



# Investor's Support Guide

No centro,

## O seu negócio.

-  ideas
-  investment
-  employment



# Partners' Messages



**CÉLIA MARQUES**  
Alvaiázere's Mayor

Idealized by the City Hall and designed in a partnership with ADECA - integrated development of Alvaiázere Association and with the consulting company 'Territórios Criativos', 'Alvaiázere+' is a project to leverage the economy wealth of the county, by supporting new business ideas, helping existing companies and capture possible new ones.

It's a city council executive's strategic and central program, in order to generate job opportunities and to fix people in the county of Alvaiázere.

The present Guide reveals itself into being a sum up of an important part of what 'Alvaiázere+' really is and the competitive advantages the companies might find. Besides being an informative document, the Investor Support's Guide is an autarchy's commitment: we are standing by your side, as your business' development partners.





**LUÍS MATOS MARTINS**  
*Territórios Criativos' CEO*

Inspired by the citizens and their county's development potential, Alvaiázere+ turns out to be more than a business incubator, materializing in a set of measures to support the development of new businesses, consulting and customized training, available to every entrepreneur and business person with the will of making it happen.

This guide's major point is to offer entrepreneurs' businesses the right tools and guidance, so that is possible to develop the territory/region and local economy.

Territórios Criativos plays the part of change agent, that encourages creation and opportunities identification at Alvaiázere, in the entrepreneurs and county's business ecosystem. Your will is our dream. Come meet us! Contact us.



**LEANDRA GARCEZ**  
*ADECAS's President*

"Dearest investors/entrepreneurs;

Alvaiázere is a place where you will be welcomed with wide open arms, either by honest people, either by the business development available. These last few years were marked by an accentuated economic and business growth, mostly from private initiative and of extreme importance for the development of our region. Due to this, it matters that local agents get focused, together, into the development of a facilitating action of the initiative and the business activity, creating efficiency and success conditions, so I can assure/guarantee that you will be entering a space where you can grow and innovate. ADECA and the City Hall, under the program **Alvaiázere+**, will always be available to anyone who has the courage to believe and intends to make investments in our territory viable.'

# No centro, o seu negócio.



 ideas

 investment

 employment

## Business Spaces

With services that support the entrepreneur:



### Attendance/ Accompaniment

We work hard to support our incubated companies so they can move towards success.



### High Performance

We have a mentorship team, of high performance, in several knowledge areas



### Creativity

A space with every service, accessibility and tools necessary available in order for you to initiate or develop your project.



### Motivation

A project with entrepreneurs and their business needs in mind



60

WORK  
STATIONS



24

RESIDENCE  
BEDS



2

MEETING  
ROOMS



alvaiázere 

# INDEX

## 1. THE MUNICIPALITY

1.1. Historical Background of the Village of Alvaiázere	6
1.2. Territorial Context and Accessibility	7
- How to get	8
1.3. Places of Tourist and Cultural Interest	9
- Cultural heritage	12
- Walking routes	13
- Tourist Resources and Gastronomy	14
- Municipal Museum of Alvaiázere	14
1.4. Family Support Education and Policy	15
1.5. Sports Venues	15
1.6. Useful contacts	16

## 2. ABOUT ALVAIÁZERE +

2.1. What is A+?	18
2.2. Mission and Vision	19

## 3. ECOSYSTEM

3.1. Industrial Spaces	20
3.2. Incubator	21
- Available services	21
- Infrastructures	22
3.3. Support Programs	23
- Municipal Support	23
- National and Regional Support	24
3.4. Applications	24
- Application Form and Regulation	24

## 4. TIPS FOR INVESTORS

4.1. Time management	26
4.2. Questions you should ask yourself	28
4.3. The Challenges of a Startup	29
4.4. The Risks of Travel	30
4.5. How to analyze aPitch	32
4.6. Define an Investment Strategy	33
4.7. Zach's Star of Success	36
4.8. Brainstorm Relations	38
- Matching Game	39

# 1. The Municipality

## 1.1. Historical Background of Vila de Alvaiázere

Alvaiázere, town and county, owes its name to the Arabs. In 711, when the Iberian Peninsula was invaded by these people, they immediately took over much of the current national territory. This was the case of Alvaiázere, baptized at first by Al-Bai-Zir or Alva-Varze, according to the different opinions expressed.

Despite the voracity of the centuries, this county kept many characteristics. In Alvaiázere, nature is intensely green. Valleys and floodplains embrace two peaceful water courses, Nabão and Alge. This region's economic base is agriculture, as it always has been. The fertile soil, the valleys and floodplains well irrigated and the slopes covered with vineyards and olive trees, were very important auxiliaries to the population.

D. Sancho I decided to repopulate Alvaiázere in the year 1200, being a land that then lived a real decline, giving it a field.

Later, Alvaiázere was elevated into village by D. João I, who gave him a charter in 1338. Its term, at this time, was so long that

it encompassed two priories, three vigairarias and one ruddy: the priories of S. João da Boa Vista and S. Pedro de Rego da Murta, the vigairarias of Pussos, Maçãs of Caminho e Pousofiores and Covado of Almoester.

In 1435, according to documents existing in the Tombo Tower, D. Duarte gave the village to his wife, Queen D. Leonor, thus passing Alvaiázere to the dominion of the crown. D. Manuel gave him a new charter on 15 May 1514.

It will be, perhaps, since then the primitive nucleus of the Village of Alvaiázere, delimiting the historical center of the village of Alvaiázere, inserting itself in the Urban Rehabilitation Area of Alvaiázere - ARU of the Village of Alvaiázere.



## 1.2. Territorial Context and Accessibilities

The municipality of Alvaiázere covers a total area of 161 km<sup>2</sup>, currently divided into five parishes (Almoester, Alvaiázere, Maças de Dona Maria, Pelmá and Pussos São Pedro),

with 7287 inhabitants (General Population Census 2011, INE), corresponding to a population density of 46.56 inhabitants/Km<sup>2</sup>.



From the administrative and statistical point of view, taking into account the hierarchical system of division of the territory into regions, the municipality of Alvaiázere is located in the Central Region (NUT II), Region of Leiria (NUT III), in the area bordering the NUT III Middle Tagus.

Located in the district of Leiria, it confines to the north with the municipality of Ansião, to the south with the municipality of Ferreira do Zêzere, the source with the municipality of Figueiró dos Vinhos and the west with the mu-

nicipalities of Pombal and Ourém.

It is thus located in the center of the national continental territory, significantly equidistant from Lisbon (167.2 km) and Porto (171.7 km), distancing about 25 km from Tomar and 60 km from Coimbra and Leiria.

With regard to accessibility, the municipality of Alvaiázere is constituted by a structuring road network, distributed by municipal and national roads.

The Municipality of Alvaiázere has sought to benefit the municipal road network, promoting its rehabilitation, adapting it to increase the traffic and circulation of larger vehicles, while improving internal mobility.

Alongside these roads, the municipality of Alvaiázere is served by EN356 (nascent/west axis), EN350, EN110 (north/south axis) and A13 (north/south axis). Both the A13 and the EN110 connect to IC8, a communication route

that is one of the most important in the Central Region, in connecting the interior area of the national territory to the coast. It should also be noted that the municipality of Alvaiázere has two nodes for access to the motorway already mentioned.



### How to get there

The municipality is crossed by the complementary itinerary IC3 that connects Coimbra to Tomar and the section of the A13 that connects the A23 (at Entroncamento), the A1

(in Condeixa) and the city of Coimbra. It is located about 25 km from Tomar and 60 km from Coimbra and Leira, considered centers of development in terms of business and tea-

## 1.3. Tourist and Culture Places of Interest

---

Alvaiázere is a haven of tranquility in central Portugal. Its name bears the memory of the Arab presence and its mountains the force of nature that shaped its caves and algaes. The mountains of Ariques, Castelo, Portela, Casal Soeiro, Ameixeira and Mouro are the arms that surround and guard the many riches to discover. There is much to do there: to re-find genuineness through forests of intense green, by valleys untouched by civilization and its watercourses, by vineyards, olive groves and white coat and ochre; fusion in fragrances and colors, in a journey written by the aromas of rosemary, rosemary and the colorful orchids; travel to prehistory in the dolmens of Rego da Murta, or to the Roman civilization in Villa da Rominha; admire the unusual Megalapiás; to know caves with amazing stalactites; pray in the chapel of Our Lady of Covões; dive into the horizon of the summit of the mountains and touch with your fingertips the mountain range of S. Neutel, Caramulo, Cernache do Bonjardim, Sertã, the southern slope of Serra da Estrela, Sicó, Serra d'Aire, and, on clearer days, the sea; with the same hand that reached the distance, it is still to reap the small Chicharo, which elected Alvaiázere its capital.

### VILLAGE CENTER

*The municipality of Alvaiázere is, from the Roman period until the eighteenth century, crossed by the main roads of land circulation of the country. In ancient times this same territory was traversed by couriers, relay, lunches, walkers, among others, and, to this day, by pilgrims from Santiago. This centrality justifies that the exchange of mail between the north and the south of the country once took place in Alvaiázere:*

*“No Bispado de Coimbra, quatro legoas, de Thomar para o Nascente, quasi no coração do Reyno tem seu assento a Villa de Alwayazer, onde separte o caminho dos Estafetas, que do Meyo dia, Norte se ajuntão nella todas as somanas, recebendo o de bayxo as cartas, que traz o de cima, este da mesma maneyra, para as conduzirem a seus lugares. Parte pelo meyo de Norte a Sul a estrada”*

Father António Carvalho da Costa | Portuguese Corography, and Describe Topography of the Famous Reyno de Portugal | 1708)

### DOLMEN 1 OF REGO DA MURTA

This monument presents a very common style to the generality of the funerary-symbolic monuments of this time. It is a structure composed by a chamber and an access corridor, built with stone masonry. Some circular structures, such as that registered in the center of the monument, appear to have been used for shoring of some type of furniture or idol.

During the excavation work, several types of ceramic vessels were found; arrowheads; agricultural instruments (axes and hoes), cutting instruments (chips, blades and lamellae) and adornment or clothing objects, in bone or stone (such as pendants, pins, buttons and collar beads).



Associated with the objects, remains of more than 50 were exhumed, and various fauna elements, such as rabbit, hare, dog, pig, fox and sheep.

The depositions took place in time, in rituals that lasted for several generations, in an occupation from 3500 to 1700a.C.

### **DOMEN 2 OF REGO DA MURTA**

It consists of a polygonal chamber and a slightly elongated corridor, ending in a small atrium. In the monument there were two phases of occupation, the oldest being, by the deposition of primary burials, in probably fetal position, which were subsequently removed for the construction of the chamber slab, which served as the basis for the deposition of secondary burials performed during the mid-late Chalcolithic (2500-2000 to a.C.). Anthropology studies have found more than fifty individuals, of both sexes and different ages who would have been buried, in a ritual process, accompanied by flowers, food and objects. Most of the recovered ceramic vessels were relatively well preserved from the mouth to bottom, associated with other objects, such as arrowheads, spearheads, adornment objects or cutting objects (to mention the appearance of a copper blade). As re-

gards exhumed animals, traces of ox, zebro, pig, sheep, deer, hare, rabbit and fox were observed, which were hunted or domesticated by these populations and served as offerings or were used in the rituals developed during these depositions.



### **WINDMILL OF AVANTEIRA (PELMÁ)**

Registered in the 1950s as a mill for “milling cereals – industrial function”, it was purchased by the Advisory Group of Parties and Works of Avanteira (GOFOA) – Pelmá, in September 1993.

In 1995, GOFOA applied to the Sicó Land LEADER programme by restoring and beautifying its surrounding area, finishing work in 1999.

The intervention in this space had the support of the Municipality of Alvaiázere, the Parish Council of Pelmá, the Association Terras de Sicó and the various directions of GOFOA, which contributed to the conservation of this

cultural landmark.

### CHAPEL OF N<sup>o</sup> SENHORA OF COVÕES

The origin of the cults of Mother-Earth is lost in times, namely the commemoration of the end of winter and the arrival of spring, of which are examples of the popular festivities of the Mayans.

Christians, with their belief, came to continue these ancient festivals that in Covões are mixed with the religious celebration of an apparition of Our Lady that occurred, perhaps, in the fifteenth century.

In the 17th century, the Hermitage of Our Lady of Covões was one of the most popular Marian shrines of Extremadura, along with the Sanctuary of Nazareth, receiving pilgrims from distant places that flocked to it, year after year.

The Sanctuary of Our Lady of Covões or our Lady of Memory is also known, as a unique monument, situated in the impetuous Serra de Alvaiázere and presents itself with majestic simplicity, so it is assumed to be conducive to meditation and the recollection of those who visit it.

This shrine is a religious temple consisting of a Chapel where its high altar of very ancient moth stands out; it is also characterized by a limp, located right next door, where supposedly appeared the Lady of Memory.

### ALVAIÁZERE CHURCH

The Mother Church of Alvaiázere is a temple consecrated to St. Mary Magdalene. This religious building was built in the second

half of the sixteenth century and the subject of profound remodeling works in subsequent centuries, modifying part of its 16th century volume.

Simplicity is the dominant note of the façade of the Mother Church of Santa Maria Magdalene of Alvaiázere. In fact, a noble portal of rectangular lines is torn in the fountain, surmounted by a triangular pediment, in the tympanum from which the date of 1810 is inscribed. The portal is overcome by a rectangular framed window, ending the top with a truncated triangular pediment and finished by a 16th century raised sculptural set, showing a Christ attached to the column and bound by two angels. The set is topped by a small Latin cross. The right flank of the front is closed by a rectangular bell tower, torn by a double windshield, whose cover has an iron frame for the bell.

The interior of the temple consists of a body divided into three sectors that are divided into five branches, made by sixteenth century arcade, on which rests the wooden cover. On its walls are four high swells of Baroque gilded carving, also highlighting its stone pulpit, in the form of a chalice and with the shelled base, a work carried out between the end of the sixteenth century and the beginning of the following.

The chancel is covered by an artisan vault, showing veins and five bits in the closing of the stone vaults.

### WATERMILL

The operation of the mill depended essentially on the regularity of the rains and therefore occurred mainly between November and April of each year, a period in which, in the mid-twentieth century, it could be flouring twenty-four hours a day, if there was bread for

this, with the reservation of the times of the chipping of the stones or one or another breakdown. But there were years when the rains began in September, which allowed it to start working as early as October.

## Natural Heritage/Patrimony

Nature was immensely generous to the Alvaiázere region. About 50% of the municipality of Alvaiázere was classified in the Natura 2000 Network as part of the Sicó/Alvaiázere Site, corresponding to the largest municipal share (24%). The 618 meters of altitude of the Serra de Alvaiázere correspond to the highest elevation of the Sicó Massif.

The specificity of its climate combined with the geomorphological characteristics to create a heritage of remarkable biodiversity. Geology and flora combine and provide landscapes of great beauty: meadows of aromatic herbs punctuated by leafy and wild orchids and majestic oak groves, that can reach several meters in height and width, with very different shapes, such as anthropoforms.

### GEOLOGY

The limestone characteristics combined with the action of water and vegetation created a large number of karst formations. Caves, algares and limpets, of rare beauty and peculiar shapes, which have served as a shelter since Prehistory; or the sinks and megalapias.

#### • Megalapiás of the “Old Man”

In the Mata de Baixo area there are a set of karst geofoms of great beauty, known as megalapiás; as the name suggests, they are larger than normal lapiás, that is, they are forms of that.

#### • Eye of the Thrush

In the parish of Pelmá, in a place that few



know and of rare beauty, “O Olho do Tordo” is in reality a spring of water that springs from a very deep well and that turns into a stream that only stops running with the arrival of the sum-



mer season.

This place, in addition to the richness in terms of pre-industrial heritage, present in the water mills existing along the river, has traces that attest to human presence since ancient times.

## FLORA

Flora is one of Alvaiázere's natural riches. Here you will find the largest and best preserved spot of oak in Europe. Its floodplains and meadows are the natural habitat of several plants: wild orchids and aromatic and medicinal herbs, such as rosemary and Santa Maria herb; and its most famous legume: the chicharo.

- **Waxy oak - *Quercus faginea* Lam. Subsp. *broteroi* (Coutinho) A. Camus**

Commonly known as “cerquinho” or Portuguese oak, it is an average tree that can reach up to 20m in height, with a dense crown, with gray bark, reticulated and cracked, which, among other characteristics, presents marces-



cente leaves, that is, dry foliage, but it persists in the tree until the new crown opens, the following spring.

The largest spots of ‘Cerquinho’ oak in the municipality are located in the areas of Gaizes, Ariques, Pussos and Ramalhal.

It is very abundant at Place Sicó-Alvaiázere. In the municipality of Alvaiázere the peculiar tree formations of oaks-enclosures that can be observed are related to a combination of soil and a unique bioclimate that allows their development. Due to these characteristics, it is part of the Natura 2000 Network, being a species and protected areas.

## Footpaths

The Network of Routes in the Municipality of Alvaiázere consists of 6 routes of Small Route [PR] and a route of Grande Route (GR) that are interconnected in order to connect all the primary schools that are going to recover and show the main places of interest in the County. This Route Network allows the visitor to have a high number of route combinations to be made depending on the level of difficulty and duration of the visit. The network has about 120 km of routes duly signposted and approved by the Federation of Camping and Mountaineering of Portugal.



+ **GR26**

Lands of Sicó (Ansião-Alvaiázere-22 km)

+ **GR26**

Lands of Sicó (Alvaiázere-Abiúl-27.5 km)

+ **GR 35**

Grande Route of the Municipality of Alvaiázere (53 km)

+ **GR 35**

Grande Route of the Municipality of Alvaiázere (53 km)

+ **PR 1 AVZ**

By trails from Al-Baizir (9.3 km)

+ **PR 2 AVZ**

Charms of Vale da Mata (9.3 km)

+ **PR 3 AVZ**

Route of the Great Horn (14.57 km)

+ **PR 4 AVZ**

Megalapiás Walking Trail (13.4 km)

+ **PR 5 AVZ**

Footpath of Ribeira do Tordo (9.15 km)

+ **PR 6 AVZ**

Encounters between the sacred and the profane (8.5 km)

## Tourist Resources and Gastro-

Any route through Alvaiázere will always be marked by historical heritage and the traditions of rural life. Stories that are revealed in the tapirs, in the castros, in the chapels, in the oil presses, in the water mills and in the lime kilns. That are lived and felt in the sowing, in the harvesting of the olives, in the vintage, in the shirtless, in the confection of Rabaçal cheese, in the mixture of goat and

sheep's milk, in the fairs, pilgrimages and in the Festival Alvaiázere Capital do Chicharo. And when we sit down at the table, everything seems to be condensed in the flavors of the land: petingas, the soup of the poor, the sausages, the meat of the bowl, the meat of the roast, the roast kid and the chigas de chicharo. Or, we welcome the usual flavors, served with the gastronomic innovation of

## Municipal Museum of Alvaiázere

The Municipal Museum of Alvaiázere assumes an extremely important role with regard to the preservation and dissemination of the Alvaiazerense identity. In this sense, it promotes exhibitions and activities that, in a pedagogical perspective, take into account our history and the way it determines our future. Thus, the Municipal Museum of Alvaiázere has two permanent exhibitions, "Time, Space and Memory", which portrays some of the traditional crafts that marked the municipality of Alvaiázere until the middle of the 20th century and "Conducted by Time" - Archeology of the municipality of Alvaiázere, which represents the occupation of this territory from the Paleolithic until the Middle Ages; temporary exhibitions; documentation center; educational services (courses, seminars, workshops,

recreations of traditional crafts, olive harvesting, harvesting, cultivation of flax and chicharo, ma-



## 1.4. Family Support Education and Policy

---

The municipality offers several training and education infrastructures to accommodate families and encourage personal development, namely:

### ALVAIÁZERE

- Kindergarten Stª Cecília - Private
- Alvaiázere Basic School
- 2nd and 3rd Cycle Basic School and Dr. Manuel Ribeiro Ferreira Secondary School

- Technological and Professional School of Sicó

### D. MARIA'S APPLES

- Kindergarten ACREDEM - Private
- D. Maria's Basic School of Apple

### PUSSOS SÃO PEDRO

- CEARTE - Gourd Training Pole

## 1.5. Sports Venues

---

It can never be too much to say that physical activity is nowadays important for the balance of the human being. More and more people are concerned with their well-being and consequently with their physical appearance. These facts reinforce, then, the importance and the value that people attribute to physical activity. In a society that wants to be more active and productive, it is extremely important that the human being feels capable of overcoming all the barriers that arise in his path.

The Sport Office of the Municipality of Alvaiázere therefore assumes a central role with regard to the actions implemented to promote physical activity which, through free and voluntary participation, whether organized or not, aims to contribute to expression and improvement of physical and mental condition, for the development of social relationships and for obtaining good results in

competitions at all levels. This space is then dedicated to sport and in it you can get to know the sports facilities of the Municipality, as well as be aware of other initiatives related to the area in question.

- Sports Hall
- Indoor Swimming Pool
- Municipal Forest of Alvaiázere
- ACREDEM Covered Sports Center
- Covered Sports Center - Cabaços Sport Club
- Multisport of Almóster
- BES Football Field - Federation
- Avanteira Park Playground
- Tennis court
- Alvaiázere Municipal Stadium
- Outdoor Pool
- MTB Center and Trail
- Maintenance Route

## 1.6. Useful Contacts

### COUNTY FROM ALVAIÁZERE

Town Hall Square  
3250-100 Alvaiázere  
Tel: 236 650 600  
Fax: 236 650 609  
🌐 [www.cm-alvaiazere.pt](http://www.cm-alvaiazere.pt)  
✉ [geral@cm-alvaiazere.pt](mailto:geral@cm-alvaiazere.pt)

### BUSINESS INCUBATOR

#### ◦ Business Incubator 1 and ADECA

Rua de Santa Maria Madalena  
n.º 11  
3250-121 Alvaiázere  
✉ [geral@alvaiazeremais.pt](mailto:geral@alvaiazeremais.pt)  
[adeca@geral.pt](mailto:adeca@geral.pt)  
Tlf: 236 650 600

#### ◦ Business Incubator 2

Rua do Hospital, n.º 8  
3250-126 Alvaiázere  
✉ [geral@alvaiazeremais.pt](mailto:geral@alvaiazeremais.pt)  
Tlf: 236 650 600

### TOURIST OFFICE

Praça do Município  
3250-100 Alvaiázere  
Tel.: 236 650 600  
Telm: 915 698 722  
✉ [turismo@cm-alvaiazere.pt](mailto:turismo@cm-alvaiazere.pt)

### MUNICIPAL LIBRARY OF ALVAIÁZERE

Rua Dr. António José Pereira  
da Silveira e Castro, 6  
3250-120 Alvaiázere  
Tel.: 236 650 700  
236 560701  
✉ [biblioteca.municipal@cm-alvaiazere.pt](mailto:biblioteca.municipal@cm-alvaiazere.pt)

### MUNICIPAL MUSEUM FROM ALVAIÁZERE

Rua Dr. Álvaro Pinto Simões, 35  
3250-114 Alvaiázere  
Tel.: 236 650 710  
✉ [museu.municipal@cm-alvaiazere.pt](mailto:museu.municipal@cm-alvaiazere.pt)

### ALVAIÁZERE SPORTS PAVILION

Rua Dr. Filipe Antunes  
dos Santos, 41  
3250-108 Alvaiázere  
Tel.: 236 650 742  
✉ [antonio.goncalves@cm-alvaiazere.pt](mailto:antonio.goncalves@cm-alvaiazere.pt)

### MUNICIPAL POOLS OF ALVAIÁZERE

Rua Dr. Filipe Antunes  
dos Santos, 47  
3250-108 Alvaiázere  
Tel.: 236 650 736  
✉ [antonio.goncalves@cm-alvaiazere.pt](mailto:antonio.goncalves@cm-alvaiazere.pt)

### ASSOCIATION HUMANITARIAN FIREFIGHTERS VOLUNTEERS FROM ALVAIÁZERE

Rua Comandante António  
Gonçalves, 44, Regueira  
3250-163 Alvaiázere  
Tel.: 230 650 750  
✉ [comando1012@gmail.com](mailto:comando1012@gmail.com)

### PHARMACIES

#### ◦ Anubis Farmácia Lda.

Rua D. Sancho Manuel, 23,  
Maças de D. Maria  
3250-294 Maças de D. Maria  
Tel.: 236 648 057  
Fax: 236 648 058

#### ◦ Pharmacy Pacheco Pereira

Rua José Ribeiro de Carvalho,  
111, Cabaços  
3250-359 Pussos  
Tel.: 236 636 258  
Fax: 236 638 012

#### ◦ Pharmacy Ferreira da Gama

Praça do Município, 43  
3250-111 Alvaiázere  
Tel.: 236 651 171

### HEALTH CENTER OF ALVAIÁZERE

Rua A, 5  
3250-130 Alvaiázere  
Tel.: 236 650 150  
Fax : 236 650 151  
✉ [csalv@srsleiria.min-saude.pt](mailto:csalv@srsleiria.min-saude.pt)

### NATIONAL GUARD REPUBLICAN

Rua Cesário Neves, 43  
3250-184 Alvaiázere  
Tel.: 236 650 030  
Fax: 236 355 337

## TAXIS

- **Taxi Rank**  
from **Alvaiázere**

Rua de Santa Maria  
Madalena  
3250-121 Alvaiázere  
Tel.: 236 655 377

- **Taxi Rank**  
from **Maças de D. Maria**

Rua Dom Sancho Manuel  
3250-294 Maças de D. Maria

- **Taxi Rank**  
from **Cabaços/Pussos**

Rua José Ribeiro de Carvalho,  
Cabaços  
3250-359 Pussos São Pedro  
Tel.: 236 636 121

## TRAVEL AGENCIES

- **Turexpresso, Viagens**  
e **Turismo Lda.**

Estrada "Via Lusitânia", 792  
Estrada Nacional 110,  
Vendas de Maria  
3250-293 Maças de D. Maria  
Tel.: 236 650 270/2  
✉ geral@turexpresso.pt

## POST OFFICES

- **Post Office of**  
**Alvaiázere**

Rua 15 de Maio, 4  
3250-185 Alvaiázere  
Tel.: 236 655 509

- **Post Office of**  
**Cabaços**

Rua 15 de Junho, 22  
3250-350 Pussos  
Tel.: 236 631 717  
Fax: 236 631 720

- **Post Office of**  
**Maças de D. Maria**

Rua Pimentéis Teixeira, 8  
3250-294 Maças de D. Maria  
Tel. e Fax: 236 644 223

- **Post Office of**  
**Ponte Nova - Almoester**

Estrada Feira de Abril, 13  
Estrada Nacional 350, Ponte  
Nova  
3250-037 Almoester  
Tel.: 236 651 200

## ALVAIÁZERE FINANCE SERVICE

Palace of Justice, Praça José  
Mendes de Carvalho, n.º 8  
3250-116 Alvaiázere  
Tel.: 236 655 153  
Fax: 236 656 120  
✉ sf1317@at.gov.pt

## CONSERVATORY OF THE CIVIL REGISTRY, BUILDING, COMMERCIAL AND NOTARY OFFICE OF ALVAIÁZERE

Palace of Justice, Praça  
do Teatro  
3250-116 Alvaiázere  
Tel.: 236 655 494  
✉ registos.alvaiazere@irn.mj.pt

## SANTA CECÍLIA HOSPITAL

Rua do Hospital, 1  
3250-116 Alvaiázere  
Tel.: 236 650 050  
✉ hospital@scmalvaiazere.pt  
secretaria@scmalvaiazere.pt

## PARISH COUNCIL

- **Almoester Parish**  
**Council**

Rua da Igreja, 40  
3250-021 Almoester  
Telephone: 236 651 232  
✉ geral@jf-almoester.pt  
presidente@jf-almoester.pt

- **Alvaiázere Parish**  
**Council**

Rua 15 de Maio, 4  
3250-185 Alvaiázere  
Telephone: 236 655 509  
✉ jf.alvaiazere@cm-alvaiazere.pt

- **Maças de Dona Maria**  
**Parish Council**

Rua Pimentéis Teixeira, 8  
3250-294 Maças de D. Maria  
Telefone e Fax: 236 644 223  
✉ jfmdm@sapo.pt

- **Pelmá Parish Council**

Rua Padre José Nunes Bouça, 7  
3250-330 Pelmá  
Tel. e Fax: 249 550 453  
✉ junta.freguesia.pelma@iol.pt

- **Pussos São Pedro**  
**Parish Council**

Rua 15 de Junho, 22  
3250-350 Pussos  
Tel.: 236 631 717  
Fax: 236 631 720  
✉ junta.pussos@mail.telepac.pt

## 2. About alvaiázere +

### 2.1. What is the A+?

The “Alvaiázere +” is the municipal program to promote and encourage local business development.

Publicly announced on June 13, 2016 by the Mayor of the City Célia Marques, this program has as main objective to make the Municipality of Alvaiázere a reference municipality for the development of business ideas and for the installation of companies, a true ecosystem business that creates value for economic agents operating in the municipality of Alvaiázere.

A set of supports and incentives for entrepreneurship and business activity are already in place, which include, among other measures, the reduction or exemption of municipal fees related to economic activity and which adds, for example, to the absence of surcharges on the profit of companies with operations in the municipality of Alvaiázere.

The municipality is increasing the availability of business lots, through a new location area: The Rego da Murta Business Area (AERM), with a total area of 121,052.4 m<sup>2</sup>, di-

vided by 48 lots, with an average area of 1600 m<sup>2</sup>.

The **Alvaiázere+** Business Incubator supports entrepreneurs and investors in the municipality, providing working conditions for those who want to develop a business idea, but also offering a wide range of training and mentoring services.

The Municipality, together with the first-time partners in this project, the Association of Integrated Development of Alvaiázere (ADECA) and the specialized consulting company Territórios Criativos, are thus implementing a set of instruments to support entrepreneurship and activity that are enhancing + **IDEAS**, which bring + **INVESTMENT** and that, consequently, will generate + **JOBS**.

Discover the Ecosystem **Alvaiázere +**.

**““A company true ecosystem’s “friend”,  
and of its businessmen and entrepreneurs”**

*Célia Marques, Mayor of Alvaiázere*

## 2.2.Mission and Vision



### MISSION

Create, implement and execute instruments and measures that translate into effective competitive advantages for entrepreneurs and investors active in Alvaiázere, enhancing the settlement of people in the territory.



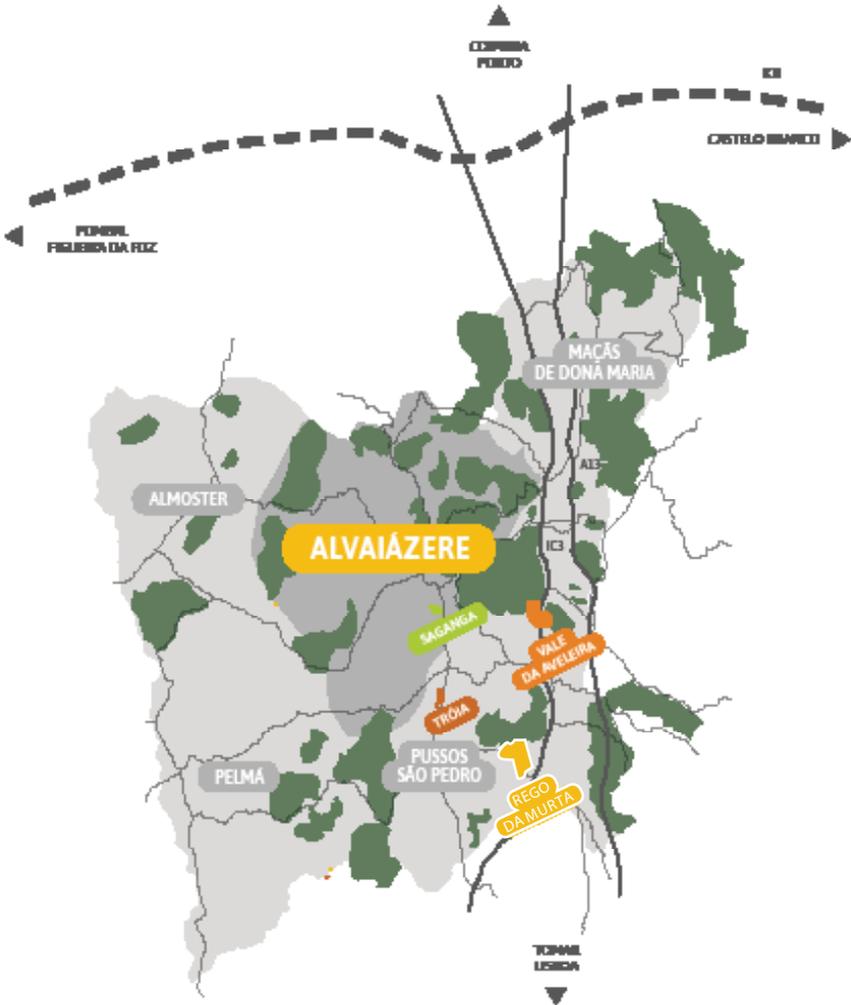
### VISION

To put Alvaiázere as the Municipality benchmark to live, invest and visit.



# 3. Ecosystem

## 3.1. Industrial Spaces



### INDUSTRIAL SPACES

- Saganga Business Park | 39.816493, -8.378694
- Vale da Aveleira Business Park | 39.814571, -8.349153
- Rego da Murta Business Park | 39.782149, -8.346154
- Tróia Business Park | 39.796048, -8.378116

More



## 3.2. Incubator

### Available services

<b>NCUBATION</b>	Support in the creation and development of new projects, assisting in the first stages of the company's life.
<b>MENTORING</b>	Support and advice from a mentor, with experience in a certain area, which promotes discussion and facilitates the process of developing the business model with the entrepreneur.
<b>TRAINING</b>	Free annual training program, 30 hours, dedicated to Entrepreneurship, with modules such as Design Thinking and Strategies for Marketing, Finance, Leadership and Team Management and Presentation Techniques.
<b>BOOTCAMP</b>	Two-day intensive training, after completing the training program.
<b>WORKSHOP</b>	Practical events dedicated to themes related to business / entrepreneurship.
<b>ACCELERATION PROGRAMMS</b>	Taking into account the level of maturity of the project during the annual training program, you can be referred to the acceleration program through a partner entity.



## Infrastructure

Business and Residence Incubator for entrepreneurs and visitors.



### AVAILABLE SPACES

- Spaces for installation of companies
- Training Room
- Meeting Room
- Living room Cowork



### RESIDENCE

- Room with a capacity of 24 beds



### SPORT PRACTICE

- Sports Field
- Showers



## 3.3. Support Programms

### Municipal Support

Within the scope of the Program **Alvaiázere +**, the Municipality of Alvaiázere grants the following support to business activity:

**+ Reduction or exemption from municipal fees**

**o Reduction or exemption from urbanization and building fees, such as:**

issuance of certificates; issuing prior information; building works; subdivision operations; urbanization works; use authorizations; licensing

**o Reduction or exemption from fees related to corporate advertising**

**o Reduction or exemption from fees related to the occupation of public space, such as:**

open terraces; awnings and valances; porches

**o Reduction or exemption of the special noise license**

**o Reduction or exemption of fees for the use of municipal equipment**

**+ Priority in the appraisal of licensing projects**

**+ Advice on choosing the location of land**

**+ Public infrastructure works**

**+ Lease of buildings and equipment**

**+ Technical support in the organization and treatment of the space object of the investment**

**+ Support or co-participation in supporting the promotion or realization of economic business initiatives of municipal interest**

**+ Provision of information on legal formalities in setting up a company and on available financial support**

**+ Co-participation in the promotion or implementation of actions aimed at the national and international dissemination and promotion of the municipality**

**+ Technical support in the implementation and control of compliance with food hygiene and safety standards for regional products**

**+ Monitoring and integration in the services provided in the **Alvaiázere + Business Incubator****

**+ Concession of business lots for 10 cents per square meter of parcel or lot area**

**+ Incentives for job creation and entrepreneurship for young people, aged between 18 and 40, living in the municipality:**

**o Granting of non-refundable support, up to a maximum amount of € 2,000.00, extendable over a period of two years, to defray expenses with the activity**

**o Exemption from the following fees and charges:**

*building and urbanization taxes (appraisal of requests for urban operations or proof of their exemption from prior control, issuing of opinions, au-*

thorizations or approvals from entities external to the Municipality of Alvaiázere for the amounts they cover, prior information, issuing of licenses for total or partial licenses and authorization of use, prominent decisions, decisions to occupy public space, decision to carry out demolition or excavation works and peripheral containment down to the lowest floor level, issuing certificates or plans, reception, provisional or de-

finitive, of urbanization works, realization, maintenance and reinforcement of urban infrastructures, advertising fee, fee referring to the occupation of public roads for advertising purposes)

## National and Regional Support

Here you can find information on support and incentives available to companies and entrepreneurs

Consult all information, legislation and supporting documents for the submission of applications on the page of the various entities



Portugal 2020



Portugal Tourism



CIMRL



Portugal 2020



Portugal Central Tourism

## 3.4. Applications

Have you prepared a description of your idea / business / project? So it's time to fill out our application form, after carefully reading the regulations.

## Application Form and Regulation

Join the **A+** Movement. It's simples, all you have to do is fill out this form:

More



Regulation **Alvaiázere +**  
Consult the regulation here:

More





# Tips For Investors

Practical Exercises



<b>Date</b>	_ / _ / _
-------------	-----------

<b>Goals</b>	1		4	
	2		5	
	3		6	

Time to use	Activity	Priority	Comments/ Results

**PRIORITY**  
Urgent; High; Average; Low

**+ Task List**

Start Date	Task	Deadline	Available Days

## 4.2. Questions you should do yourself

It is important to be clear in business and with yourself about the reasons why you are the right investor for a project. Just because you're excited about a company or an entrepreneur, it doesn't mean you should invest. It may not be prepared or it may not be what this

business needs. The exercise below will help you explore and consider your relationship to the project. If you are the right investor, you will have to know why. This exercise is also an aid in the process of "selling" to the entrepreneur.

<b>What is the project?</b>	<b>Whan can an investor do?</b>
<b>Capital?</b>	<b>Time?</b>
<b>Knowledge?</b>	<b>What excites you about the project?</b>
<b>Where do you see the project in the future?</b>	<b>How is it aligned with this project?</b>
<b>What is your exit strategy for this project?</b>	<b>What role do you see yourself having in this project? Will it change?</b>

**SUMMARY**

**Why you?**

**Why this project?**



## 4.4. The Trip's Risks

To be successful in your investment, you must understand and prepare for the risk, ask yourself if you can make this trip and know exactly what you need.

buy supplies, find travel partners. The same applies to investments. The following are some of the risks you need to consider. The risks can change during the life of your investment.

Imagine yourself taking a walk. It is a good idea to think and plan the difficulties you may encounter. You can read guides, take classes,



### THE MARKET RISK SWAMP

(A queda de valor de investimento devido a alterações económicas ou outros eventos que afetam todo o mercado.)

Current level of risk:



Long-term risk level:



Can I avoid this risk? How?

---

---

---

Can I prepare for this? How?

---

---

---

### THE LIQUIDITY RISK DESERT

(Inability to sell an investment at a fair price whenever you want.)

Current level of risk:



Long-term risk level:



Can I avoid this risk? How?

---

---

---

Can I prepare for this? How?

---

---

---

### ASSET LEVEL RISK STORM

(Risks shared by each investment in specific types of assets.)

Current level of risk:

1 2 3 4 5

Long-term risk level:

1 2 3 4 5

Can I prepare for this? How?

---

---

---

---

---

---



### THE MOUNTAIN OF RISK CONCENTRATION

(Loss due to monetary concentration on a single investment or type of investment.)

Current level of risk:

1 2 3 4 5

Long-term risk level:

1 2 3 4 5

Can I avoid this risk? How?

---

---

---

Can I prepare for this? How?

---

---

---

### THE COLD OF CREDIT RISK

(The government entities or companies involved have financial difficulties and cannot pay interest or repay the initial investment.)

Current level of risk:

1 2 3 4 5

Long-term risk level:

1 2 3 4 5

Can I avoid this risk? How?

---

---

---

Can I prepare for this? How?

---

---

---

## 4.5. How to analyze a Pitch

Once you have the interest, time and energy (and capital) to invest, it's time to start looking for entrepreneurs and companies to support.

Listening to people to present their ideas can be impressive. Distinguishing between a thoughtful and sustained idea and what sounds good is difficult. Here is a guide to help you hear pitches correctly and ask questions:



**Write your answers on a separate paper.**

What is the main idea?

What is the target market?

What is the problem or need that will be solved?

Attractive business model?

Is there a Minimum Viable Product (PMV)?

Is there a competitive advantage?

Is the financial model clear and solid?

Does it meet your interests?

What are you asking for?

What excites you?

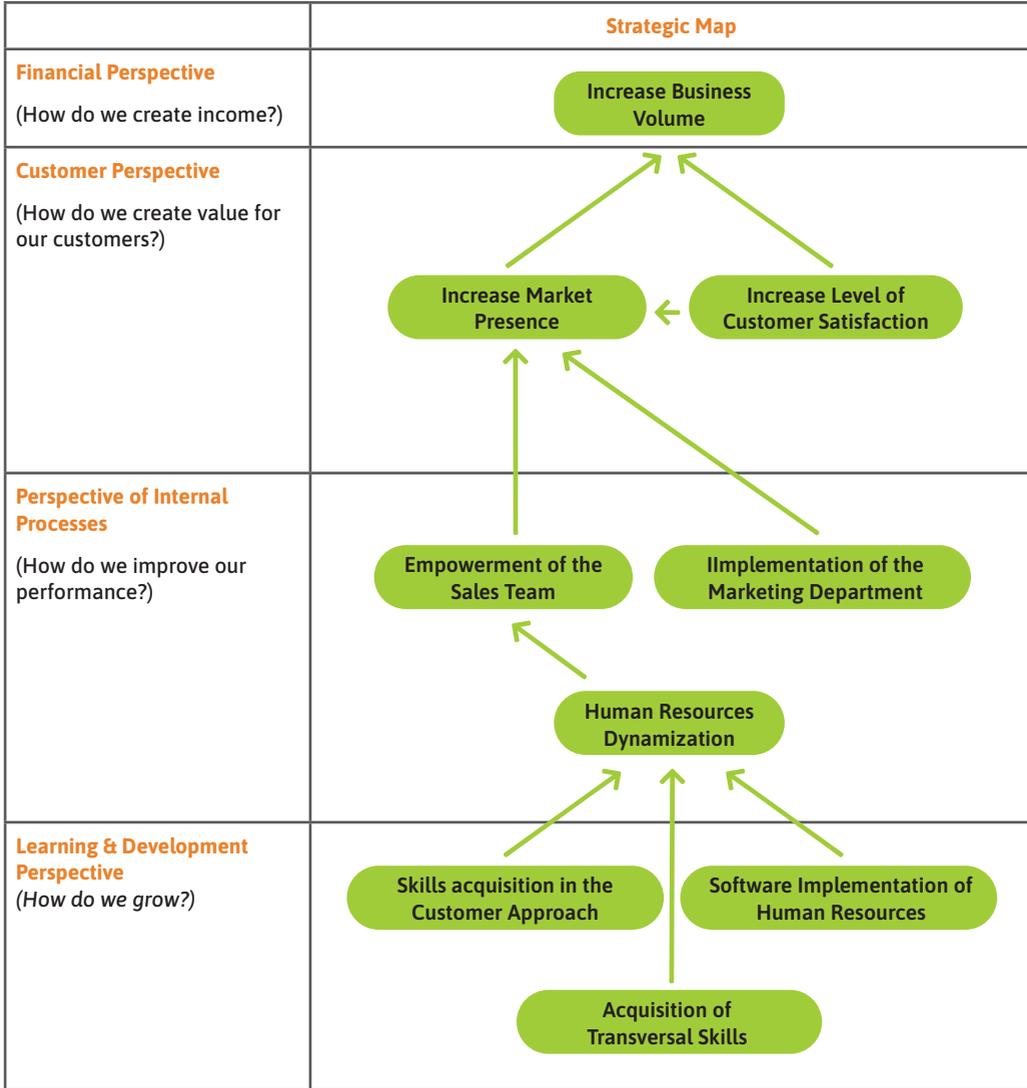
What worries you?

### Assessment Tool Pitch

	+	-
FORM		
CONTENTS		



+ *Balanced Scorecard*



<b>PRO TIPS</b>	* Strategic objectives, indicators and initiatives must be aligned
	* The more links in a strategic objective, the more important it is
	* It is advisable to perform a monthly data record to monitor the evolution

Year	
------	--

Objectives	Indicators	Goals	Initiatives
<ul style="list-style-type: none"> <li>◦ Increase Business Volumes</li> </ul>	<ul style="list-style-type: none"> <li>◦ Volume of Business</li> <li>◦ EBITDA / Net Liabilities</li> </ul>	<ul style="list-style-type: none"> <li>◦ XXX €</li> <li>◦ XXX</li> </ul>	
<ul style="list-style-type: none"> <li>◦ Increase Market Presence</li> </ul>	<ul style="list-style-type: none"> <li>◦ Number of New Markets Covered</li> <li>◦ Number of Current Customers / Number of Customers Beginning of the Period</li> <li>◦ Sales/ Salesperson</li> </ul>	<ul style="list-style-type: none"> <li>◦ XXXX</li> <li>◦ XXXX %</li> <li>◦ XXXXXX</li> <li>◦ XXXXXX %</li> </ul>	<ul style="list-style-type: none"> <li>◦ Prospecting for new markets (Market Studies)</li> <li>◦ New Distribution Channels Digital</li> </ul>
<ul style="list-style-type: none"> <li>◦ Increase Level of Customer Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>◦ Number of Claims / Sales Quantity</li> <li>◦ Increase in Customer Satisfaction Level</li> </ul>	<ul style="list-style-type: none"> <li>◦ XXXXXX %</li> </ul>	<ul style="list-style-type: none"> <li>◦ Reformulation of the Customer Support Service</li> </ul>
<ul style="list-style-type: none"> <li>◦ Empowerment of the Sales Team</li> <li>◦ Implementation of the Marketing Department</li> </ul>	<ul style="list-style-type: none"> <li>◦ Hiring Vendors</li> <li>◦ Degree of Implementation (% per step completed)</li> <li>◦ Actions of Marketing Achieved</li> <li>◦ Department Initiatives of Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>◦ XXX</li> <li>◦ XXXX %</li> <li>◦ XXXXX</li> <li>◦ XXXXX</li> </ul>	<ul style="list-style-type: none"> <li>◦ Review of Recruitment Procedures</li> <li>◦ Outline of the Strategy for Marketing</li> <li>◦ Adoption of New Advertising Platforms</li> <li>◦ Organization of events for Employees</li> <li>◦ Berlin Balls weekly distribution</li> </ul>
<ul style="list-style-type: none"> <li>◦ Human Resources Dynamization</li> </ul>	<ul style="list-style-type: none"> <li>◦ Increased Employee Satisfaction Level</li> </ul>	<ul style="list-style-type: none"> <li>◦ XXXXX %</li> </ul>	
<ul style="list-style-type: none"> <li>◦ Skills acquisition in the Customer Approach</li> <li>◦ Software Implementation of Human Resources</li> <li>◦ Acquisition of Transversal Skills</li> </ul>	<ul style="list-style-type: none"> <li>◦ Specific N° Training for Sales and Related Techniques</li> <li>◦ Number of training courses</li> <li>◦ Degree of Implementation (% per step completed)</li> </ul>	<ul style="list-style-type: none"> <li>◦ xxxx</li> <li>◦ xxxxs</li> <li>◦ xxxxx %</li> </ul>	<ul style="list-style-type: none"> <li>◦ Subcontract Specialized Training Consultant</li> <li>◦ Selection and Implementation of Software</li> </ul>

- \* Failures to meet objectives should lead to a positive debate among everyone about complications and how to overcome
- \* Decision on objectives, indicators and initiatives must include feedback as many collaborators as possible (ideally all)
- \* Regular meetings should be arranged to review the situation and deal with any problems

## 4.7. Zach's Success Star\*

At **Zach's Success Star**, it is clear that for a project to be successful, its leaders must have knowledge in the area of management, in the relational area and in the technical area of the sector where they work or will launch their project.

And as we stated earlier, whenever we talk

about a project, we put one of the following possibilities: company, start-up, association, cooperative or a project within a public or private organization.



### CONTACTS NETWORK

How many contacts do you have on your social networks? Facebook, LinkedIn... What do you do with those contacts? Combine having a coffee a week with a different person, share what you are doing, inspire others and let others inspire you.

### ENERGY

Have you heard of the entrepreneur's long night? When it seems that everything is lost, that there is no solution for anything? Sleep on the subject, go for a walk, drink tea (or, if you prefer, a beer) or do meditation, discover the solution to get an energy supply.

### COMMITMENT

To undertake is to be in constant interaction and relationship with others, who have expectations and who want to be loved, res-

pected, accepted, considered, heard, and who want to be committed to developing something.

### PASSION

When we are in love, we are more receptive, we speak with more dedication, we are able to involve others more.

### IMPACT

This factor has already been added by us, as we believe that today's entrepreneur should also have social, environmental and even cultural concerns, as he will only be successful if he considers these dimensions.

\* Andrew Zacharakis

## 4.8. Relationship Brainstorm

Using your relationships network and acquaintances can help you increase the strength of your investment. Sometimes we neglect important people around us.

Write down the names of the people you know at different times in your life, even if they haven't communicated in a while.



## Matching Game

Look at the names you wrote on the previous page. Who can you contact for support on the following topics:

**INVEST**

**LEGAL**

**MENTORSHIP**

**MARKETING**

**PARTENERSHIP**

**ENTREPRENEURS**

**SPECIFIC INVESTMENT SECTORS (WHICH?)**

**PEOPLE YOU JUST WANT TO SAY HELLO TO BECAUSE YOU HAVEN'T TALKED TO THEM IN A WHILE.**

- What other topics would you like to discuss with people?

---

---

---

- Who can you talk to about each of these topics

---

---

---

- Are you forgetting something? Do you know people who may know other people to help solve problems that may arise? How else can you find people and / or information? informações?

---

---

---

---



Rua de Santa Maria Madalena, n.º 11, 2º andar  
3250-121 Alvaiázere

[geral@alvaiazeremais.pt](mailto:geral@alvaiazeremais.pt)

+351 236 650 160



[www.alvaiazeremais.pt](http://www.alvaiazeremais.pt)

alvaiázere+

apoios

