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Selling Transformational Equestrian Experiences: A Revenue and Client Strategy for LITS
Horses

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Abstract

This thesis presents the strategic and operational development of LITS Horses, a transformational equestrian tourism brand launched in Portugal. Rooted in experiential and transformational tourism and equine-assisted experiences, the project focuses on designing a coherent and innovative business model that leverages emotional branding, customer journey design, and AI-enabled digital strategies.

Developed over a four-month collaboration with the LITS Horses team, the work project offers a practical go-to-market plan that combines a multi-tiered service model, dynamic pricing, CRM strategies, and omnichannel digital engagement. The thesis highlights how values-driven tourism initiatives can create impactful, financially viable businesses while fostering meaningful emotional connections with customers.

Keywords: Transformational Tourism, Artificial Intelligence, Customer Journey, Equine Assisted Experiences, Customer Journey Design, Strategic Positioning, Marketing Strategies, Digital Customer Engagement, Sales Strategies, Customer Relationship Management.

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List Of Abbreviations

CRM	Customer Relationship Management
AAI	Animal Assisted Interventions
EAE	Equine Assisted Experiences
AI	Artificial Intelligence
UX	User Experience
SEO	Search Engine Optimization
SEM.	Search Engine Marketing
PPC	Pay Per Click
WTTC	World Travel & Tourism Council
KPIs	Key Performance Indicators
P&L	Profit & Loss Statement
UI	User Interface
CAC	Customer Acquisition Cost
CLC	Customer Lifetime Value
NPS	Net Promoter Score

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1. Introduction

This thesis proposes a strategic and operational roadmap for launching LITS Horses as a transformational equestrian brand in the Portuguese market. Positioned within the high-value segment of experiential tourism, the project focuses on designing an integrated business model that enhances customer acquisition, experience delivery, and long-term loyalty.

1.1. Context and Relevance of the Study

The tourism industry is undergoing a massive transition. Today's valued travellers want more than just a quick sightseeing adventure. They seek transformation and deeper meaning and are increasingly considering their ethical alignment when selecting travel options. This transition has created opportunities for new types of tourism enterprises to differentiate themselves by offering emotional depth, narrative coherence, and ethical practices, rather than relying solely on amenities.

Within this emerging landscape, equestrian tourism offers untapped potential. Long associated with heritage and leisure, horses are increasingly recognized in therapeutic contexts as emotional partners, not just facilitators. Studies such as Danby et al. (2020) confirm their ability to sense human emotion, mirror unconscious behaviour, and support growth and self-discovery, making horse-assisted experiences ideal for wellness and transformational tourism offerings.

Portugal presents an incredibly rich opportunity as a location for equestrian heritage and tradition, given its temperate climate, and stunning landscapes. Although Portugal has engaged in various types of tourism, equestrian tourism remains a low brand, fragmented and functional, which is naturally suited to casual leisure or sport.

1.2. About LITS Horses

LITS Horses is an international company with origins in Mexico, where it was established to support personal and professional transformation through the power of horses. As part of the broader LITS Adventures Group, a consulting agency in digital transformation that collaborates with top corporations worldwide to design and deliver programs focused on creating, implementing, and operating emotional intelligence, self-awareness, and leadership development (LITS Adventures 2025).

In January 2025, LITS Horses began preparing its entry into the Portuguese market, not as a direct replication of its original model, but through the development of a new sub-brand tailored to diverse audiences: Cavalos na Praia do Meco. This location-based brand features three distinct experience categories: Rides, Horse Constellations, and Adventure; each targeting a unique customer segment ranging from personal transformation seekers, nature enthusiasts to extreme sports lovers.

Beyond individual and family offerings, the Portuguese project will include two key verticals: Corporate Horse Coaching, designed for professional and organizational development, and Polo, located at a separate premium venue aimed at sport tourism and lifestyle clientele. These extensions reflect LITS Horses' strategic intent to position itself as an emotional, ethical, and multi-dimensional equestrian brand in Portugal.

In addition to its experiential approach, LITS Horses stands out for its philosophy rooted in empathy, sustainability, and innovation. The company not only promotes horseback riding but also emphasizes fostering emotional connections between humans, horses, and the natural environment.

1.3. Research Questions and Objectives

This thesis was guided by two central research questions:

- How does animal intelligence contribute to the unique value proposition of premium equestrian tourism experiences?
- What marketing and sales strategies are most effective for acquiring and retaining customers in the high-value equestrian tourism market?

These questions demonstrate the interdisciplinary nature of the work regarding the theoretical frameworks presented in the literature review. However, these questions were not simply addressed through abstract theorizing, but rather through applied strategic development and actual implementation, representing the real situation of LITS Horses' market entry in Portugal.

The purpose of this thesis is to create a realistic and practical business plan for establishing the business in Portugal, with a particular focus on marketing and sales. In line with the values and concepts of transformational tourism, the study also aims to define a strategic model that facilitates customer acquisition and retention, as well as the emotional aspects of equine-assisted experiences.

Furthermore, the study examines whether and how artificial intelligence tools can enhance personalization and informed decision-making across digital channels. This structured approach thus provides a foundation for building a financially and emotionally sustainable business model within the evolving landscape of experience-based tourism.

2. Literature Review

This chapter presents the theoretical foundations that support the strategic development of LITS Horses. It reviews the most relevant academic and applied literature related to the brand's positioning and operational model.

2.1. Experiential and Transformational Tourism

Over the past several decades, tourism has shifted from a passive form of sightseeing or recreational consumption to a more meaningful and intentional way of travelling (Kunwar e Ulak 2024). This progression has led to two similar approaches: experiential and transformational tourism, approaches that prioritise the emotional aspect of the traveller's experience, as well as the values and personal development that accompany it.

Experiential tourism emphasises the immersive and sensory aspects of participation, whereas **transformational tourism** focuses on facilitating deep and lasting personal growth (Amaro, Caldeira and Seabra 2023). Moreover, these frameworks are becoming increasingly popular as travellers seek to gain personal meaning and purpose, often by stepping outside their comfort zones (Mezirow 1990).

This shift is underpinned by Pine and Gilmore's (1998) formulation of the "experience economy", which essentially argues that the next competitive frontier is staging memorable experiences. The authors later elaborated on this, arguing that customising an experience makes it unique in the circumstances and places travel on a continuum of personal transformation (Pine and Gilmore 2000). In this model, experiences are not about transactions or products, they are about transformation instead.

Mezirow's (1990) theory of **transformative learning** lies at the heart of transformational tourism, which considers critical reflection to be the basis of all meaningful changes in perspective (Kitchenham 2008). According to this theory, intentional and meaningful change

that leads to personal transformation is the result of critical reflection triggered by disorienting dilemmas. In travel, this can occur when individuals encounter atypical settings or cultural experiences that challenge their preconceptions and encourage them to reconsider their thought processes (Soulard, Stern, et al. 2021). Transformation involves irreversible, growth-enhancing learning that encourages deeper self-awareness and behavioural change going forward.

In recent years, promising academic work has emerged linking transformational tourism to sustainability and social responsibility. Lean (2012) argues that tourism can strengthen community empowerment and intercultural empathy. At the same time, Soulard et al. (2020) contend that transformational tourism can help individuals to develop resilience and to reinterpret the challenges they face in their daily lives. Transformational tourism inspires travellers to reflect on the social and ecological impact of their consumption, often encouraging more ethical behaviour.

Furthermore, **transformation** is often described as a multi-stage process. Coghlan and Gooch (2011) outline four integrative stages: remembering meaningful experiences; reflecting on experiences and internalized values; emerging with new understandings; and integrating the new self-back into everyday life. Godovykh (2024) provides a useful addition to this, demonstrating that transformation takes place at symbolic moments during a journey.

2.2. The Role of Sales in Experience-driven Tourism

In experience-based tourism, sales approaches require a multifaceted understanding of engagement that integrates emotional values through pricing, revenue topology, and customer interaction. Unlike traditional models, which are primarily unit-based, transformational sales strategies operate in a symbolic space where pricing structures, value perception, and engagement mechanisms must reflect the emotional depth of the offering (Wei, et al. 2023).

About **pricing**, emotional congruence can be enhanced using adaptive, AI-driven strategies. Oteri (2023) suggests that AI-based pricing systems can adjust in real time to a consumer's emotional state, context, and individual profile, creating a “multidimensional value surface.” This real-time adaptability enhances emotional alignment and improves customer perception of relevance and personalization.

This reasoning extends to platform-based pricing as well. Christen (2022) argue that on digital platforms, value is shaped less by product features and more by trust signals, seller history, and emotional resonance within the channel. Parkman (2023) adds that whether an experience is framed as utilitarian, emotional, or spiritual significantly affects price elasticity. Thus, the sales interface itself, platform, tone, and delivery format, can modulate **perceived value**.

In terms of **revenue structure**, diversified verticals and forecasting models are increasingly important in experience-based service design. (Konakalla and Vennam 2023) emphasize the need to account for format diversity, segmented demand, and emotional contexts in revenue projections. This aligns with the growing need to view income not just as output, but as a reflection of value across different consumer states.

A complementary dimension to these themes is the role of experiential **personalization** in sales. Experiences tailored to a customer's symbolic and emotional identity can enhance conversion, perceived value, and long-term brand attachment. This underscores the need for sales systems that not only respond to purchase intent, but to narrative relevance, supporting the idea that in experiential services, sales is as much about resonance as it is about revenue. **Customer relationship management (CRM)** and loyalty strategies are particularly powerful in experience-based tourism when designed as extensions of the brand's emotional architecture. Rather than focusing on transaction tracking, CRM systems in these contexts function as storytelling engines, supporting symbolic continuity through personalized content,

emotionally resonant follow-ups, and post-experience reflection (**Bohling, et al. 2006**). Thus, sales strategy must not only convert attention into action, but action into alignment, a shift from closing a sale to cultivating a bond.

2.3. Animal-Assisted Experiences

Animal-assisted interventions (AAIs) are an emerging sector in experiential and transformational tourism, particularly in cases that promote leisure, wellness, self-awareness and emotional learning. AAIs are structured interactions with animals that facilitate therapeutic, educational and developmental goals. **Equine Assisted Experiences (EAE)** are particularly prevalent because of horses' unique ability to be present and relate (Proops, et al. 2018; Danby and Grajfoner 2020).

Another important factor is that traditional tourism typically sees the traveller as a passive observer. In contrast, equine-assisted programmes are immersive and co-created. This fits well with the idea of transformational tourism as a “process” that helps people step out of their comfort zone, adopt a bigger and more inclusive understanding of the world, and engage in critical self-reflection to consider their own goals and values (Kirillova, Lehto and Cai 2017). Horses can assist in this process; they are present, consistent, and interact without judgment, creating the conditions for trust and introspection (Brandt 2004).

In an equine-assisted environment, the horse acts as an emotional mirror, revealing the internal state of the participant and deepening understanding of self and social relationships. A horse's ability to respond to small variations in emotional expression is what makes the intervention therapeutic. As prey animals, horses have evolved to be highly sensitive to the posture of the human being when interacting with them. Horses facilitate a feedback loop where learning takes place, emotional regulation is overt, and communication is mostly non-verbal (Tucson 2025).

Empirical studies reinforce the psychological benefits of such encounters. Danby and Grajfoner (2020) describe human–equine interaction as a nature-based solution that enhances empathy, emotional trust, and long-term transformation. Similarly, Proops et al. (2018) showed that horses can distinguish between human facial expressions and remember emotional cues, suggesting not only social intelligence but a capacity for long-term relational memory.

Beyond emotional reflection, working with horses promotes communication skills and confidence. This process encourages congruence between internal emotional states and external actions, an essential feature of emotional intelligence (Burgon 2011).

Neurobiological evidence further supports these claims because physical contact with animals has been shown to increase oxytocin, reduce cortisol levels, and create a neurochemical environment conducive to relaxation, trust, and emotional well-being (Hausberger, et al. 2008). These physiological responses explain why many equine therapy participants report decreased anxiety and enhanced mood.

2.4. Leveraging Artificial Intelligence in Strategic and Operation Brand Development

Artificial intelligence (AI) is increasingly being used to create and support tourism brands. In an industry that requires high levels of personalisation, emotional connection and operational fidelity, AI allows for scale while remaining fact-based, making it authentic (Tussyadiah 2020). In transformational tourism, where value creation focuses on emotional resonance and ethical experience design, AI can play a role that is both analytical and creative across the entire brand and customer experience lifecycle.

The role of AI in **brand management** can be organized into 4 basic functions: productivity, prediction, personalization, and suggestion. Productivity refers to the ability to automate aspects of marketing and customer care, freeing up employees to do the emotionally sensitive

work. Prediction refers to AI's ability to reduce uncertainty by better understanding behaviour and making predictions, giving the brand credibility. **Personalization** allows brands to individualise communications or offers in real time or near time, relevant to individual customer profiles and emotional states. Suggestion describes the ability of AI to generate ideas and/or value propositions that are consistent with the brand proposition but designed to meet market demand (De Freitas and Ofek 2024).

Operational benefits of AI in the tourism industry include automation of CRM processes, customer service through chatbots, and analytical dashboards that support user experience (UX) design. AI systems will lead to **data-driven improvements** in the design of customer journeys and booking systems. AI will enable small and medium-sized tourism businesses to offer personalised services to customers at scale, leading to improved **customer satisfaction** and loyalty through the use of tools that track preferences and tailor communications in real time (Papilando, et al. 2022).

In addition, AI is being integrated into the execution of digital marketing, with technology enabling machine learning for audience segmentation and ad placement on platforms such as Meta-based Business Suite and Google Analytics. AI can help determine engagement metrics to see what sparks interest, when to post the image or video, and the appropriate emotional tone of the image (Tanwar, Antonyraj e Shrivastav 2024).

AI can also improve psychographic segmentation, analysing behavioural and affective data to match users with relevant content. Tussyadiah (2020) writes about how the strategy of moving away from demographic categories is particularly important in transformational tourism, compared to the more common general subdivision of leisure tourists. This is particularly important when it comes to aligning with consumers' relevant values and emotional states.

Overall, AI enables the definition of strategic direction initiatives and creative engagement strategies necessary for success in an emotionally complex and high-value industry such as equestrianism. AI does not replace any creative or emotionally intelligent human effort but makes it possible by reducing the time needed to manage commitments, strengthening creative consistency, and significantly expanding **emotional branding** tools across various channels and platforms (Papilando, et al. 2022).

2.5. Customer Journey Design

In the context of transformational and experiential tourism, the customer journey is both a strategic construct and an emotional endeavour, encompassing the relationship between the consumer and the brand over time through multiple touchpoints, each of which provides an opportunity to create value, build trust, and ultimately generate transformation (Rosenbaum, Otalora and Ramirez 2017).

According to Lemon and Verhoef (2016), the customer journey is “the totality of the experience” that a customer has with a brand, from the moment they become aware of it to their post-purchase evaluation, and that is why businesses should understand the customer experience holistically before implementing strategies. It is typically broken down into three macro-phases, **pre-purchase, purchase, and post-purchase**, but for practical use in digital and service-driven contexts, this can be refined into four stages: **awareness, consideration, conversion, retention and advocacy**. This structured pathway allows companies to design services and content that are **empathetic, timely, and relevant** across different touchpoints, in order to create a seamless and memorable experience (Richardson 2010).

Each interaction designed for emotional connection motivates customers to take action on an ongoing basis and can significantly improve customer satisfaction and long-term loyalty, which in turn enhances business performance (Maechler, Neher and Park 2016).

2.5.1. Conversion

Conversion represents the point at which the customer turns intent into action, most commonly by **booking** or **purchasing** a tourism experience. In transformational tourism, the conversion of intent into action has added psychological and emotional significance, as customers are not just buying a product, but committing to a potentially life-changing experience. Therefore, conversion needs to be intuitively compelling, emotionally supportive and logistically transparent.

According to Kotler and Keller (2015), conversion strategies arise from a reduction in risk and/or an increase in buyer confidence, particularly in service contexts where products are intangible and a leap in buyer confidence is paramount, even for loyal customers. Obstacles encountered at this stage, as unclear pricing or problems during the reservation, can significantly reduce customer confidence and lead to uncertainty or withdrawal from the transaction. Service failures can affect perceived service quality, especially when the transaction is considered high involvement, as is the case in the context of tourism (Zeithaml, Berry and Parasuraman 1990).

2.5.2. Retention

Customer retention is a crucial component of business success, as it focuses on keeping existing customers engaged and satisfied, contributing to sustained profitability and long-term growth (Kumar and Reinartz 2018). Since retaining **loyal customers** is often more cost-effective than acquiring new ones, it remains a strategic priority for businesses (Ologunbebi 2023). In tourism, repeat visitation is closely linked to the emotional fulfilment of the first experience. Vada et al. (2023) highlight that feelings of connection, authenticity, and emotional satisfaction are key return drivers, particularly in immersive and personalized offerings.

The use of **CRM systems** plays a vital role in this process. Syed et al. (2021) underscores how CRM enables personalized follow-ups, behavioural segmentation, and meaningful engagement, ensuring the relationship continues beyond the initial experience. As noted in the WIX ecommerce blog, effective retention strategies go beyond reminders; they foster emotional continuity and reinforce a customer's sense of belonging (Feehily and Lee 2022).

An added value of retention strategies lies in their capacity to generate ongoing insights into customer preferences and emotional patterns. When CRM systems are used not merely to store data but to learn from it, brands can refine their offerings and communications with increasing precision. Retention then becomes a feedback loop, where each post-experience interaction contributes to the evolution of future journeys, content, and services (Feehily and Lee 2022). This transforms customer retention into a system of continuous co-creation.

In experiential brands, retention is not merely transactional, it is about sustaining transformation over time. When the post-experience journey is intentionally designed, customers feel seen, valued, and understood. This emotional continuity not only increases the likelihood of repeat bookings, but also creates a sense of ritual and identity around the brand.

2.5.3. Advocacy

In transformational tourism, **advocacy** emerges when the emotional impact of an experience inspires guests to share their story, not out of obligation, but as an extension of meaning. Sweeney et al. (2020) describe this as a distinct form of **word-of-mouth**, where customers become storytellers emotionally connected to the brand's purpose.

According to Kumar and Kaushik (2017), brand advocacy thrives when emotional satisfaction, authenticity, and symbolic alignment are present, traits common in experiential, values-driven brands. By crafting emotionally consistent moments and allowing guests to contribute beyond the experience. Particularly, in digital environments, advocacy gains

visibility and persuasive power, as emotionally resonant user-generated content heavily influences purchasing decisions (Dutta, Sharma and Goyal 2021).

Building on this idea, advocacy becomes most powerful when customers are offered symbolic roles within the brand's ecosystem. Whether through storytelling invitations or digital communities, these spaces allow them to feel part of something greater than themselves. As a result, advocacy transcends marketing, it becomes a shared expression of purpose, identity, and emotional truth.

3. Methodology

This chapter provides an overview of the methods employed to address the two research questions that have informed this thesis: what role animal intelligence plays in the value proposition of premium equestrian tourism, and which marketing and sales strategies are most effective in aiding customer acquisition and retention within this sector.

This thesis addresses these questions through a qualitative, exploratory, design-based enquiry into applied business development, involving a real-world collaborative project. Rather than measuring an established operation, the project aimed to develop a total brand and go-to-market strategy, including product offering and positioning, for the Portuguese context.

This strategy was conceptualised and developed in partnership with the LITS Horses team in Mexico and Portugal, enabling us to consider the context and make informed decisions quickly. The project was framed as strategic design thinking, using techniques such as empathy mapping, brand storytelling, and symbolic framing to conceptualise service design, CRM, pricing, and content strategy.

Consequently, these ideas were developed iteratively through our organisations' collective efforts, and some ideas may have changed between our internal iterations and the application of ideas using resources from current academic literature, business reports or observations of competitor behaviour.

3.1. Research Design and Approach

The research took a practice-based approach, blending scholarly theory with entrepreneurial practice. This approach enabled the thesis report to distinguish itself from mere theoretical analysis and develop a market-ready business model. As it was not possible to collect primary data since there was no brand to assess when the research began, the study

generated findings using secondary sources such as academic literature on experiential tourism, internal brand material, and marketplace observations.

As the business model had not yet been launched, it was not possible to gather meaningful customer feedback. Feedback from non-affiliated audience members would be irrelevant and potentially misaligned with the brand's target segments: international wellness travellers and premium lifestyle customers. The model focused more on strategic creation, with the student introducing theory and contextual information to create a business document designed for future implementation and testing.

In conclusion, this model enabled the thesis to respond to its original research questions, demonstrating how animal-assisted experiences can be designed to be emotionally engaging and how values-based personal sales can be used to cultivate long-term customer relationships in a transformational tourism model.

4. Strategic Brand and Market Positioning

This chapter marks a shift from the theoretical definition of the business to its practical development, discussing the strategic foundations that drove brand and business model development. These strategic foundations form the basis for the project's implementation.

The subsequent chapters will present the key components developed to facilitate the business launch and the strategic framework supporting the brand's entry into the Portuguese market.

4.1. Shaping the brand

When preparing to host LITS Horses in Portugal, the founding team was faced with one of the most important strategic questions: whether to rebrand for the new context or build on the existing international brand equity. After deliberation, the decision was made to keep the original brand name. Although Portugal marks a new chapter in the company's journey, the brand already has an established digital presence, including a dedicated international Instagram page with over 1,000 followers. Keeping the name enables the team to leverage existing brand awareness and communicate continuity to early adopters and followers of the LITS approach to equestrian transformation.

To enhance local relevance and resonance, the team developed a location-specific sub-brand, **Cavalos na Praia**, which translates as “Horses on the Beach” in English. This sub-brand was created for operations in Praia do Meco, an iconic location that evokes emotional and visual imagery for travellers heading south of Lisbon. The name is intended to evoke the beauty of the natural landscape and its minimalist sociality while still resonating emotionally with the brand equity of LITS. Cavalos na Praia is not a separate brand: it is simply an operational and narrative extension. It offers the opportunity for more targeted marketing, storytelling, and experience design while maintaining brand consistency across markets.

“Cavalos Na Praia” – Praia Do Meco

Rides	Guests can experience the fantastic nature of the Sesimbra coast with our sand dune, sunset and moonlight rides; offering an unforgettable experience of beauty, tranquility and connection with horses and the landscape.
Horse Constellations	Our flagship service, in which our experienced guides help participants to understand internal patterns through an exploration with horses. Non-verbal feedback is used to provide clarity and emotional transformation.
Adventure	In this unique sport called “Horse Surf”, guests are pulled on a board across the shallow surf by a horse rider. At its core, horse surfing offers a sense of symbolic freedom from standard morality and society, combining balance, adrenaline and freedom.

Table 1 Services within Cavalos Na Praia

In Development services– Polo and Corporate Horse Coaching

In partnership with the historic Almaria Polo Club in Santo Estêvão, approximately 50 minutes from Lisbon, the polo centre will be developed as a high-end sports and lifestyle destination. The location already has the necessary infrastructure and is managed by Tiago, the co-founder and CEO of LITS Horses Portugal, who is a professional polo player and horse trainer.

The **polo services structure** is already defined and includes: private and group polo lessons, Polo clinics, and the Four Chukkers polo practice sessions, which are available only by request and by memberships. Each format has been designed to cater to a wide range of customers, from beginners to experienced players.

Within its professional sector, LITS Horses is launching a **corporate** version of **Horse Coaching**, tailored for organisations looking to develop teamwork, communication, emotional intelligence, and awareness of relationships. Using the same therapeutic principles as an individual **Horse Constellation** experience, the corporate format will adapt it to meet professional and HR objectives. The team is currently doing some preliminary work on

session content and facilitation structure, as well as exploring the possibility of engaging consulting firms.

4.2. Competitive Landscape

In 2024, Portugal's travel and tourism sector experienced significant growth, contributing approximately **58.2 billion U.S. dollars** to the national GDP (Statista 2024). Amid this context of growth, 2023 marked the first-ever Equine Economic Forum in Portugal, a historic event. According to Bruno Rente, president of the Portuguese Equestrian Federation (FEP), the forum was “extremely important not only for equestrian sport but also for the country, as it showcases the sector's significant impact at a social and economic level, and its strong synergies with health and tourism” (Castro 2023). During the forum, a study by EY – Parthenon was presented, estimating the total economic impact of the equine sector at around €100 billion across the European Union. In Portugal, this value is approximately €25 million, considering activities related to sport, breeding, training, and equestrian tourism. (Castro 2023).

The Horse Economic Forum also reported the rise of equestrian tourism in Portugal, highlighting its growing popularity among both domestic and international visitors seeking to experience the country's beauty from a different perspective, on horseback. According to the report, horseback rides represent **96%** of the services offered by tourism agents, followed by **62%** of training courses, **34%** of hippotherapy as well as riding lessons with **12%**, and introductory horseback experiences with **4%** (Horse Economic Forum 2023).

By identifying the significance of the tourism sector in Portugal, the impact of equestrian activities within this context, and current market trends, the decision was made to analyze the positioning of key competitors based on their proximity to Lisbon and to LITS Horses, as well as their relevance within the equestrian tourism landscape.

The following table offers a comparative overview of the four most prominent players, providing a clearer understanding of how the business differentiates, both in terms of service offering and transformational value.

Name	Location	Service	Positioning
Cavalos na Areia	Comporta, Setubal	Beach and dune rides, pine forest trails; private group and personalized experiences	Premium, eco-conscious, and strong media presence but far from Lisbon
Passeios a Cavalos	Melides, Setubal	Forest and beach rides, wine-tasting combinations, long rural tours	Boutique tranquility and nature, with wine tastings; low digital presence limits visibility.
Andar a Cavalo	Pátio do Tejo, Setubal	Riverside rides, private picnics, horseback baptisms, themed rides including at sunset	Accessible location and variety of services, but no distinctive narrative or emotional focus.
Clube Equestre da Lapa	Sesimbra, Setúbal	The experience focuses on the natural beauty of the region, providing a peaceful escape from city life	Distinctive natural setting and urban escape; traditional approach with no thematic innovation.

Table 2 Identification of Competitors near Lisbon

What sets LITS Horses apart is its ability to transcend the physical act of horseback riding and instead offer a **purpose-driven**, emotionally immersive experience. Unlike traditional operators that focus on scenic routes or recreational formats, the business integrates personal growth into its services, positioning itself at the intersection of transformational and wellness tourism. Furthermore, it holds a geographic advantage as the closest high-value equestrian center to Lisbon, making it uniquely positioned to attract both spontaneous urban travelers and destination-focused tourists seeking symbolic, nature-based escapes without long commutes (**appendix 1**).

This combination of emotional depth, strategic accessibility, and narrative consistency positions LITS Horses not just as a competitive option, but as a category-defining brand in Portugal’s emerging equestrian tourism landscape.

4.3. Customer Journey Design

The **customer journey** was integral to the emotional and experiential positioning of the brand. The team developed a journey map that not only enables seamless digital interaction but also gives guests the opportunity to emotionally co-create value along their customer journey.

LITS Horses mapped and optimized the customer journey through the lens of the previously discussed themes - **Awareness, Consideration, Conversion, Retention and Advocacy** - in both digital and physical formats. Each area reflects different customer actions and internal brand responses. Just as importantly, the journey is designed with an omnichannel marketing logic, meaning that all platforms are deliberately unified to evoke a coherent and emotionally resonant experience.

4.3.1. Purchase

The purchase stage in the LITS Horses customer journey contains two elements: the booking (or conversion) and the delivery of the experience on-site. This is where the intangible becomes tangible, and where narrative becomes action.

In the **conversion** stage, the LITS Horses booking experience is user-intuitive, emotionally consistent, and allows flexibility for different guest needs, such as first-time riders or returning customers requiring deeper formats. Regular guests book through the official website with a unique product page for each experience. Guests can view a real-time calendar of available dates and book instantly with an integrated booking form. To simplify communication with guests, the booking system is integrated with an automated email process to confirm the guest's booking directly and establish an immediate communication link with the brand.

Increased customer awareness of LITS Horses through social media will lead to a refinement of the customer journey that connects directly from the brand's social media bio (linktree) to the customer experience booking in a future state, as LITS Horses will provide direct payment links to simplify the stages of the journey and increase the likelihood of conversion from visual awareness to secure booking without interrupting the flow of emotion.

In addition to online booking, LITS Horses offers a direct contact channel. Customers can reach out via Whatsapp, email, or phone if they have questions or need clarification, want to personalize their experience or simply want to book directly. This supports the inclusion of customers who need assistance in the process, require more human reassurance, or require more tailored information.

4.3.2. Post-Purchase

The post-purchase stage, which includes retention and advocacy, is a critical space for how emotional memory is formed, how long-term value is established, and how the guest becomes part of the brand community. LITS Horses builds this phase to extend the emotional scope of the experience, creating continuity from the onsite moment into the customer's everyday life.

In the **retention** stage, the strategy at LITS Horses is built to extend the emotional resonance of the experience beyond the moment of delivery. Each guest receives a personalized follow-up email within days of their session, adapted to the emotional tone of the activity they booked, introspective for constellation sessions or energizing for rides. These messages include visual content, tailored calls-to-action, and invitations to engage further with the brand through the website or social channels. Beyond this, the team uses WIX CRM to track interaction history and preferences. Guests who open follow-up messages or engage on social media are segmented into dynamic lists that receive rebooking incentives or early access to seasonal events.

Finally, in the **advocacy** stage, after their experience, guests are encouraged to share photos, testimonials, or reflections on their personal transformation, content which the brand actively

reposts with consent. Particularly engaged guests would be invited to contribute to future events or participate in symbolic activities such as supporting local rescue partnerships.

Referral strategies are structured around shared value, not just discounts. For example, a portion of each referred booking may be donated to ethical animal care or paired with exclusive experiences tailored to the guest's emotional profile. The CRM system tracks referrals and engagement, helping LITS Horses identify advocates based on the authenticity of their connection. In doing so, the brand builds a community that promotes itself not out of loyalty alone, but out of alignment with the story it tells.

5. Sales and Revenue Strategy

This chapter outlines the pricing, revenue, and CRM strategies that were developed in support of the launch of LITS Horses in Portugal. It discusses how the financial planning, customer segmentation, and post-experience engagement were developed to ensure sustainability and reinforce the brand's emotional and transformational promise.

5.1. Pricing Strategy

The pricing structure of LITS Horses is not based solely on an economic model of costs and margins but is instead constructed as a tangible extension of its **emotional narrative**. As Blaess (2025) points out, in high-value tourism, price is not merely a financial mechanism, but a strategic signal of value, identity, and transformation.

The brand positioning is grounded in the deep connection between horse and human, where experiences are designed to provoke emotional, symbolic, and even therapeutic responses that invite introspection and reconnection with nature. Therefore, traditional cost-based pricing does not capture the full spectrum of perceived value in an offering that sells “transformation,” not horseback rides.

Instead, the brand employs a two-tiered pricing strategy. In the first stage, it considers the pricing of key players described in the competitive landscape in order to set rates that place LITS Horses within the traditional equestrian riding segment. Subsequently, it incorporates the symbolic and emotional value of its more distinctive experiences, “Constellations” and “Adventure”, to differentiate itself from purely recreational or sport-based equestrian tourism.

The experiences implemented at the time of this thesis fall under the sub-brand Cavalos na Praia do Meco. These were the first to be developed due to their innovation, and appeal to a broader audience. Accordingly, the prices established for the sub-brand are as follows:

Brand	Experience	Price (€)	Time (hrs)
Cavalos na Praia do Meco	Sand dune rides	90	1.30
	Sunset rides	100	1.30
	Moonlight rides	100	1.30
	Horse constellations	250	1.30
	Adventure - Horse surf	400	2

Table 3 Service Price Structure

The “**Rides**” experiences offer an initial encounter with the equestrian world through scenic horseback rides in the natural setting of Praia do Meco. These activities serve as an entry point into the brand, and their pricing has been established to compete within the most saturated segment of the market. The pricing strategy aims to reflect the prestige, quality, and scenic appeal seen in services such as those offered in Comporta and Melides, while also considering the distance-based cost advantages of alternatives like Andar a Cavalo and Clube Equestre da Lapa. This combination of factors allows the brand to maximize customer volume without compromising the perception of quality.

The “**Horse Constellations**” experience is positioned as a differential service within the LITS Horses offering. Its pricing reflects the emotional depth, therapeutic structure, and personalized facilitation it entails. The value of this experience lies in its intensity, intimacy, and transformational potential, making it the most emotionally significant service in the portfolio.

On the other hand, in the case of the “**Adventure**” experience, its pricing has been determined based on the interest in launching operations; however, as of the submission of this thesis, the service is still in the preparation stage.

What can be confirmed is that this offering represents the highest operational cost within the Cavalos na Praia do Meco portfolio, which is why it also carries the highest price point. This

activity combines elements of sport, nature, and adrenaline, requiring a significant investment in logistics, staff, equipment, and horse preparation.

As previously mentioned, the “**Corporate**” and “**Polo**” experiences are currently under development and therefore do not yet have a defined pricing structure. Nevertheless, LITS Horses has a clear strategic vision for their launch and integration in the coming months, aiming to further diversify its service offering while ensuring alignment with the brand’s core values.

Finally, pricing is also dynamic and iterative. Given that the brand is in its early stages in Portugal, pricing strategies are designed to evolve based on data, customer feedback, and the ongoing articulation of value. Zimeng (2023) emphasize the role of AI in supporting adaptive pricing, allowing brands to refine their value proposition in response to customer behavior and emerging market trends.

As the brand scales and gathers more behavioral data, the strategy could also evolve to include **AI-driven dynamic pricing** tools. These systems can adjust prices in real time based on demand patterns, seasonal fluctuations, and customer interactions. This enables experiential brands to move beyond fixed pricing models toward a more adaptive approach, where price functions as a responsive signal of value, shaped by both emotional context and behavioral insights.

5.2. Revenue Structure

The revenue structure of LITS Horses is organized around three main streams: **individual B2C experiences, corporate B2B programs, and the inclusion of complementary services** such as nature-based picnics, personalized photo sessions, and the organization of special events, including marriage proposals.

While corporate clients and complementary services do not currently generate revenue, they represent strategic pillars that must be developed to ensure the project's long-term financial viability. Their growth potential is key to diversifying income sources and building a **sustainable business model**. These sources not only diversify the offer but also strengthen the emotional connection between participants, horses, and nature, especially during intimate and meaningful moments. Each **revenue stream** is part of a value architecture centred on emotional transformation as the core driver of sustainable profitability.

As we will explain in detail in Chapter 7, operations for 2025 started in May until October 2025, while for 2026, they are accounted from April to October, establishing a defined timeframe for revenue generation. To address this seasonality, financial planning includes annual projections that help offset fixed costs during inactive months. In this sense, it is essential to maintain a year-round digital content and traffic strategy to secure advance bookings and stabilize revenue beyond the active periods.

Revenue is also influenced by the **perceived price value** from the client's perspective, reinforced through tools such as testimonials, emotional videos, and narrative justifications that accompany the booking or quotation process. These elements help consolidate a high-value perception and enable the brand to maximize value per client in alignment with the project's transformational purpose.

Customer segmentation is another key factor in the revenue structure. Several profiles have been identified, including tourists, adventurers, corporate clients, and polo enthusiasts, each with varying levels of willingness to pay. This segmentation allows for tiered pricing strategies and the creation of differentiated offers according to client type and sales channel. Similarly, the distinction between **direct channels**, such as the LITS Horses website, and **indirect ones**, such as Airbnb Experiences, has a direct impact on cost structure and margins, significantly influencing the projected profitability of each revenue line.

In summary, the LITS Horses revenue strategy, from pricing and segmentation to seasonality management, not only aims to an integrated vision rooted in coherence between financial sustainability, operational efficiency, and transformational value.

5.3. Customer Relationship Management Strategy

In transformational tourism, managing customer engagement and relationships is not limited to transactional metrics such as repurchase. Rather, it is about extending and deepening the **emotional relationship** initiated during the equestrian experience, with the goal of cultivating authentic and lasting loyalty.

For LITS Horses, this means that post-experience customer engagement is as carefully designed as the experience itself. Whether the guest has participated in a horse constellations session or a moonlight horseback ride, the brand seeks to continue that emotional connection through personalized communications that reflect the tone and depth of the experience.

Achieving this level of interaction requires the solid implementation of CRM systems. The brand utilizes WIX's integrated CRM system, selected for its robust e-commerce capabilities, seamless integration with social media, dedicated customer interaction module, and its ability to support the design of post-experience journeys focused on customer loyalty and personalized messaging (**appendix 2**).

At the time of this thesis, a basic **CRM strategy** has been developed, primarily centered around email marketing automation and customer segmentation principles. The automated actions currently in place include sending a thank-you email upon purchase, a follow-up email when a user contacts LITS Horses through the website, and a reminder email when a customer abandons a shopping cart related to an experience. Additionally, customer segmentation is carried out through a post-experience satisfaction survey, which not only gathers testimonials

but also helps classify customers based on their interests and the specific type of experience they had.

The CRM strategy is a constantly evolving tool and, in this initial stage of the project, will play a key role in interacting with LITS Horses customers. Some recommendations to expand its impact include:

Greater content personalization: The business should tailor communication to customer interests. For example, those who have participated in Horse Constellations could receive articles on Animal-Assisted Experiences, while Adventure experience customers could receive inspiring videos from other users.

Constant customer interaction: LITS should maintain an active connection reinforces brand recall and increases loyalty. We recommend sending seasonal emails, such as messages on special dates, ensuring that the frequency and tone are not intrusive to avoid emails being ignored, reported, or marked as spam.

Community design: This is a fundamental part of the CRM strategy, in fact, through WIX, it is possible to encourage user participation through forums, groups, or blogs. These communities not only strengthen loyalty but also amplify the impact of word of mouth and promote grassroots brand building based on shared values and meaningful experiences.

WIX's AI features: Designed to identify patterns across customer touchpoints, enabling emotionally relevant follow-ups and personalized content suggestions. For example, the system can analyze interaction history, booking frequency, or content engagement to trigger custom email flows or loyalty offers. The incorporation of WIX Ascend enhances this capability.

Customer retention for LITS Horses is a natural extension of its emotional value proposition. It is not simply about keeping customers, but about cultivating bonds that last, deepen, and enrich over time.

Through customer interaction, consistent storytelling, and community building, the team will establish a relationship strategy that honours the lived experience and projects a shared future. In this model, loyalty is not an isolated business objective, but a logical consequence of an emotionally coherent brand.

5.4. Reflection

Contributing to the commercial, revenue, and customer engagement strategy at LITS Horses has been an incredibly valuable experience, both academically and professionally. Throughout this thesis, I had the opportunity to collaborate with the LITS team in Mexico and take part in a project that not only holds great potential but also represents a deep commitment to personal development through connection with horses and nature.

This project allowed me to take on a strategic role within a real brand and contribute to its growth. It challenged me to communicate complex ideas, align business goals with human-centered design, and face the real-world challenges of an entrepreneurial environment.

From the beginning, I worked with the team on developing competitive analyses that led to actionable strategies. Through this process, I came to understand pricing not merely as a financial tool, but as a narrative mechanism, one that conveys the brand's transformational value and aspirational positioning.

In designing the revenue structure, the challenge of balancing commercial viability with transformational integrity taught me how to reconcile purpose with profitability.

Working on the foundations of the CRM strategy gave me insight into the importance of continuous client engagement. It pushed me to think beyond initial acquisition and to focus on the entire customer life cycle, especially within a high-value, experience-based tourism model. Understanding how CRM systems work and can be applied in this context was an incredibly valuable learning opportunity, especially given their strategic role in today's corporate and commercial landscape.

Additionally, it was deeply fulfilling to recognize, throughout the process, the vital role that animal and nature connection plays in human well-being. I truly believe in the transformational potential of LITS Horses and am convinced that this essence will be key to its success.

Ultimately, this experience reinforced my interest in working at the intersection of brand strategy, innovation, and transformational impact, areas where I hope to continue growing as a professional. It also deepened my self-awareness and strengthened my desire to contribute to projects driven not just by economic goals, but by human transformation, collaboration, and shared purpose.

6. Marketing & Sales Outcomes

The analysis centres on the financial performance through the Profit and Loss (P&L) statement, presented in thousands of euros for 2025 and 2026, demonstrating the business's future ability to generate revenue while maintaining operational efficiency. which includes only the services operational at the time of the P&L's creation. Moreover, it presents a strategy to assess operational and customer engagement effectiveness through Key Performance Indicators (KPIs) mapped to the customer journey stages.

6.1. Profit & Loss Statement

The **P&L** was developed under realistic assumptions based on market research, operational costs, and target booking volume. As you can see in **appendices 3 and 4**, the data includes both cost and revenue projections and estimates an **initial investment** of **€21,270**. Revenues and costs were calculated based only on the services currently operational: Daily rides, Sunset rides, Moonlight rides, and Horse constellations. Products such as Horse Surf (under revision), Polo, and Corporate Coaching were excluded until their official launch.

The business model operates seasonally, focusing on the prime tourism window between April and October. As we mentioned before, for the year 2025, the operation begins **in May** and runs through **October**, totalling six months. In 2026, the activity starts in **April** and continues through **October**, expanding to seven active months. Although the model is seasonal, fixed costs such as rent and certain marketing fees are calculated across the entire calendar year, while variable costs, such as staff, guides, and caretaker wages, are scaled in line with operational needs month by month.

The total projected **revenue for 2025** is approximately **€108.625**, with net income reaching around **€17.845**. This modest start is typical of a new venture establishing brand recognition and service quality. By contrast, **2026 is projected to yield €191.002,70 in revenue**, with an estimated **net income of €89.116**. This shows a significant year-on-year growth trajectory,

which aligns with planned improvements in digital marketing, SEO, partnerships, and influencer campaigns that are expected to drive brand visibility and trust.

Occupancy rates for daily and sunset rides form the bulk of revenue generation. For 2025, occupancy assumptions start at **30%** in May and increases to **60%** during the summer peak months (June to August), before tapering off in September (50%) and October (20%). In 2026, this curve evolves with **40%** occupancy in April, climbing to a peak of **85%** during July and August, and tapering to **45%** by October. These estimates are conservative and reflect realistic projections given the seasonal nature of tourism and the initial positioning of the brand in the Portuguese experiential travel market.

Cost structure is divided between fixed and variable elements. **Fixed costs** include rent (€1,500/month), accounting fees (€140/month), and insurance (€400/month). **Variable costs** such as marketing (budgeted at 20% of revenue), staff salaries (ranging from €1,200 to €4,075 monthly), guide fees, and gear expenses are dynamically modelled based on occupancy levels and services provided. Horse maintenance and other operational costs are calculated monthly and increase in proportion to service load.

6.2. Key Performance Indicators (KPIs)

As LITS is a recently launched initiative in Portugal, all comprehensive performance data is in the process of being gathered. However, within the marketing and sale strategy, a clear **selection of KPIs** is being organized. KPIs are not viewed as mere reporting instruments but as operational feedback loops that inform adjustments to messaging, channel allocation, pricing strategies, and customer engagement tactics. The selected KPIs were chosen based on their ability to reflect visibility, emotional resonance, conversion performance, customer loyalty, and long-term business growth.

In the **Purchase phase**, KPIs are oriented around the transition from interest to action. **Website Conversion Rate**, tracks what percentage of website visitors end up completing a booking. This KPI connects the effectiveness of the user interface (UI), UX, product clarity, and pricing narrative. With a target of 10–20%, this KPI is monitored in real time through WIX site analytics, providing a direct lens into how well digital infrastructure supports sales.

Complementing this is the **Customer Acquisition Cost (CAC)**, which is calculated by dividing total marketing spend by the number of new bookings. This KPI ensures that acquisition efforts remain financially sustainable as the brand scales. With a projected CAC benchmark of €9–18 in 2025 and of €18-34 in 2026, this metric helps guide decisions around advertising budgets and promotional intensity. It is calculated internally based on campaign data and monitored monthly through expenditure and CRM booking logs.

Lead-to-Booking Ratio is another critical KPI in this phase. It tracks how many inquiries or leads (via WhatsApp, web forms, or DMs) convert into confirmed bookings. This metric captures mid-funnel friction and the quality of customer interactions. Monitoring this ratio allows LITS Horses to identify where personalization or process automation could improve the conversion path.

In the **Post-purchase phase**, the emphasis shifts toward long-term value, loyalty, and advocacy. As LITS Horses continues to scale, **Customer Lifetime Value (CLV)** will become increasingly important to calculate, combining the average booking size, repeat frequency, and referral impact. For now, this indicator remains under development.

The Repeat Booking Rate measures how many customers return for a second or subsequent experience. For a brand centered on emotional transformation, repeat behaviour is both a revenue driver and a validation of mission alignment. With a target of 15–20% repeat rate by

2026, this KPI is tracked via WIX CRM and booking history to help tailor loyalty communications and membership development.

Email Open Rate is another vital KPI in this phase. It monitors how well follow-up emails, promotional newsletters, and community invitations are received by customers post-experience. This indicator reflects brand recall, emotional continuity, and the efficacy of narrative in sustaining relationships. WIX email automation tools are used for tracking open and click rates to optimize messaging frequency and tone.

Net Promoter Score (NPS) is a defining advocacy KPI that measures how likely a customer is to recommend the brand. Collected through post-experience surveys, it is a proxy for emotional impact and customer satisfaction. NPS is a guiding indicator for community growth, referral programs, and strategic feedback collection.

In conclusion, these post-purchase KPIs ensure that LITS Horses is not only delivering on its promise of transformation but also converting that impact into brand equity, repeat behavior, and organic expansion. They help shape loyalty strategies, content follow-up, and community initiatives, critical pillars for a brand defined by depth, trust, and emotional relevance.

7. Thesis Limitations

This thesis was created as the strategic and operational foundation for establishing the LITS Horses brand in Portugal, at a time when the brand was not yet operational within that market. All variables of the business were designed during the project, including its product portfolio, pricing, customer experience model, digital strategy, and CRM systems. The most significant limitation of the study was not having any operational activities begun, and thus, customer data and real-world experiences.

Since the brand had not yet begun serving clients, it wasn't feasible to conduct meaningful primary research, such as customer surveys or interviews. Attempting to collect opinions from unrelated audiences (like colleagues or friends) would misrepresent the brand's strategic target segments: global premium travel clients, wellness travel clients, and corporate clients. Furthermore, excluding such bias in selection was a methodological decision to be intentional about not getting lost in the process of validating the project superficially.

A further limitation was the short time frame of the thesis development. Given the four-month project duration, there was limited opportunity for testing, iteration, or monitoring of strategic effectiveness. While many initiatives, such as influencer outreach, community building, and CRM design, were put in place, their actual impact will only be measurable in the months following launch.

Nevertheless, these limitations are a natural reflection of the brand's early-stage nature. The purpose of the thesis was not to evaluate past performance, but to design a comprehensive strategy for future success. As the business begins operations, it will be essential to incorporate customer feedback, behavioural data, and performance metrics to evolve the strategies laid out in this project.

8. Conclusions and Recommendations for the Future

The purpose of this thesis was not only to evaluate the effectiveness of a functioning business, but also to offer a comprehensive account of the entire lifecycle of a new business initiative. This included everything from brand identity and service design to digital strategy and pricing. The entire process involved launching a new type of equine tourism experience in Portugal, combining emotional transformation with commercial viability.

Based on transformational tourism theory and equine-assisted experiences that go beyond thrilling rides or competitive sports, this work illustrates how horses can be used as emotional co-facilitators for tourists. These concepts were then translated into a brand, tangible products, a brand narrative and a marketing/sales system aimed at high-value, wellness and corporate travellers.

In parallel, the necessary commercial infrastructure was established for sustainable growth, including an omnichannel approach, a mapped customer journey, a customer relationship management system, and a detailed financial projection. The brand was launched in May 2025, providing a starting point to transition from academic strategy to real-world implementation.

As the business workflow shifts from planning to operations, the next priority is the ability to evaluate and improve upon what has been created. A fundamental recommendation is to start evaluating performance against the KPIs outlined in this thesis. These indicators, which include acquisition, retention, conversion, and engagement, will clarify how customers are responding to the brand and provide insight into where optimisation is needed. Next, the financial projections detailed in the P&L should be updated. Once customer data is available and operations have stabilised, the projections will be adjusted according to actual booking volumes, seasonal trends and changing cost structures. This provides a dynamic, evidence-based planning framework that can inform adaptable responses to changing market conditions.

Another area of focus should be developing the corporate and polo disciplines, as these are well-placed to increase revenue and enhance the brand's premium positioning. These offerings should be introduced mindfully, with careful attention to quality, personalisation and narrative framing. Ideally, they should be introduced in partnership with like-minded organisations in the fields of wellness, hospitality or leadership development.

Retention strategies must now shift from conceptualisation to activation. Emotional continuity will be maintained through engagement after the experience by providing personalised content and promoting loyalty or captivation initiatives in a manner that aligns with the transformative offering. Building a values-aligned brand community via storytelling or symbolic engagement, for example, including guests in rescue efforts or allowing them to name rescued horses, will develop advocacy, engagement, and long-term connectivity to the offering.

Once operational developments have been improved and validated in Portugal, there will be opportunities to scale the brand model. The methodologies developed here can be applied to other destinations and present a legitimate, replicable operational model predicated on ethical sensitivity, emotional design, and experiential depth.

In conclusion, this project represents the complete strategic development of a business that is now operational and ready to expand. Although it started as a thesis, it is now an active brand inspired by emotional intelligence, human–animal relations, and a coherent entrepreneurial vision. The foundations have been laid, and there is great potential for transformational tourism in the future through continued adaptation.

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10. Appendix

Equestrian Experiences in Portugal						
Provider	Ubication	Type of experience	Durati on (hrs)	Strength	Weakness	Price
Cavalos na Praia	Praia do Meco	Beach, sunsets, and moonlight rides	1.30	Transformative approach, nearest location, use of digital tools, and commitment to sustainability	Brand in the process of positioning	90 - 100
Cavalos na Areia	Praia da Comporta	Beach, and forest rides	1.30	Positioned in premium tourism, and media presence	Limited focus on innovation and long distance from Lisbon	70 – 100
Passeios a Cavalo	Praia de Melides	Mountains, and beach rides	1.45	Portuguese brand with family storytelling and sensory value (wine tasting)	Low digitization affects visibility, online bookings, and SEO positioning.	70
Andar a Cavalo	Pátio do Tejo	Beach, and sunsets rides	1.30	Next location closer to Lisbon and varied offer adaptable to different audiences	Lack of emotional narrative and less natural immersion	60 - 70
Clube Equestre da Lapa	Sesimbra	Forest rides	1	Dependence on third parties limits digital presence and control over prices	Traditional service with no innovation, variety, or diversification	101

Appendix 1 Competitive Matrix

Welcome back to your Dashboard

Edit Site

Business Manage Plan | <https://www.litshorses...> Manage Domain | Business email connected Manage | Edit Business Info

Analytics No visitors at the moment

[View Your Site Analytics](#)

Your key stats for the last 30 days

[+ Add Stats](#)



[Help me grow my site traffic](#)

Updated now Refresh

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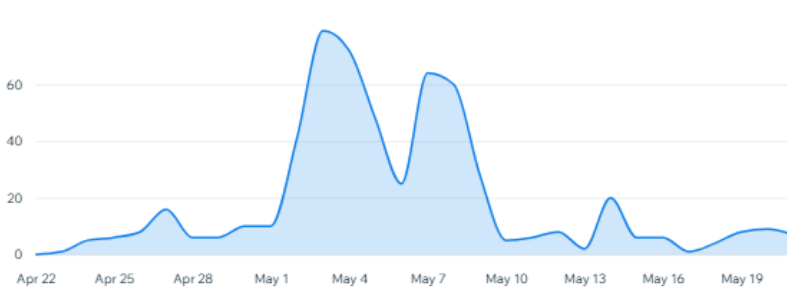
Traffic Overview

Track your site's traffic trends and get to know your visitors. [Learn more](#)

Last 30 days (Apr 22 - Today) compared to previous period (Mar 23 - Apr 21, 2025)

Site sessions **566** ↑ 5,045% Unique visitors **446** ↑ 8,820%

Sessions over time



[View Report](#)

Sessions by source and category



[View Report](#)

Avg. sessions by day



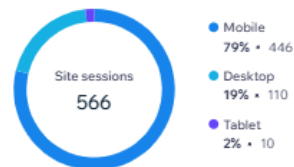
[View Report](#)

New vs returning visitors



[View Report](#)

Sessions by device



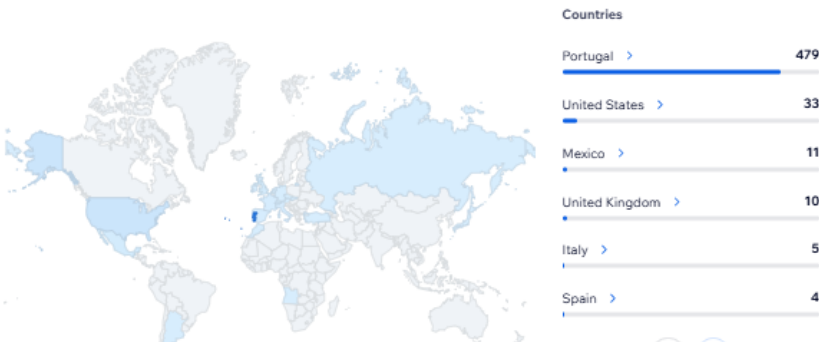
[View Report](#)

Traffic insights

0% of your traffic is from returning visitors – that's lower than most **Animals & Pets** sites **Worldwide**.

[See All Insights](#)

Sessions by country



Assumptions		
Horses		6
Horses to rent		5
Months of activity		6
Cost per horse	€	300
Staff	varies	
Marketing		20%
Add-ons		5%
Rent	€	1.500
Days per month		25
Daily Rides per day		2
Rider x month		250
Sunset Rides per day		1
Rider x month		125
Moonlight Ride per month		1
Horse Surf per month		4
Guide cost per ride		25
Guide cost per rider		5
Constellations per month		20
Insurance		0%

Activities	Price	
Daily rides	€	90
Sunset Rides		100
Moonlight Rides		100
Constellations	€	250
Horse surf	€	400

Appendix 3 P&L assumptions

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Revenues	€ -	€ -	€ -	€ -	€ 5.066.900	€ 20.254.950	€ 20.254.950	€ 20.254.950	€ 14.066.900	€ 2.253.850	€ -	€ -	€ 82.152.500
Horse Daily and Sunset Riding				€ -	€ 5.062.500	€ 20.250.000	€ 20.250.000	€ 20.250.000	€ 14.062.500	€ 2.250.000	€ -	€ -	€ 82.125.000
% occupancy					30%	60%	60%	60%	50%	20%	0%	0%	
Riders					113	225	225	225	188	75			1.050
Rides					45,0	90,0	90,0	90,0	75,0	30,0			
Avg riders per ride					2,5	2,5	2,5	2,5	2,5	2,5			
CAC					€ 9	€ 18	€ 18	€ 18	€ 15	€ 6			
Horse Moonlight Riding					€ 400	€ 450	€ 450	€ 450	€ 400	€ 350	€ -	€ -	€ 2.500
% occupancy					80%	90%	90%	90%	80%	70%	0%	0%	
Horse Constellations					€ 4.000	€ 4.500	€ 4.500	€ 4.500	€ 4.000	€ 3.500	€ -	€ -	€ 25.000
% occupancy					80,00%	90,00%	90,00%	90,00%	80,00%	70,00%			
Costs		€ 8.440	€ 2.740	€ 10.090	€ 9.091	€ 13.266	€ 13.266	€ 13.266	€ 11.466	€ 7.416	€ 1.640	€ 1.640	€ 91.921
Marketing Materials		€ -	€ -	€ 1.800	€ -	€ 1.800	€ 1.800	€ 1.800	€ 1.800	€ 1.800	€ -	€ -	€ 1.800
Maintenance		€ -	€ -	€ -	€ 1.800	€ 1.800	€ 1.800	€ 1.800	€ 1.800	€ 1.800	€ -	€ -	€ 10.800
Gear		€ -	€ 700	€ 5.000	€ 700	€ 700	€ 700	€ 700	€ 700	€ 700	€ -	€ -	€ 9.900
Staff		€ -	€ -	€ 650	€ 2.538	€ 4.075	€ 4.075	€ 4.075	€ 3.513	€ 1.825	€ -	€ -	€ 20.750
Care taker		€ -	€ -	€ -	€ 850	€ 700	€ 700	€ 700	€ 700	€ 700	€ -	€ -	€ 6.300
Guides		€ -	€ -	€ -	€ 1.688	€ 3.375	€ 3.375	€ 3.375	€ 2.813	€ 1.125	€ -	€ -	€ 5.800
Marketing		€ -	€ -	€ -	€ 1.013	€ 4.051	€ 4.051	€ 4.051	€ 2.813	€ 451	€ -	€ -	€ 16.431
Rent		€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 16.500
Other		€ 6.800	€ 400	€ 1.000	€ 1.000	€ 1.000	€ 1.000	€ 1.000	€ 1.000	€ 1.000	€ -	€ -	€ 14.200
Insurance		€ -	€ -	€ -	€ 400	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 400
per ride		€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Accounting		€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 1.540
Net income	€ -	€ (8.440)	€ (2.740)	€ (10.090)	€ 5.057.809	€ 20.241.684	€ 20.241.684	€ 20.241.684	€ 14.055.434	€ 2.246.434	€ (1.640)	€ (1.640)	€ 82.060.580
Investment		€ (21.270)											
	January	February	March	April	May	June	July	August	September	October	November	December	Total
Revenues	€ -	€ -	€ -	€ 9.004.400	€ 14.067.450	€ 36.005.450	€ 36.005.450	€ 27.567.950	€ 9.004.400	€ 9.003.850	€ -	€ -	€ 140.658.950
Horse Daily and Sunset Riding	€ -	€ -	€ -	€ 9.000.000	€ 14.062.500	€ 36.000.000	€ 36.000.000	€ 27.562.500	€ 9.000.000	€ 9.000.000	€ -	€ -	€ 140.625.000
% occupancy	0%	0%	0%	40%	50%	80%	80%	70%	40%	40%		0%	
Riders				100	125	200	200	175	100	100			1.000
Rides													
Avg riders per ride													
CAC				€ 18.009	€ 22.508	€ 36.005	€ 36.005	€ 31.506	€ 18.009	€ 18.008			
Horse Moonlight Riding	€ -	€ -	€ -	€ 400	€ 450	€ 450	€ 450	€ 450	€ 400	€ 350	€ -	€ -	€ 2.950
% occupancy	0%	0%	0%	80%	90%	90%	90%	90%	80%	70%		0%	
Horse Constellations	€ -	€ -	€ -	€ 4.000	€ 4.500	€ 5.000	€ 5.000	€ 5.000	€ 4.000	€ 3.500	€ -	€ -	€ 31.000
% occupancy				80%	90%	100%	100%	100%	80%	70%			
Costs	€ 1.640	€ 6.640	€ 3.140	€ 1.807.720	€ 2.820.855	€ 7.208.430	€ 7.208.430	€ 5.520.805	€ 1.807.720	€ 1.807.610	€ 3.140	€ 3.140	€ 28.199.270
Marketing Materials		€ 5.000											€ 5.000
Maintenance				€ 1.800	€ 1.800	€ 1.800	€ 1.800	€ 1.800	€ 1.800	€ 1.800			€ 12.600
Gear				€ 700	€ 700	€ 700	€ 700	€ 700	€ 700	€ 700			€ 4.900
Staff				€ 1.200	€ 1.325	€ 1.700	€ 1.700	€ 1.575	€ 1.200	€ 1.200			€ 9.900
Care taker		€ 700	€ 700	€ 700	€ 700	€ 700	€ 700	€ 700	€ 700	€ 700			€ 6.300
Guides		€ 300	€ 500	€ 500	€ 625	€ 1.000	€ 1.000	€ 875	€ 500	€ 500			€ 5.800
Marketing		€ -	€ -	€ 1.800.880	€ 2.813.490	€ 7.201.090	€ 7.201.090	€ 5.513.590	€ 1.800.880	€ 1.800.770	€ -	€ -	€ 28.131.790
Rent	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 18.000
Other			€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 1.500	€ 15.000
Insurance		€ -	€ -	€ -	€ 400	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 400
per ride													
Accounting	€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 140	€ 1.680
Net income	€ (1.640)	€ (6.640)	€ (3.140)	€ 7.196.680	€ 11.246.595	€ 28.797.020	€ 28.797.020	€ 22.047.145	€ 7.196.680	€ 7.196.240	€ (3.140)	€ (3.140)	€ 112.459.680

Appendix 4 LITS Horses P&L