between businesses and

universities. As highlighted by Becker et al. (2012) and Rodrik (2004), such instruments can be just as effective—if not more so—in enhancing competitiveness. This is particularly true in sectors like tourism, where innovation often relies on shared learning and the widespread adoption of best practices. Programmes that combine financial assistance with institutional support tend to achieve better outcomes in terms of sustainability, innovation capacity, and international expansion.

In addition to digitalisation, financial incentives have increasingly been geared towards promoting environmental sustainability and energy transition in the tourism sector, reflecting the growing integration of the principles of the European Green Deal into SME support policies. The evolution of the eligibility criteria for EU programmes, such as Portugal 2030 and the Next Generation EU funds, shows a clear commitment to reducing the carbon footprint, the energy efficiency of tourism infrastructures and the adoption of sustainable practices throughout the tourism value chain. These incentives aim not only to improve the competitiveness of companies, but also to speed up their adaptation to climate challenges and the new demands of consumers, who are increasingly sensitive to factors such as environmental responsibility and regenerative tourism. The incorporation of ESG (Environmental, Social and Governance) metrics in the evaluation of candidate projects is a clear example of this trend. It has currently been emphasised that this type of conditionality not only promotes green innovation but also reinforces the strategic alignment between public policies and the Sustainable Development Goals (SDGs), namely SDG 8 (Decent work and economic growth), SDG 12 (Sustainable production and consumption) and SDG 13 (Climate action). In this way, financial incentives become a catalysing instrument for the tourism sector's ecological transition, contributing to more resilient, inclusive and environmentally responsible business models.

Incentives allow tourism companies to expand their service offer, improve infrastructure and develop strategies that are more resilient to economic crises. Models of competitiveness in the tourism sector, such as Ritchie & Crouch's Tourism Competitiveness Model (2003), emphasise that innovation and the quality of infrastructure are key to the long-term success of companies in the sector. However, granting incentives without well-defined criteria can generate distortions in the market, such as the allocation of funds to companies that already had sufficient financial capacity to invest without subsidies, a phenomenon known as the 'crowding out effect' (Tundis et al., 2017). However, it is important to distinguish between

additionality and crowding out effects, a critical line of analysis in public policy literature. Additionality refers to the ability of incentives to generate investments that would not otherwise be made, resulting in a positive net economic impact. On the other hand, the crowding out effect occurs when incentives merely replace investments that were already planned by companies, without generating additional value (Tundis et al., 2017). This distinction is fundamental for assessing the effectiveness of support policies. Compete 2020 impact studies and analyses by IAPMEI and INE point to mixed results: while some companies, especially innovative SMEs, show high levels of additionality, others - namely large groups with greater financial capacity - tend to capture support with less additional impact, reinforcing the need for more selective eligibility criteria and robust ex-ante evaluation systems.

2.8. Consultancy as a Facilitator of Project Implementation and Compliance

Even when public policies are well designed, many small and medium-sized enterprises (SMEs) continue to face significant operational obstacles in accessing, managing, and successfully implementing financial incentives. The complexity of regulations, the scarcity of technical resources, and the high administrative burden make the process particularly demanding, especially for firms with fragile organisational structures. In such a scenario, specialised consultancy emerges as a strategic agent in ensuring that public support mechanisms achieve their intended effects—namely in fostering innovation, sustainability, and regional economic development.

Market failure theory, as advanced by Arrow (1962), provides the rationale for public incentives precisely in contexts marked by barriers to productive investment, such as high risk, information asymmetries, or the presence of positive externalities not captured by private investors. However, for these policies to be truly effective, it is essential that financial support is well targeted, continuously monitored, and thoroughly evaluated. The development of impact metrics, the implementation of demanding eligibility criteria, and the creation of ongoing monitoring mechanisms are all essential tools for preventing resource

misallocation and for maximising the public value generated by these incentives (OECD, 2010).

Within this framework, specialised consultancy plays a dual role. On one hand, it supports firms in interpreting regulations and developing technically sound funding applications; on the other, it facilitates strategic alignment between public policy objectives and the investment plans of private companies. Srhoj et al. (2022) provide empirical evidence that companies which rely on consultancy services achieve higher approval rates, present technically superior project proposals, and produce better results in terms of execution and impact.

This type of technical intermediation is particularly relevant through the lens of transaction cost theory, as proposed by Williamson (1985), which highlights the role of specialised agents in reducing operational burdens and mitigating contractual risks. By supporting the entire project cycle—from application submission to final reporting—consultants help reduce inefficiencies, prevent errors that may compromise funding, and contribute to the overall effectiveness of the incentive system.

In the tourism sector, where investments frequently require medium- and long-term strategic planning, feasibility assessments, and multidisciplinary technical expertise, the contribution of consultancy becomes even more critical. Consultants support not only the design of funding proposals but also the definition of performance metrics, compliance with legal and contractual obligations, and the efficient allocation of resources—ensuring that funded investments are executed properly and produce the intended outcomes. Tundis et al. (2017) emphasise that the involvement of specialised consultants is frequently associated with improved financial management and control practices, which in turn enhance the economic and social returns of public investments.

This strategic role is particularly evident in programmes such as LAQO, the Incentive System for Productive Innovation, and the Recovery and Resilience Plan (PRR), in which tourism-sector enterprises, supported by experienced consultants, have been able to transform strategic ideas into fundable projects with tangible impact. A relevant empirical example is Yunit Consulting, which has played a key role in assisting tourism SMEs in securing and managing public incentives, particularly within the scope of Portugal 2020 and the PRR. Thanks to their involvement, several firms with limited technical capacity were able to

structure robust proposals, align innovation strategies with eligibility criteria, and ensure full compliance with implementation and reporting obligations. In some cases, this support enabled investments that would not otherwise have been undertaken—clearly illustrating the principle of additionality (Lerner, 2009).

In practical terms, the work of specialised consultancy has enabled projects in areas such as digitalisation of services, rehabilitation of tourism accommodations, and improvement of energy efficiency—fields of growing relevance in a sector striving to align with the principles of sustainable tourism. The European Commission and the European Court of Auditors (2022) acknowledge the importance of qualified external technical support as one of the critical success factors in ensuring the effective use of European funds, especially in the context of the ecological and digital transitions.

By mitigating information asymmetries, reducing operational barriers, and enhancing the quality of funded projects, specialised consultancy directly contributes to ensuring that public incentives fulfil their mission of promoting transformative, high-value-added investments.

3. Yunit Consulting

Yunit Consulting is a Portuguese consultancy firm that specialises in strategic, financial, and operational advisory services, with a clear emphasis on fostering the sustainable development of small and medium-sized enterprises (SMEs). With more than 15 years of experience in the national market, Yunit has played a crucial role in structuring and overseeing investment projects across diverse economic sectors, earning recognition for its expertise in mobilising both public and European Union funding.

Established with the goal of driving sustainable growth within the Portuguese business ecosystem, Yunit positions itself as a strategic partner for organisations navigating complex decision-making moments. Its approach combines deep technical knowledge with an intimate understanding of the national economic and institutional landscape, supported by a practical and results-driven methodology. The firm supports clients throughout the full investment lifecycle, from strategic assessment and the preparation of incentive programme applications, to post-approval support and implementation monitoring.

Yunit's mission is to create an environment that fosters continuous challenge, growth, and fulfilment for its team, while delivering value to clients and business partners through expert knowledge and high-quality consultancy services. Looking toward 2025, the company's vision is to become the go-to partner for SMEs in Portugal during critical decision-making stages, playing an active role in unlocking their growth and enhancing their competitiveness. This mission and vision are anchored in a purpose-led culture that seeks to improve the quality of strategic and operational decisions, with a strong commitment to innovation, sustainability, and long-term value creation.

The company's operations are grounded in a set of core values that guide both its internal culture and external relationships: boldness in crafting innovative solutions, a steadfast dedication to building relationships rooted in trust, transparency across all communications and processes, unwavering commitment to client success, and genuine respect for the individuality of each client and team member.

Headquartered in Porto, Yunit operates across Portugal, supported by a multidisciplinary team of consultants, economists, engineers, and managers with extensive experience in the design, implementation, and evaluation of complex investment projects. The company has

established a strong footprint in sectors such as tourism, industry, commerce, services, and information technology. While it works with organisations of all sizes, Yunit maintains a strategic focus on SMEs, recognising their foundational role in the Portuguese economy. Its nationwide presence allows it to respond effectively to regional and sector-specific challenges.

Over the years, Yunit Consulting has made a meaningful impact on the modernisation, innovation, and international expansion of hundreds of Portuguese companies. Its work has consistently helped strengthen the competitiveness and sustainability of its clients, positioning the firm as a trusted advisor in both public policy implementation and private investment strategy.

4. Curricular Internship

4.1. Objectives and Activities Developed

During my internship at Yunit Consulting, I was part of Strategic Consultancy Team, contributing to the development of applications for public incentive programmes, namely the Support Line for the Qualification of the Offer (LAQO), under the scope of Turismo de Portugal.

My involvement in each project typically began with a participation in kick-off meetings with the promoters, aimed at gathering detailed information about the tourism ventures to be developed. These meetings provided insight into the client's strategic objectives, the maturity of the investment concept, and the key operational and financial challenges associated with the project.

Following this initial stage, I was responsible for conducting economic and financial feasibility studies. A crucial component of this work was the assessment of the financial health of the promoting company. For instance, in the case of LAQO, applicants are required to secure at least 20% of the eligible investment through equity capital. This condition necessitates a thorough analysis of the company's capital structure, liquidity, and debt capacity. Such analysis helps identify potential needs for equity reinforcement or adjustments to the financing plan, ensuring compliance with LAQO requirements and enhancing the likelihood of approval.

The feasibility study also involved collecting and structuring data on the planned investment, estimating operational costs, projecting revenues based on seasonality and installed capacity, and calculating key performance indicators such as Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, and Return on Investment (ROI). This process was essential to assess the economic sustainability of each project and verify its alignment with the incentive's eligibility criteria. The use of these financial indicators demonstrates the importance of equipping SMEs with robust planning tools, often made possible through specialized consultancy services, as argued by Srhoj et al. (2022) and Williamson (1985) in the context of transaction cost reduction.

A core aspect of my role involved adapting investment projects to meet the requirements of the support programmes. In the context of LAQO, this entailed ensuring the integration of a minimum set of environmental and social responsibility measures, appropriately distributed to secure at least 15 points in both the environmental and social dimensions, and a minimum of 45 points overall, in accordance with the ESG evaluation form available on Turismo de Portugal's SGPI platform. The selection and combination of these measures were guided by the use of an integrated simulator, which allowed for prior validation of compliance with the required thresholds. This simulator played a key role in defining the interventions to be included in each project, contributing to their alignment with sustainability and inclusion principles. The simulator is included in Annex A.

These measures were tailored to the reality of each project and required alignment with the promoter's vision, often necessitating modifications to the original investment plan and subsequent client validation.

Additionally, I was involved in analysing the competitive landscape and the tourism offering surrounding each project. This included identifying competing enterprises in the region, understanding demand trends, and assessing the area's overall tourist appeal. This strategic analysis supported the articulation of the project's competitive advantage and market positioning.

The final step was the preparation of the business plan, which consolidated all preceding components: project description, strategic rationale, investment breakdown, financing strategy, market analysis, feasibility study, implementation schedule, and projected impacts. This comprehensive document served as the foundation for formalising the application for public funding.

The significance of the work carried out lies not only in its direct contribution to the technical quality and approval potential of the applications but also in its strategic depth. Aligning investment projects with the objectives of public support mechanisms demanded a robust understanding of value creation, long-term sustainability, and competitive positioning. The experience provided a practical application of strategic and financial analysis frameworks, reinforcing their critical role in supporting informed decision-making and the pursuit of sustainable growth within the tourism sector. The projects also exemplifies how financial incentives are most effective when accompanied by strategic and technical support. As

highlighted by Becker et al. (2012) and Crespi et al. (2016), the combination of funding with consultancy and mentoring services significantly increases project quality, fosters innovation, and enhances long-term sustainability—especially among SMEs with limited internal planning capacity.

4.2. Practical Application 1 – Restructuring Project in a 4-Star Hotel (Fátima)

As part of my internship experience, I was closely involved in putting together a funding application for LAQO, an initiative led by Turismo de Portugal that supports tourism projects with a focus on sustainability, quality, and social responsibility.

The proposal centered on the overhaul of a four-star hotel in Fátima, a globally renowned religious tourism destination that draws millions each year. Although the hotel's structure was already complete, it hadn't yet opened its doors. The promoters aimed to reintroduce it to the market with a refreshed, competitive identity aligned with modern tourism trends and a strong commitment to sustainability.

The restructuring plan focused on updating the hotel's infrastructure, improving energy performance, and expanding the range of services offered. Central to the proposal was the integration of robust Environmental, Social, and Governance (ESG) principles to meet LAQO's expectations around responsible tourism. This intervention illustrates how public incentives, framed within programs such as LAQO, act as instruments to stimulate investment in highly uncertain environments, as discussed by Dixit and Pindyck (1994) and Romer (1986). The integration of ESG measures also reflects the current trend of conditioning public support on the creation of environmental and social value, in line with the principles of the European Green Deal and the mission-oriented policies analysed by Rodrik (2004).

A major hurdle was aligning the investment strategy with LAQO's stringent criteria. This meant ensuring full technical compliance while also enhancing the project's potential to generate positive environmental and community outcomes—an effort intended to attract travelers and partners with a focus on sustainable values.

Although the project was already underway when I began my internship, I was able to quickly integrate into its core activities. From the outset, I took part in several strategic meetings with the promoters, where we examined critical components such as the legal and regulatory framework, licensing obligations, complementary investments, and the anticipated implementation timeline.

Simultaneously, I assumed responsibility for maintaining continuous contact with the client, ensuring the systematic collection and punctual submission of all necessary documentation in order to comply with LAQO's programme requirements.

In addition, I led a comprehensive economic and financial feasibility assessment. This process included reviewing the company's historical financial data, forecasting staffing needs along with corresponding labour costs, and preparing detailed revenue and expense projections for each of the proposed service areas.

For the accommodation offering, I estimated average daily rates and calculated associated operating costs, including guest amenities and room maintenance. In relation to catering, I projected expenditures for breakfast and lunch services. The gym was analysed separately as an independent, value-added service with its own projected income and cost structure. Regarding events, I estimated revenue using per-person pricing models, incorporating associated expenses such as outsourced services, coffee breaks, and meal provisions.

I also evaluated potential for strategic commercial partnerships, particularly in areas such as guided tours and other tourism-related activities, thoroughly assessing both their revenue-generating capacity and operational feasibility.

Furthermore, I conducted a thorough analysis of the construction budget, with a strategic focus on identifying and organising the key social and environmental responsibility measures required to satisfy LAQO's eligibility conditions. These measures were developed not only to ensure full compliance with the programme's guidelines but also to strengthen the project's long-term credibility and impact from an ESG (Environmental, Social, and Governance) perspective. Among the proposals, notable actions included: the introduction of comprehensive planning and control systems to enable continuous performance monitoring; the engagement of specialised technical consultants to prepare and independently verify ESG reports; the creation of a fully accessible website aligned with

Monitor Access guidelines and designed to achieve a minimum accessibility rating of 8 points; and the adoption of advanced energy-efficient technologies and sustainable resource management practices integrated across all hotel operations.

As a component of the broader economic and financial feasibility assessment, I also evaluated the promoters' financial capacity to contribute at least 20% of the project's total cost, an essential requirement for eligibility under the LAQO framework. The remaining 80% was projected to be financed externally. Of this portion, 60% (equivalent to 48% of the overall project cost) was expected to come from a bank loan, while the remaining 40% (amounting to 32% of the total investment) was to be funded directly by LAQO, subject to formal approval. In this context, I took responsibility for updating all relevant financial assumptions, including the prevailing Euribor rate, applicable bank spread, the resultant overall interest rate, and the anticipated loan repayment term. These inputs were then embedded into a dynamic financial model developed for the project, supporting a reliable simulation of expected cash flows, a clear evaluation of debt repayment capacity, and a comprehensive validation of the project's long-term financial viability.

As part of the financial analysis, I worked directly with a pre-existing financial model, which I updated with the necessary assumptions to accurately reflect the specifics of the project. Based on the resulting projections, I evaluated the economic viability of the investment by calculating key performance indicators such as Net Present Value (NPV), Internal Rate of Return (IRR), Return on Investment (ROI), and Payback Period. The results confirmed the project's financial attractiveness, with a positive NPV, an IRR exceeding the cost of capital, a solid ROI, and a payback period in line with LAQO's eligibility criteria. This analysis played a critical role in validating the project's long-term financial sustainability. The full set of supporting documentation—including projected financial statements, free cash flow forecasts, and detailed indicator calculations—is provided in Appendix A.

Once the list of eligible investments had been fully defined and validated, the application process advanced with the drafting and submission of the Aid Request Form (Pedido de Auxílio). This document serves as an initial step in the broader application procedure and, at this stage, does not necessitate the submission of detailed technical materials. Rather, it provides a high-level summary of the project, outlining the planned investments and thereby allowing the project to benefit from a retroactive eligibility period for preparatory costs.

The submission of the Aid Request plays a strategically significant role within the project's timeline, as it effectively broadens the window of eligibility for expense. Specifically, it permits the retroactive recognition of expenditures made up to 24 months prior to the date of formal application submission, offering greater flexibility in their financial planning and early-stage project mobilisation.

It is important to highlight, however, that once the formal application is submitted, the implementation timeline becomes fixed at a maximum of 24 months from that point forward—irrespective of when the Aid Request was filed. This preliminary mechanism proved especially relevant in the context of a project that required an extended preparation period, whether due to the complexity of the investment itself or the need to gather key external documentation.

In the case of the hotel restructuring project in Fátima, the strategic importance of submitting the Aid Request did not arise from delays in defining the investment, but rather from the time needed to secure critical supporting documents for the formal application.

I was directly involved in collecting and managing these documents, which included updated quotations for major equipment, essential for substantiating the initial investment estimates provided by the promoters, a formal declaration confirming the exemption of the planned works from prior municipal licensing, and the company's financial statements for the 2024 fiscal year. Specifically, the Balance Sheet and Income Statement played a key role in reinforcing the financial feasibility analysis, as they provided more current and reliable financial data, thereby enhancing the overall robustness and credibility of the business case.

By extending the eligibility period for expenditures, the Aid Request offered the flexibility needed to align the application timeline with the availability of these supporting documents, all while ensuring full compliance with the procedural and regulatory framework established by the LAQO programme.

A key milestone in this process was the development of the Business Plan, a foundational document that compiled and consolidated all the elements produced throughout the application process. This plan included a detailed description of the restructuring project, the strategic objectives of the intervention, and a justification of its relevance within the context of religious and sustainable tourism in Fátima. It also incorporated the economic and

financial analysis, revenue and expense projections by service area, competitive assessment, and the implementation timeline. The inclusion of all these components made it possible to coherently demonstrate the project's economic and financial viability, the strength of its investment strategy, and its alignment with the technical and impact criteria established by the LAQO programme. Furthermore, the Business Plan significantly strengthened the credibility of the application in the eyes of the evaluators, by presenting an integrated and well-supported vision of the project, anchored in principles of environmental and social responsibility, as well as good governance

The final stage of this process involves submitting the formal application, which is scheduled to proceed without delay as soon as all necessary documentation has been compiled and verified. As previously mentioned, several key supporting documents are still outstanding—namely, the company's 2024 financial statements, the formal declaration confirming that the planned works do not require municipal licensing, and the official certificate confirming the absence of social security debts. These elements are fundamental, as they provide the analytical basis required to confirm the internal coherence and credibility of the economic and financial viability analysis carried out during the preparatory phase.

Although the formal application has not yet been submitted due to pending documentation, we anticipate its completion in the near future. Based on this expected timeline, a response from Turismo de Portugal is anticipated by September, marking the conclusion of the formal evaluation process.

This project exemplifies the complexity and strategic depth involved in preparing an investment application within the framework of a public funding programme focused on sustainable tourism. My direct participation across the different stages of the process, from financial modelling and regulatory coordination to the integration of ESG principles and the structuring of the financing plan, enabled me to strengthen practical competencies while applying advanced analytical reasoning in a real-world setting. Beyond technical execution, this experience underscored the significance of aligning investment efforts with national sustainability objectives and institutional funding criteria. As such, the project not only contributed meaningfully to the revitalisation of a tourism asset of notable regional importance but also marked a significant step forward in my professional journey in the fields of sustainable tourism planning and investment analysis.

4.3. Practical Application 2 – Tourism Diagnostic Report Development

During my internship, I developed a detailed tourism diagnostic to assess the potential for converting a property located in the parish of Fonte Arcada, in the municipality of Póvoa de Lanhoso, into a sustainable and economically viable tourism unit. The diagnostic considered two distinct scenarios due to uncertainty surrounding the possible acquisition of an adjacent plot of land. As such, the analysis was structured to first examine the currently owned property, followed by an extended assessment in the event that the additional land was acquired, which would enable a broader intervention.

In Scenario 1, the focus was placed on the original property, covering a total area of approximately 4,805 m², composed of two buildings and four plots of rustic land. The site exhibited a significant level of structural degradation, affecting both the main buildings and annexes, thus requiring substantial rehabilitation. The main building is a two-storey structure; the upper floor contains five rooms, a bathroom, and a small kitchen, all in poor condition. The lower floor, currently used as a basement, was largely underutilised, which led to the proposal of converting it into a social area featuring a dining room, a modern kitchen, and support facilities—ensuring a more efficient and comfortable use of the building. In parallel, the exterior grounds could accommodate various leisure spaces, including gardens, a swimming pool, a terrace, a vegetable garden, and parking, thereby enhancing the visitor experience.

In Scenario 2, the diagnostic considered the possibility of incorporating an additional plot of approximately 18,500 m², bringing the total area of the property to around 23,305 m². This scenario allowed for the planning of a significantly broader intervention, incorporating two additional buildings, annexes, and a chapel, alongside the main building from Scenario 1. Here too, a thorough intervention was deemed necessary, involving major structural works, the reorganisation of interior spaces to enhance functionality and the overall tourism experience, and the preservation of local architectural and cultural heritage.

The proposed project for this expanded area included the development of a variety of accommodation units, such as double rooms, one suite, and one room adapted for reduced

mobility. It also featured complementary facilities including a gym, padel court, vegetable garden, swimming pool, terrace, and extensive landscaped areas.

In both scenarios, a detailed analysis of the surrounding territorial and tourism context was carried out, highlighting the proximity to key natural, cultural, and historical attractions such as the Peneda-Gerês National Park, Lanhoso Castle, the Sanctuary of Nossa Senhora do Porto de Ave, and the Verim river beach. This analysis confirmed the region's tourism potential, revealing a strong connection between the rural environment, local traditions, and the growing demand for tourism experiences rooted in authentic natural and cultural settings. Regional gastronomy and local handicrafts were also identified as complementary elements that could add value to the future tourism offering.

As part of the strategic analysis process, we examined various types of tourism developments to identify the most suitable option for each scenario. The options assessed included Local Accommodation (Alojamento Local), Country House (Casa de Campo), and Agritourism (Agroturismo), taking into account factors such as applicable legislation, financial viability, sustainability, market differentiation, and eligibility for public funding—particularly through the Supply Qualification Support Line (LAQO). In both cases, Agritourism emerged as the most viable and attractive option, as it incorporates an active agricultural component, aligns with national priorities for sustainable and regenerative tourism, and meets the growing demand for authentic, immersive experiences connected to nature and rural culture.

Beyond the selection of typology, the diagnostic also involved an analysis of the Póvoa de Lanhoso Municipal Master Plan (PDM), confirming that there are no legal restrictions preventing the conversion of the buildings for tourism purposes. The project complies with land use parameters, building density ratios, maximum building heights, and compatibility with the predominant residential function. Ensuring compliance with these regulations was essential to securing the project's viability and future licensing.

From a functional perspective, the reorganisation of the interior areas focused on creating comfortable accommodation units that meet current standards, including double rooms and suites as well as spacious social areas such as dining rooms, a reception area, lounge spaces, and support facilities including a laundry room and gym. The outdoor area was designed to offer a variety of leisure options, featuring a swimming pool, terrace, padel court, vegetable

garden, and green spaces, all aimed at enhancing the guest experience and increasing the property's value.

The financial component was examined in detail, with investment estimates prepared for each scenario. These estimates included costs related to acquisition, rehabilitation, furnishings, equipment, technical studies, as well as landscaping and exterior works. In Scenario 1, the total required investment is estimated at approximately €700,000, reflecting a medium-scale project in terms of scope and complexity. In contrast, Scenario 2, due to its larger scale, involves a significantly higher investment exceeding €1.5 million.

For both scenarios, a conservative average bed occupancy rate of 34% was applied, in line with cautious assumptions typically adopted in the early stages of tourism operations. A detailed breakdown of revenues and expenses can be found in Appendix B and C.

Projected revenues in Scenario 1 were divided into two categories: accommodation and complementary services. The accommodation offering includes seven double rooms, one suite, and one adapted room, with average nightly rates ranging from €100 to €120 (VAT included). Based on this structure and the occupancy assumption, the annual accommodation revenue is expected to reach approximately €101,612.67 (excluding VAT). Complementary services considered in the financial plan include: breakfast, lunch and dinner, bicycle rentals, partnerships for nature-based activities, themed activities, extra bed services, and wine production workshops. These services were projected based on estimated guest participation and pricing, resulting in annual complementary revenue of around €111,899.74 (excluding VAT). This highlights the importance of ancillary services as a means of diversifying income and enhancing the attractiveness and profitability of the business. Accordingly, the total projected gross annual revenue for Scenario 1 is approximately €213,512.41 (excluding VAT).

Operating costs were analyzed in detail and include several key components. Variable accommodation costs, calculated per room type and night, amount to approximately €1,725.29 per year, based on the assumed occupancy rate. Variable costs related to complementary services, adjusted according to expected guest uptake, are projected at €17,680.27 annually. Personnel expenses, covering a team of four—including a managing director, cook, receptionist, and cleaning staff—total €79,837.73 per year. Additionally, external supplies and services such as subcontracted activities (e.g., nature-based

experiences), specialized services (including accounting and IT), advertising, booking commissions, routine maintenance, energy, and other operating expenses are expected to cost €57,595.95 per year (excluding VAT). Altogether, the total estimated annual operational costs are approximately €156,839.24 (excluding VAT). While the resulting margin is narrow, the financial performance remains feasible provided that occupancy levels are maintained and resources are managed effectively.

The projected income statement for Scenario 1 shows an EBITDA of €55,058.43 and a net profit of €2,524.10. Although the financial indicators are conservative, reflected in an Internal Rate of Return (IRR) of 3.4% and a Net Present Value (NPV) of -€235,052.81, these results should be interpreted within the context of the project's cautious profile and the discount rate applied (WACC: 9.0%). The updated payback period is estimated at 15 years.

Projected revenues in Scenario 2 were also divided into accommodation and complementary services. The accommodation offer includes fifteen double rooms, one adapted room, and one suite, totalling thirty-four beds. With average nightly rates ranging from €100 to €120 (VAT included), the projected annual revenue from accommodation is estimated at €189,971.52 (excluding VAT).

Complementary services represent a significant share of the business model in this scenario, reflecting a broader and more diversified offer. These include breakfast, lunch and dinner, guest and corporate events, wellness facilities, wine-related activities, bicycle rental, a bar service, and extra beds. Each service was projected based on expected guest uptake and pricing, resulting in a total annual revenue of €269,221.88 (excluding VAT). This reinforces the role of complementary services as a strategic pillar for value creation and business differentiation.

Altogether, the total projected gross annual revenue for Scenario 2 is €459,193.40 (excluding VAT), which significantly exceeds that of Scenario 1 due to both higher capacity and a more ambitious service model.

In terms of costs, variable accommodation costs were calculated per bed and per night, adjusted to the projected occupancy rate, resulting in an estimated annual cost of €3,107.54. Variable costs related to complementary services were estimated at €55,013.99 annually, based on the nature of each service and respective margins. Personnel costs are higher than

in Scenario 1, given the need for a larger operational team. These include five staff members: a managing director, a cook, a receptionist, a cleaner, and an additional kitchen assistant, summing to a total annual cost of €96,622.35. Supplies and external services include subcontracted activities, specialized services (e.g., accounting and IT), advertising, commissions, maintenance, materials, energy, water, and miscellaneous operational costs. These services were scaled according to the size of the operation and are projected to cost €86,828.62 per year (excluding VAT).

The total annual operating costs for Scenario 2 are thus estimated at €241,572.50 (excluding VAT). Despite the increase in costs compared to Scenario 1, the significant rise in revenue ensures a healthy financial margin and an overall sustainable business model.

The projected income statement shows a robust EBITDA of €214,086.90, with a net profit of €82,570.43. The financial indicators support the economic viability of the investment, showing an Internal Rate of Return (IRR) of 9.8%, a Net Present Value (NPV) of €83,213.40, and an updated payback period of 14.5 years, based on a 9.0% discount rate (WACC). These results highlight the scalability and long-term profitability potential of Scenario 2, especially when operational efficiency is maintained and the diversified offer is successfully implemented.

In addition, a set of environmental sustainability and social responsibility measures were proposed, which are essential not only for enhancing the quality of the projects but also for securing access to public funding programmes. The investment list was designed with the specific intention of enabling a potential application to the LAQO, ensuring that the necessary criteria for eligibility and ESG scoring are met. These measures included the installation of photovoltaic solar panels, water reuse systems, energy-efficient lighting, universal accessibility features, informative signage, and initiatives aimed at promoting local culture and the regional economy, reinforcing the projects' commitment to sustainable development and integration with the surrounding community.

For both scenarios presented, a comprehensive business plan was developed, integrating and systematising all the studies and analyses previously conducted during the tourism diagnostic. This business plan includes a detailed assessment of the physical and territorial conditions, the identification of the most suitable tourism typology, the analysis of the legal and urban planning framework, the competitive landscape study, as well as financial estimates and

projections of investment and revenue. The purpose of this document is to ensure the technical, economic, and sustainable viability of the proposed projects, providing a solid foundation for decision-making and the future implementation of the tourism units—regardless of whether the additional land is ultimately acquired.

Before moving forward, the next step will be to meet with the client to present the two proposed scenarios, explore the investment options, and align the decision-making process with their strategic vision. Although Scenario 1 presents less favourable financial results, it may still be the preferred choice for the owner, particularly considering that the initial investment could be slightly reduced through alignment with an ongoing LAQO funding application. Moreover, the client may decide not to pursue the application at all, opting instead for a leaner and more manageable investment aligned with their personal risk tolerance and project vision.

Throughout this process, I was directly involved in every stage, from analysing the Municipal Master Plan (PDM) and conducting the physical and territorial survey, to characterising the market and competition, defining the typologies and functional layouts, and preparing detailed maps, tables, financial estimates, and investment proposals. This experience allowed me to apply and consolidate both technical and strategic knowledge, while developing an integrated perspective on tourism planning, legal and economic requirements, and sustainability practices all within a practical and professional consultancy setting.

This approach reinforces the relevance of endogenous growth theories and the valorisation of local resources, as advocated by Lucas (1988) and Barca (2009). It suggests that public incentives can act as catalysts for territorial regeneration and the sustainable specialisation of tourism in low-density areas, supporting development models rooted in regional assets and community-based strategies.

4.4. A Personal Reflection

Personal Reflection - Internship at Yunit Consulting

The curricular internship at Yunit Consulting represented a unique opportunity to apply, deepen, and integrate the knowledge acquired throughout my academic training—particularly in the fields of strategic consulting and sustainable investment in the tourism

sector. From the outset, my goal was to experience firsthand how projects with economic and social impact are developed in practice, and the experience far exceeded my expectations.

As a member of Strategic Consulting Team 4, I had direct exposure to complex application processes for public incentive programmes, particularly the Supply Qualification Support Line (LAQO), promoted by Turismo de Portugal. This experience enabled me to develop and consolidate a solid set of technical skills. I would highlight, in particular, the preparation of economic and financial feasibility studies, the analysis of capital structure and debt capacity of the promoting companies, as well as the development of dynamic financial models with detailed revenue and cost projections, including indicators such as NPV, IRR, ROI, and Payback.

In addition, I gained deeper knowledge of the eligibility criteria and strategic objectives of public tourism support programmes, particularly in relation to the integration of environmental sustainability, social responsibility, and good governance practices. This dimension was especially significant in the redevelopment project of a four-star hotel in Fátima, where I actively contributed to the incorporation of ESG principles into the investment plan and the structuring of the business plan.

Beyond the technical development, this internship was equally challenging and enriching in terms of transversal skills. Working closely with clients required clear communication, empathy, organisation, and resilience—particularly in managing and coordinating technical and financial documentation. I also had the opportunity to participate in multiple stages of different projects, from territorial and regulatory analysis to cash flow simulations and submission of Aid Requests, which allowed me to gain an integrated and strategic understanding of investment processes.

One of the most impactful moments of the experience was the development of a tourism diagnostic for a property in Póvoa de Lanhoso, where I applied a holistic approach to evaluating tourism potential. This included the analysis of different intervention scenarios, possible accommodation typologies, compatibility with the Municipal Master Plan, and the requirements for accessing public funding. This component reinforced my interest in territorial regeneration projects based on sustainable tourism principles and the valorisation of endogenous resources.

This experience had a profound impact on my professional outlook and confirmed that my contributions were truly relevant. It strengthened my interest in areas that combine strategic planning with analytical depth and decision-making support. It also heightened my sense of responsibility as a future professional in the sector, showing me that it is both possible and necessary to align economic viability with environmental and social impact.

In summary, this internship was more than a professional experience—it was a period of personal growth, skills consolidation, and vocational affirmation. I now feel better prepared to face real-world challenges, contribute to purposeful projects, and become part of teams that are working to build a more qualified, sustainable, and competitive tourism sector. I am deeply grateful for the opportunity to have been part of Yunit Consulting and for everything I have learned throughout this journey.

5. Conclusions

This internship provided a valuable opportunity to bridge academic knowledge with real-world consultancy practice in the context of public and community funding. Through direct involvement in the preparation of funding applications—particularly within the scope of LAQO and tourism investment projects—I was able to deepen my understanding of how financial incentives can serve as strategic instruments for promoting innovation, sustainability, and competitiveness in SMEs.

The work developed throughout the internship confirmed that the effectiveness of public support mechanisms depends not only on financial allocation but also on their alignment with companies' strategic objectives and their operational reality. Specialised consultancy plays a critical role in this process, acting as a facilitator of technical compliance, strategic planning, and long-term value creation. My participation in feasibility assessments, business plan development, and ESG integration highlighted the importance of combining technical accuracy with a deep contextual understanding of each investment project.

Moreover, the internship experience underscored how public policy and consultancy intersect in the pursuit of broader socio-economic goals. Beyond individual projects, I witnessed how incentive schemes can contribute to territorial cohesion, capacity-building, and sustainable tourism models—particularly in regions with underexploited potential.

The professional setting at Yunit Consulting fostered the development of key transversal skills, such as critical thinking, communication, and adaptability, while enhancing my ability to interpret regulatory frameworks, engage with diverse stakeholders, and manage complex project information. These competencies are fundamental for a future career in strategic consultancy and public policy design.

In conclusion, this internship was instrumental not only in consolidating academic knowledge but also in shaping a professional identity committed to generating sustainable impact through strategic analysis and evidence-based decision-making. The experiences and insights gained will serve as a foundation for continued growth in the fields of economic development, tourism planning, and consultancy services focused on public-private partnerships.

6. Appendices

6.1. Appendix A - Financial Data for the Fátima Project

Profit and Loss account - Projections	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Sales and services rendered	0,00	1 556 141,28	2 619 729,13	2 766 976,89	2 906 386,12	3 037 330,76	3 159 157,78	3 222 340,94	3 286 787,75	3 352 523,51	3 419 573,98
Operating subsidies	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Imputed gains/losses of subsidiaries, associates and joint ventures	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Change in production inventories	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Own work	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Cost of goods sold and materials consumed	0,00	-311 888,37	-560 807,98	-599 241,05	-634 111,36	-665 163,50	-692 131,34	-705 973,97	-720 093,45	-734 495,31	-749 185,22
External supplies and services	-48 236,19	-369 810,70	-570 234,93	-591 683,31	-613 902,67	-638 486,59	-673 569,16	-793 216,90	-807 769,36	-822 614,06	-837 707,68
Personnel costs	-2 000,00	-459 508,25	-685 264,69	-698 969,98	-712 949,38	-727 208,37	-741 752,54	-756 587,59	-771 719,34	-787 153,73	-802 896,80
Impairment of inventories (losses/reversals)	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Impairment of receivables (losses/reversals)	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Provisions (increases/reductions)	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Impairment of non-depreciable/amortisable Non-depreciable/amortisable investments (losses/reversals)	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other impairments (losses/reversals) / Impairments (losses/reversals) (used exclusively by small and micro entities)	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Increases/decreases in fair value	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other income and gains	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Supplementary income	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other expenses and losses	-2 737,90	-6 714,95	-4 107,99	-3 959,81	-3 756,23	-3 545,13	-3 326,24	-3 099,26	-2 863,90	-2 619,85	-2 377,64
Indirect taxes	-2 737,90	-6 714,95	-1 794,70	-1 646,52	-1 442,94	-1 231,84	-1 012,95	-785,97	-550,61	-306,56	-64,35
Other	0,00	0,00	-2 313,29	-2 313,29	-2 313,29	-2 313,29	-2 313,29	-2 313,29	-2 313,29	-2 313,29	-2 313,29
Profit before depreciation, financing costs and taxes	-52 974,09	408 219,00	799 313,55	873 122,74	941 666,48	1 002 927,17	1 048 378,51	963 463,22	984 341,71	1 005 640,56	1 027 406,63
Depreciation and amortisation costs/reversals	0,00	-177 260,80	-265 891,21	-265 891,21	-227 326,98	-204 678,21	-202 265,41	-201 900,67	-201 900,67	-141 748,78	-124 098,67
Impairment of depreciable/amortisable investments (losses/reversals)	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Operating profit (before financing costs and taxes)	-52 974,09	230 958,20	533 422,34	607 231,54	714 339,50	798 248,97	846 113,11	761 562,54	782 441,04	863 891,78	903 307,96
Interest and similar income earned	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Interest and similar costs incurred	-5 111,89	-45 070,45	-44 867,40	-41 162,88	-36 073,42	-30 796,00	-25 323,69	-19 649,27	-13 765,30	-7 664,03	-1 608,82
Profit before tax	-58 085,98	185 887,75	488 554,94	566 068,66	678 266,08	767 452,97	820 789,42	741 913,27	768 675,74	856 227,76	901 699,14
Income tax for the period	0,00	-17 859,33	-105 039,31	-121 704,76	-145 827,21	-165 002,39	-176 469,73	-159 511,35	-165 265,28	-184 088,97	-193 865,31
Net profit for the period	**-58 085,98**	**168 028,42**	**383 515,63**	**444 363,90**	**532 438,87**	**602 450,58**	**644 319,69**	**582 401,92**	**603 410,46**	**672 138,79**	**707 833,82**

ASSETS (Company with the Project)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Non-Current Assets											
Tangible fixed assets	666 162,08	2 048 260,93	1 835 816,39	1 623 371,85	1 413 860,42	1 209 182,21	1 006 916,81	805 016,14	603 115,46	660 180,19	734 895,01
Investment property	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Goodwill	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Intangible assets	13 500,00	124 708,89	71 262,22	17 815,56	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Biological assets	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Financial holdings - equity method	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Financial holdings - other methods	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Shareholders/members	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other financial assets	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Deferred tax assets	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Financial investments (used exclusively by small and micro entities)	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Sum	679 662,08	2 172 969,82	1 907 078,61	1 641 187,40	1 413 860,42	1 209 182,21	1 006 916,81	805 016,14	603 115,46	660 180,19	734 895,01
Current Assets											
Inventories	0,00	12 817,33	23 046,90	24 626,34	26 059,37	27 335,49	28 443,75	29 012,63	29 592,88	30 184,74	30 788,43
Biological assets	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Customers	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Advances to suppliers	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
State and other public bodies	8 300,10	75 144,24	0,00	0,00	0,00	0,00	0,00	8 134,89	0,00	0,00	0,00
Shareholders/members	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other receivables	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Deferrals	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Financial assets held for trading	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other financial assets	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Non-current assets held for sale	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other current assets	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Cash and bank deposits	189 197,73	580 306,05	1 333 853,65	1 750 914,57	2 283 622,91	2 843 058,37	3 430 678,66	3 932 272,16	4 486 198,87	4 827 444,28	5 258 457,43
Sum	197 497,83	668 267,62	1 356 900,55	1 775 540,91	2 309 682,29	2 870 393,86	3 459 122,41	3 969 419,67	4 515 791,75	4 857 629,02	5 289 245,86
Total Assets	**877 159,91**	**2 841 237,43**	**3 263 979,16**	**3 416 728,31**	**3 723 542,71**	**4 079 576,07**	**4 466 039,22**	**4 774 435,81**	**5 118 907,22**	**5 517 809,21**	**6 024 140,88**

SHAREHOLDERS' EQUITY AND LIABILITIES (Company with the Project)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
SHAREHOLDERS' EQUITY											
Paid-in capital	1 000,00	1 000,00	1 000,00	1 000,00	1 000,00	1 000,00	1 000,00	1 000,00	1 000,00	1 000,00	1 000,00
Own shares (quotas)	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other equity instruments	254 296,63	564 929,79	564 929,79	564 929,79	564 929,79	564 929,79	564 929,79	564 929,79	564 929,79	564 929,79	564 929,79
Share premiums	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Legal reserves	0,00	0,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00
Other reserves	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00

Retained earnings	-36 557,50	-94 643,48	73 184,94	456 700,57	901 064,47	1 433 503,34	2 035 953,92	2 680 273,61	3 262 675,53	3 866 085,99	4 538 224,77
Adjustments to financial assets	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Revaluation surpluses	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other changes in equity	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Sum	218 739,13	471 286,31	639 314,73	1 022 830,36	1 467 194,26	1 999 633,13	2 602 083,71	3 246 403,40	3 828 805,32	4 432 215,78	5 104 354,56
Net profit for the period	-58 085,98	168 028,42	383 515,63	444 363,90	532 438,87	602 450,58	644 319,69	582 401,92	603 410,46	672 138,79	707 833,82
Prepaid dividends	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Total Equity	**160 653,15**	**639 314,73**	**1 022 830,36**	**1 467 194,26**	**1 999 633,13**	**2 602 083,71**	**3 246 403,40**	**3 828 805,32**	**4 432 215,78**	**5 104 354,56**	**5 812 188,39**
LIABILITIES											
Non-Current Liabilities											
Provisions	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Borrowings	703 729,66	1 993 481,56	1 763 796,72	1 525 629,44	1 278 666,47	1 022 582,97	757 042,12	481 694,64	196 178,38	196 178,38	-0,01
Liabilities for post-employment benefits	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Deferred tax liabilities	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other payables	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Sum	703 729,66	1 993 481,56	1 763 796,72	1 525 629,44	1 278 666,47	1 022 582,97	757 042,12	481 694,64	196 178,38	196 178,38	-0,01
Current Liabilities											
Suppliers	4 876,48	44 158,52	69 624,73	72 429,75	75 413,31	78 552,20	82 662,86	95 038,31	96 806,45	98 610,08	100 444,92
Advances from customers	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
State and other public bodies	0,00	40 288,63	128 777,68	64 042,76	73 602,00	71 008,86	65 125,15	44 285,22	58 925,51	69 401,36	62 242,75
Shareholders/members	0,00	41 364,21	41 364,21	41 364,21	41 364,21	41 364,21	41 364,21	41 364,21	41 364,21	41 364,21	41 364,21
Borrowings	0,00	74 729,16	229 684,84	238 167,28	246 962,97	256 083,50	265 540,85	275 347,48	285 516,27	0,00	0,00
Other payables	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Deferrals	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Financial liabilities held for trading	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other financial liabilities	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Non-current liabilities held for sale	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Other current liabilities	7 900,62	7 900,62	7 900,62	7 900,62	7 900,62	7 900,62	7 900,62	7 900,62	7 900,62	7 900,62	7 900,62
Sum	12 777,10	208 441,14	477 352,08	423 904,62	445 243,11	454 909,39	462 593,70	463 935,84	490 513,06	217 276,27	211 952,50
Total Liabilities	**716 506,76**	**2 201 922,71**	**2 241 148,80**	**1 949 534,06**	**1 723 909,58**	**1 477 492,36**	**1 219 635,82**	**945 630,49**	**686 691,44**	**413 454,64**	**211 952,49**
Total Equity and Liabilities	**877 159,91**	**2 841 237,43**	**3 263 979,16**	**3 416 728,31**	**3 723 542,71**	**4 079 576,07**	**4 466 039,22**	**4 774 435,81**	**5 118 907,22**	**5 517 809,21**	**6 024 140,88**

Project Cash Flows (Company with Project)	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**
Project Cash Flows	**-52 974**	**369 952**	**684 628**	**742 568**	**788 083**	**831 304**	**866 464**	**799 727**	**816 117**	**819 904**	**833 195**
Operating Results (EBIT) x (1-IRC)	-52 974	192 692	418 737	476 677	560 757	626 625	664 199	597 827	614 216	678 155	709 097
Depreciation and Amortisation	0	177 261	265 891	265 891	227 327	204 678	202 265	201 901	201 901	141 749	124 099
Provisions and Impairments	0	0	0	0	0	0	0	0	0	0	0
Investment in Working Capital	**-3 424**	**-91**	**178 870**	**-63 509**	**11 110**	**-730**	**-2 881**	**-17 168**	**23 963**	**11 688**	**-5 927**
Working Capital	-3 424	-91	178 870	-63 509	11 110	-730	-2 881	-17 168	23 963	11 688	-5 927
Operating Cash Flow	**-56 398**	**369 862**	**863 498**	**679 059**	**799 193**	**830 573**	**863 583**	**782 559**	**840 080**	**831 591**	**827 268**
Investment in Fixed Capital	**-679 662**	**-1 670 569**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**461 367**	**-198 814**

Fixed Capital	-679 662	-1 670 569	0	0	0	0	0	0	0	-198 814	-198 814
Residual Value					0					660 180	
Free cash-flow	**-736 060**	**-1 300 707**	**863 498**	**679 059**	**799 193**	**830 573**	**863 583**	**782 559**	**840 080**	**1 292 958**	**628 454**
Accumulated Cash Flow	**-753 692**	**-2 036 767**	**-1 173 269**	**-494 210**	**304 983**	**1 135 556**	**1 999 139**	**2 781 698**	**3 621 778**	**4 914 736**	**5 543 191**

Weighted Cost of Capital (WACC)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cost of Equity (Ke)	31,90 %	26,07%	19,51%	15,71%	13,47%	12,09%	11,19%	10,59%	10,14%	9,78%	9,58%
Cost of Debt Capital (Kd)	3,21%	3,21%	3,21%	3,21%	3,21%	3,21%	3,21%	3,21%	3,21%	3,21%	3,21%
Equity (E)	160 653	639 315	1 022 830	1 467 194	1 999 633	2 602 084	3 246 403	3 828 805	4 432 216	5 104 355	5 812 188
Value of Interest-bearing Debt (D)	703 730	2 068 211	1 993 482	1 763 797	1 525 629	1 278 666	1 022 583	757 042	481 695	196 178	0
Total	**864 383**	**2 707 525**	**3 016 312**	**3 230 991**	**3 525 263**	**3 880 750**	**4 268 986**	**4 585 847**	**4 913 910**	**5 300 533**	**5 812 188**
Equity (E)	18,6%	23,6%	33,9%	45,4%	56,7%	67,1%	76,0%	83,5%	90,2%	96,3%	100,0%
Value of Debt (D)	81,4%	76,4%	66,1%	54,6%	43,3%	32,9%	24,0%	16,5%	9,8%	3,7%	0,0%
Income Tax Rate	21,5%	21,5%	21,5%	21,5%	21,5%	21,5%	21,5%	21,5%	21,5%	21,5%	21,5%
Weighted Average Cost of Equity	5,9%	6,2%	6,6%	7,1%	7,6%	8,1%	8,5%	8,8%	9,1%	9,4%	9,6%
Weighted Average Cost of Liabilities	2,1%	1,9%	1,7%	1,4%	1,1%	0,8%	0,6%	0,4%	0,2%	0,1%	0,0%
WACC	**7,98%**	**8,08%**	**8,28%**	**8,51%**	**8,73%**	**8,94%**	**9,11%**	**9,26%**	**9,39%**	**9,51%**	**9,58%**

Cost of equity (Ke)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Risk-free rate of return (Rf)	3,09%	3,09%	3,09%	3,09%	3,09%	3,09%	3,09%	3,09%	3,09%	3,09%	3,09%
Market rate of return (Rm)	9,02%	9,02%	9,02%	9,02%	9,02%	9,02%	9,02%	9,02%	9,02%	9,02%	9,02%
Risk premium (Rm-Rf)	5,93%	5,93%	5,93%	5,93%	5,93%	5,93%	5,93%	5,93%	5,93%	5,93%	5,93%
Leveraged beta (b)	4,86	3,87	2,77	2,13	1,75	1,52	1,37	1,26	1,19	1,13	1,09
Ke = Rf + b(Rm - Rf)	**31,90%**	**26,07%**	**19,51%**	**15,71%**	**13,47%**	**12,09%**	**11,19%**	**10,59%**	**10,14%**	**9,78%**	**9,58%**

Cost of borrowed funds (Kd)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
6-month Euribor rate	2,214%	2,214%	2,214%	2,214%	2,214%	2,214%	2,214%	2,214%	2,214%	2,214%	2,214%
Spread	1,00%	1,00%	1,00%	1,00%	1,00%	1,00%	1,00%	1,00%	1,00%	1,00%	1,00%
Kd = Euribor + Spread	**3,21%**	**3,21%**	**3,21%**	**3,21%**	**3,21%**	**3,21%**	**3,21%**	**3,21%**	**3,21%**	**3,21%**	**3,21%**

Indicators	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Economic-Financial Ratios											
General Liquidity	15,46	3,21	2,84	4,19	5,19	6,31	7,48	8,56	9,21	22,36	24,95
Immediate Liquidity	14,81	2,78	2,79	4,13	5,13	6,25	7,42	8,48	9,15	22,22	24,81
Solvency	22,4%	29,0%	45,6%	75,3%	116,0%	176,1%	266,2%	404,9%	645,4%	1234,6%	2742,2%
Financial Autonomy	18,3%	22,5%	31,3%	42,9%	53,7%	63,8%	72,7%	80,2%	86,6%	92,5%	96,5%
Financial Autonomy (with Supplies)	18,3%	24,0%	32,6%	44,2%	54,8%	64,8%	73,6%	81,1%	87,4%	93,3%	97,2%
Return on Sales	#DIV/0!	10,8%	14,6%	16,1%	18,3%	19,8%	20,4%	18,1%	18,4%	20,0%	20,7%
Return on Assets (ROA)	-6,6%	5,9%	11,7%	13,0%	14,3%	14,8%	14,4%	12,2%	11,8%	12,2%	11,7%
Return on Equity (ROE)	-36,2%	26,3%	37,5%	30,3%	26,6%	23,2%	19,8%	15,2%	13,6%	13,2%	12,2%

Analysis Horizon	Net Present Value (NPV)	Internal Rate of Return (IRR)	Estimated Payback
5 anos	951.047 €	26,14%	5 anos
10 anos	2.483.079 €	32,56%	—

15 anos	3.646.113 €	34,19%	—
20 anos	4.409.027 €	34,50%	—
25 anos	4.986.838 €	34,59%	—
30 anos	**5.408.696 €**	**34,62%**	—

Assumption	Description / Justification
Initial investment	2,350,231 € (estimated values between 2025-2026 + annual reinvestments from 2034)
Discount rate (WACC)	Increasing between 7.98% and 9.58%, reflecting risk, inflation and project maturity
Annual reinvestments	198,814 € between 2034 and 2054 for equipment renewal and structural maintenance
Residual term	Not considered in isolation; value incorporated into long-term flows
Cash flow estimates	Based on conservative projections of occupancy, average tariffs and cost structure
Tool used	Financial model in Excel with integrated formulas for NPV, IRR and Payback

The analysis shows that the project is robust, even over different time horizons. Profitability does not depend exclusively on the final years, since the partial NPVs (5, 10, 15 years) are also positive and significant. The cost structure has been dimensioned with a safety margin, and the projected reinvestments guarantee long-term operational sustainability.

In addition, the application of an increasing discount rate makes it possible to accommodate the uncertainty associated with inflation, economic volatility and sector risk, reinforcing the prudence of the model. The use of metrics such as Free Cash Flow to the Firm guarantees an analysis adjusted to the perspective of investors and creditors.

6.2. Appendix B - Scenario 1 Revenues and Costs

Revenues

Accommodation type	Nº of AU	Capacity / AU	Total Capacity	Average price / night (incl. VAT)	Maximum revenue / night (excluding VAT)	Annual revenue with an average bed occupancy rate of 34%	VAT Rate
Double Bedroom	7	2	14	100,00 €	660,38 €	77 313,99 €	6%
Suite	1	3	3	100,00 €	94,34 €	11 044,86 €	6%
Adapted Bedroom	1	2	2	120,00 €	113,21 €	13 253,83 €	6%
			19		**867,92 €**	**101 612,67 €**	

Complementary Services	Capacity	% Customers using the service	Price (incl. VAT)	Maximum revenue / service (excl. VAT)	Annual revenue at average occupancy rate 34%	VAT rate
Breakfast	19	100%	10,00 €	179,25 €	22 244,34 €	6%
Lunches and Dinners	38	30%	25,00 €	840,71 €	31 299,56 €	13%
Bike Hire	4	50%	15,00 €	48,78 €	3 026,83 €	23%
Partnerships - Nature Activities	19	30%	40,00 €	617,89 €	23 003,90 €	23%
Themed Activities	19	30%	25,00 €	386,18 €	14 377,44 €	23%
Extra Bed Service	1	15%	15,00 €	14,15 €	263,42 €	6%
Wine Production Activity	19	30%	25,00 €	386,18 €	17 684,25 €	23%
				2 473,13 €	**111 899,74 €**	

Costs

	No. of AUs	Capacity / UA	Total capacity	CMVMC / pax / night (incl. VAT)	Maximum cost / night (excluding VAT)	Annual cost with an average bed occupancy rate of 34%
Double Room	7	2	14	0,90 €	10,24 €	1 271,27 €
Suite	1	3	3	0,90 €	2,20 €	272,41 €
Adapted Bedroom	1	2	2	0,90 €	1,46 €	181,61 €
			19		**13,90 €**	**1 725,29 €**

Complementary Services	Capacity	CMVMC in % of final price	CMVMC unit. (incl. VAT)	Maximum cost / service (excluding VAT)	Annual var. cost at average occupancy rate	VAT Rate
Breakfast	19	20%	2,00 €	35,85 €	4 448,87 €	6%
Lunches and Dinners	38	35%	8,75 €	294,25 €	9 694,55 €	13%
Bike Hire	4	0%	- €	- €	- €	23%
Partnerships - Nature Activities	19	0%	- €	- €	- €	23%
Themed Activities	19	0%	- €	- €	- €	23%
Extra Bed Service	1	0%	- €	- €	- €	6%
Wine Production Activity	19	20%	5,00 €	77,24 €	3 536,85 €	23%
				407,33 €	**17 680,27 €**	

Personnel costs	Q	Level Qualif.	Base Monthly Cost	Annual cost
Managing Director	1	XV	1 574,00 €	28 721,55 €
Cook	1	XI	941,00 €	17 754,83 €
Receptionist	1	IX	873,00 €	16 576,73 €
Cleaning staff	1	VI	885,00 €	16 784,63 €
	4			**79 837,73 €**

xternal Supplies and Services	Annual cost (excluding VAT)	Observations
Subcontracts	26 598,26 €	
Partnerships - Nature Activities	17 252,93	Organising partner (75% of the price)
Themed Activities	9 345,34	Organising partner (65% of the price)
Specialised services	23 562,43 €	
Specialised work (click for IT Contracts)	4 200,00	Fees: Accountancy, IT (depending on the software contracted)
Advertising and publicity	1 200,00	
Surveillance and security	600,00	
Fees	2 700,00	Cleaning lady (June-September part-time) and gardener every 2 weeks
Commissions	12 193,52	Booking and others (15% of sale price; 80% of bookings)
Conservation and repair	2 135,12	1% of turnover
Other	533,78	0.25% of turnover
Materials	1 334,05 €	
Quick-wear tools and utensils	427,02	0.2% of NRV
Books and technical documentation	0,00	
Office supplies	480,00	
Gift items	0,00	
Other	427,02	0.2% of NRV
Energy and fluids	2 577,98 €	
Electricity	1 610,78	50€ fixed + 15€ / room (Monthly) - impact Photovoltaic system
Fuels	0,00	
Water	967,20	50€ fixed + 10€ / room (Monthly) - impact Borehole
Other	0,00	
Travel, subsistence and transport	600,00 €	
Travel and subsistence	600,00	
Staff transport	0,00	
Goods transport	0,00	
Other	0,00	
Miscellaneous services	2 923,23 €	
Rents and leases	0,00	
Communication	1 200,00	
Insurance	342,16	0.25% of investment (excluding construction)
Royalties	0,00	
Litigation and notarial services	100,00	
Representation expenses	0,00	
Cleaning, hygiene and comfort	854,05	0.4% of NRV
Other services	427,02	0.2% of NRV
Total	**57 595,95 €**	

Forecast Income Statement	
Turnover	213 512,41
CMVMC	-19 405,56
External Supplies and Services	-57 595,95
Personnel Expenses	-79 837,73
Other Income and Gains	0,00
Other Expenses and Losses	-1 614,75
EBITDA	55 058,43
Depreciation and Amortisation	-45 366,04
EBIT - Operating Result	9 692,39
Financial Charges (interest paid)	-6 537,26

EBT	3 155,12
IRC	-631,02
Net Result	**2 524,10 €**

Internal Rate of Return	3,4%
Net Present Value	-235 052,81 €
Project Payback (Updated)	15,0 anos

Weighted Average Cost of Capital (WACC)	9,0%

6.3. Appendix C - Scenario 2 Revenues and Costs

Revenues

Accommodation type	Nº of AU	Capacity / AU	Total Capacity	Average price / night (incl. VAT)	Maximum revenue / night (excluding VAT)	Annual revenue with an average bed occupancy rate of 34%	VAT Rate
Double Bedroom	15	2	30	100,00 €	1 415,09 €	165 672,84 €	6%
Suite	1	2	2	100,00 €	94,34 €	11 044,86 €	6%
Adapted Bedroom	1	2	2	120,00 €	113,21 €	13 253,83 €	6%
			34		1 622,64 €	189 971,52 €	

Complementary SServices	Capacity	% Customers using the service	Price (incl. VAT)	Maximum revenue / service (excl. VAT)	Annual revenue at average occupancy rate 34%	VAT rate
Breakfast	34	100%	10,00 €	320,75 €	39 805,66 €	6%
Lunches and Dinners	68	30%	25,00 €	1 504,42 €	56 009,73 €	13%
Guest Events	35	30%	40,00 €	1 138,21 €	42 375,61 €	23%
Corporate Events	35	80%	40,00 €	1 138,21 €	25 495,93 €	23%
Extra Bed Service	1	15%	15,00 €	14,15 €	263,42 €	6%
Ares Wellness	34	25%	25,00 €	691,06 €	21 440,04 €	23%
Bike Hire	8	50%	15,00 €	97,56 €	6 053,66 €	23%
Partnerships - Nature Activities	34	30%	40,00 €	1 105,69 €	41 164,88 €	23%
Themed Activities - Wine Production	34	30%	25,00 €	691,06 €	25 728,05 €	23%
Bar Service	34	55%	8,00 €	221,14 €	10 884,90 €	23%
				6 922,26 €	**269 221,88 €**	

Costs

Type of Accommodation	No. of AUs	Capacity / UA	Total capacity	CMVMC / pax / night (incl. VAT)	Maximum cost / night	Annual cost with an average bed

					(excluding VAT)	occupancy rate of 34%
Double Room	15	2	30	0,90 €	21,95 €	2 724,15 €
Suite	1	2	2	0,90 €	1,46 €	181,61 €
Adapted Bedroom	1	2	2	1,00 €	1,63 €	201,79 €
			34		**25,04 €**	**3 107,54 €**

Complementary Services	Capacity	CMVMC in % of final price	CMVMC unit. (incl. VAT)	Maximum cost / service (excluding VAT)	Annual var. cost at average occupancy rate 34%	VAT Rate
Breakfast	34	20%	2,00 €	64,15 €	7 961,13 €	6%
Lunches and Dinners	68	35%	8,75 €	526,55 €	17 348,15 €	13%
Guest Events	35	30%	10,75 €	305,89 €	10 335,51 €	23%
Corporate Events	35	30%	12,00 €	341,46 €	7 648,78 €	23%
Extra Bed Service	1	0%	- €	- €	- €	6%
Áres Wellness	34	25%	6,25 €	172,76 €	5 360,01 €	23%
Bike Hire	8	0%	- €	- €	- €	23%
Partnerships - Nature Activities	34	0%	- €	- €	- €	23%
Themed Activities - Wine Production	34	20%	5,00 €	138,21 €	4 183,42 €	23%
Bar Service	34	20%	1,60 €	44,23 €	2 176,98 €	23%
				1 593,26 €	**55 013,99 €**	

Personnel costs	Q	Level Qualif.	Base Monthly Cost	Annual cost
Managing Director	1	XV	1 574,00 €	28 721,55 €
Cook	1	XI	941,00 €	17 754,83 €
Receptionist	1	IX	885,00 €	16 784,63 €
Cleaning staff	1	VI	873,00 €	16 576,73 €
Cook 3	1	VIII	885,00 €	16 784,63 €
	5			**96 622,35 €**

External Supplies and Services	Annual cost (excluding VAT)	Observations
Subcontracts	38 592,07 €	
Partnerships - Nature Activities	30 873,66	Organising partner (75% of the price)
Themed Activities	7 718,41	Organising partner (30% of the price)
Specialised services	36 636,50 €	
Specialised work (click for IT Contracts)	4 200,00	Fees: Accounting, IT (depending on the software contracted)
Advertising and publicity	600,00	
Surveillance and security	600,00	
Fees	2 700,00	Cleaning lady (June-September part-time)

Commissions	22 796,58	Booking and others (15% of sale price; 80% of bookings)
Conservation and repair	4 591,93	1% of turnover
Other	1 147,98	0.25% of turnover
Materials	2 316,77 €	
Quick-wear tools and utensils	918,39	0.2% of turnover
Books and technical documentation	0,00	
Office supplies	480,00	
Gift items	0,00	
Other	918,39	0.2% of turnover
Energy and fluids	3 791,55 €	
Electricity	2 151,15	100€ fixed + 15€ / room (Monthly) - impact Photovoltaic system
Fuels	0,00	
Water	1 640,40	Fixed €50 + €15 / room (Monthly) - Borehole impact
Other	0,00	
Travel, subsistence and transport	600,00 €	
Travel and subsistence	600,00	
Staff transport	0,00	
Goods transport	0,00	
Other	0,00	
Miscellaneous services	4 891,72 €	
Rents and leases	0,00	
Communication	1 200,00	
Insurance	836,56	0.25% of investment (excluding construction)
Royalties	0,00	
Litigation and notarial services	100,00	
Representation expenses	0,00	
Cleaning, hygiene and comfort	1 836,77	0.4% of NRV
Other services	918,39	0.2% of NRV
Total	**86 828,62 €**	

Forecast Income Statement	
Turnover	459 193,40
CMVMC	-58 121,53
External Supplies and Services	-86 828,62
Personnel Expenses	-96 622,35
Other Income and Gains	0,00
Other Expenses and Losses	-3 534,00
EBITDA	214 086,90
Depreciation and Amortisation	-99 173,10
EBIT - Operating Result	114 913,80
Financial Charges (interest paid)	-11 700,76
EBT	103 213,04
IRC	-20 642,61
Net Result	**82 570,43 €**

Internal Rate of Return	**9,8%**
Net Present Value	**83 213,40 €**
Project Payback (Updated)	**14,5 anos**

Weighted Average Cost of Capital (WACC)	**9,0%**

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8. Annexes

8.1. Annex A - LAQO Environmental and Social Measures Simulator

		Existing establishments	New establishments
ENERGY	Wind turbines	**2**	**3**
	Heating through other alternative sources such as biofuels (e.g. s: Olive stones*, sugar cane, sugar beet,...)	**2**	**2**
	Heat pump	**2**	**1**
	Condenser batteries	**2**	**2**
	Biomass boiler	**2**	**2**
	Charging point for electric vehicles including solar energy	**3**	**3**
	Power cut-off card in accommodation units	**1**	**0**
	Geothermal equipment	**2**	**2**
	LED lighting	**1**	**0**
	Thermal insulation of opaque envelope - roof and façades	**2**	**0**
	Micro Switch for automatic cut-off of air-conditioning in accommodation units	**1**	**0**
	Solar thermal panels (DHW - Solar Hot Water) in buildings prior to 2006	**1**	**0**
	Photovoltaic panels for self-consumption	**2**	**2**
	Reflective solar film	**2**	**1**
	Possibility of cutting off the air-conditioning when the balcony door is opened. when the balcony or terrace door is opened	**2**	**2**
	Motion sensors	**1**	**0**
	Twilight sensors	**1**	**1**
	Centralised technical management system	**2**	**2**
	Energy consumption management system	**2**	**2**
	Energy cogeneration system	**2**	**2**
	Glazed façade cooling system using running water	**3**	**3**
	Schiller return system for heating the pools and SPA	**2**	**2**
	Lighting timers	**1**	**0**
	Double glazing with thermally cut frames	**1**	**0**
	Electrical appliances (refrigeration, televisions, air conditioning...) with class A on the energy label	**1**	**1**

		Existing establishments	New establishments
WATER	Use of water from sinks and baths for flushing toilets	2	2
	Use of water from mines and small watercourses (boreholes, springs)	2	2
	Use of thermal waters for heating accommodation units, swimming pools or other uses	2	2
	Dual-flush cisterns	1	0
	Supplying swimming pools with sea water	1	1
	Desalinised seawater pond for irrigation	2	2
	Artificial ponds for rainwater retention, among others	1	1
	River water collection for irrigation	1	1
	Desalination plant for washing and irrigation	2	2
	Installation of a water network metering device connected to a home automation system, with valve shut-off on detection of leakage or abnormal consumption	2	1
	Backwash of the indoor pool and filters to supply the lake washing the indoor pool and the filters for supplying the lake	2	2
	Green/garden roofs and façades	2	2
	Biological pools	2	2
	Flow reducers	1	0
	Automatic irrigation | timed with sprinklers	1	0
	Sensor taps	1	0
	Thermostatic taps	1	1
	System for using rainwater and fog water	2	2
	System for treating and reusing grey waste water for compatible purposes (toilet flushing and irrigation)	2	2
	Water consumption management system	2	2
	Intelligent irrigation network management systems activated automatically through weather forecasting, humidity and rainfall sensors, and interaction with the controller	3	3
	Drip irrigation systems	1	1
	Domestic hot water re-circulation and return system	1	1
	Pressure reducing valves	1	1

		Existing establishments	New establishments
WASTE	Composting centre, household composters	1	1
	Waste sorting equipment	1	1
	Waste consumption management system	1	1
	Verification of the development's carbon footprint measured in ton. Co2 or Co2 eq	2	2
	Shampoo and soap dispensers, etc.	1	1

VALUING PEOPLE AND COMMUNITIES	Training and capacity-building actions for employees to develop competences, that go beyond compliance with legal requirements	2
	Studies and diagnostics for incorporating social responsibility into the organisation's governance model and systems and procedures	2
	Studies and diagnostics for risk assessment and adoption of structured corporate risk management strategies and methodologies	2
	Acquisition of specialised technical services for verifying sustainability reports	1
	Acquisition of specific software to automate processes related to the aggregation and monitoring of human resources management data	2
	Acquisition of cybersecurity and data protection tools	2
	Acquisition of technological tools and applications that enable the adoption of more efficient work processes and the application of organisational methods	2
	Works to create or adapt spaces aimed directly at the well-being of employees, the well-being of employees	1
	Rehabilitation of public spaces of tourist interest located around the operation	1
	Rehabilitation of collective use facilities where social activities and services are provided for children, young people, the elderly or people with disabilities in the local community	1
	Rehabilitation or adaptation of public buildings and facilities to create spaces to host new activities aimed at the local community	1
	Actions to support local entrepreneurship	1
	Social intervention actions that respond to community problems, namely in the areas of school failure and dropout and entrepreneurship and job creation	1
	Initiatives to actively support local communities and interact with them	1
	Creation or adaptation of spaces to promote interaction activities with the local community	1
	Interventions or solutions to reduce natural risks	2
	Initiatives to minimise the negative impact of tourists and visitors on local communities	1
	Actions to protect, preserve and enhance the natural and/or cultural heritage	2
	Incorporation of elements of local art, architecture or heritage in operations, design or decoration	2
	Actions to improve the efficiency of infrastructures associated with social facilities located in the city, municipality or district of the operation	1
	Solutions in the field of health and safety at work, which go beyond compliance with legal requirements or those established in a collective labour agreement	2

	Certification of systems, products and services in the areas of quality, innovation, social responsibility and health and safety at work, including costs for the certifying body, specific technical assistance, tests and measuring and monitoring devices, calibrations, bibliography and dissemination actions	2
	Actions to reconcile professional life with family and personal life, including the implementation of Equality Plans	2
	Implementation of management planning and control systems	2
	Awareness-raising actions, information and interpretation on the natural landscape and/or cultural heritage aimed at the resident community	1

	Acquisition of specialised technical services for defining social and governance policies	1
ACCESSIBILITY	Elimination of physical barriers	1
	Adequate signage	1
	Information content on spaces and services	1
	Adapted sanitary facilities	1
	Strengthening safety conditions in spaces	1
	Acquisition of equipment	1
	Acquisition of adapted vehicles/vessels	1
	Accessibility of websites and apps	1