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**Master Thesis**

**Uruguay New Product: The emerging case of Canelones  
Wine Tourism**

**Gil Nuno de Sousa Reis da Silva**

**Viñedo de los Vientos  
Atlántida, Canelones, Uruguay**

**Professional supervisor  
Mariana Cerutti**

**Academic Supervisor  
Jorge Queiroz  
University of Porto**

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## **Abstract**

The increase of tourism in Uruguay, the residual crisis in the wine sector, the corresponding oenological revolution and the development of international cooperation projects brought wine tourism as a new activity.

The curious case of Canelones is participating in a fast conversion and adaptation.

This work aims to analyze the current situation and the position of the region, focusing on the main handicaps and advantages that can be used, if worked collectively, for a more dynamic and sustainable work in the future.

Methodology used consisted of author's experience, supported by visits and interviews to professionals of the current industry and a bibliographic research.

The visibility of small wineries will require the visibility of the region for international recognition and the differentiation of Canelones with potential of high-quality wines should consider wine tourism as a priority for regional branding.

**Keywords:** Uruguay, Canelones, Collective, Oenotourism, Regional Branding, Tannat

### **List of abbreviations:**

**ATEU:** Association of Wine Tourism Uruguay

**CAMTUR:** Cámara Uruguaya del Turismo

**INAVI:** National Institute of Viticulture

**MAM:** Mercado Agrícola de Montevideo

**MINTUR:** Ministry of Tourism of Uruguay

**PVM:** Polo Vitivinícola Metropolitano

**USD:** United States Dollar

**UYU:** Uruguayan Peso

**VINSEUM:** Museu de les Cultures del Vi i de Catalunya

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## I. Introduction

Modest yet bold, liberal and fun loving, Uruguay is our country of the year (The Economist, 2013). The wine tourism phenomenon in Uruguay is incredible. The wineries, without making great promotion, receive public that directly moves there. “The wine tourism chose us, we didn’t choose it.” said Lorena Curbelo, Sommelier at Marichal Winery.

This paper is a report of the author’s final internship of Wintour Master where the author had the opportunity to work in a small winery – Viñedo de los Vientos – in the biggest region in the Uruguay wine country: Canelones. The author’s travelling had the purpose of knowing about another wine tourism reality that has recently started and is developing at a fast scale and it was also due to the will to be helpful in a place in great need of resources and experience. The author’s purpose is to explore the current offer, analyzing the fast adapting of the industry to the new segment, the most visible handicaps and to state more dynamic solutions with emphasis on the reality of the above mentioned family-owned winery.

“The very nature of the wine industry lends itself to a marriage with tourism” (Bruwer, 2003) and the beginning of Wine Tourism in Uruguay is a valued case to be analyzed. The origins are in the growth of Tourism in general with register of a record of 4 million tourists in 2017 (Ministry of Tourism, 2019), the wine sector (*vino de mesa*) crisis that developed into a much lower consumption of wine in this category in the domestic market, leaving several farms in search of a solution for quick income, and finally a project of wine tourism promotion from the Canelones department with collaboration of Vilafranca del Penedès (Catalonia, Spain), based on public and private sector strategies for the development of the local economy, that assisted to motivate the wine tourism in the region where Viñedo de los Vientos actively took part.

Uruguay Wine, “Stories to taste” – a slogan adopted by the National Institute of Viticulture (INAVI) and Association of Wine Tourism Uruguay (ATEU), carries a lot of potential with differentiation of a new brand with old values. The small country personality, the strong gastronomy and the simple life style under the values of generosity and friendship are the assets that define Uruguayan Wine Brand Story.

## A. Description of the company

Mr. Angel Fallabrino arrived in Montevideo from Italy - Piedmont, escaping the Second World War. His son, Alejandro, followed in his footsteps – one of the most innovative personalities in Uruguay in oenology in the seventies and eighties. Unfortunately, both died in the early nineties and Pablo, the current owner and third generation of the family, inherited the vineyard from his dad and decided in 1997 to bring the best wine making equipment from Italy and create his own winery one year later. The year of 1998 was the year of the first vintage produced at Viñedo de los Vientos.

Viñedo de los Vientos is located in Atlántida, which is part of the region of Canelones, close to the River Plata estuary - the largest in the world - where it meets the Atlantic Ocean, providing clean cool ocean breezes and the ideal climate for the maturation of fine wine grapes, a fact that might explain the name of the winery. The key message of the winery is the least interventionist viticulture and the respect for the environment and native wildlife. The grapes that grow in the company are mostly Tannat, Cabernet Sauvignon, Ruby Cabernet, Nebbiolo and Barbera for red grapes and Arneis, Gewurztraminer, Chardonnay and Moscato Bianco for the white.

The business was carried on by Pablo Fallabrino and Mariana Cerruti, his wife, who was part of the winery since the foundation. The wine tourism started in 2001 and at the same time they did their first exporting. Around that time they started getting importers and some journalists at the winery. These small visits made them realize another segment in their business could be possible. Before February 2019 the tourism at the winery was very limited, due to the couple's lack of time to dedicate themselves to tourism. Also, different from other wineries in Canelones, located closer to the capital, the winery is located on the east of the region and further from where most of the tourists stop by, which means it has some limitations in terms of access. When the internship starts, the tourism offer was similar to the other wineries in the region: a 5 wine tastings with cheese platter or empanadas (\$35 USD) or antipasto (\$55 USD), a 3 course lunch with 5 wines pairing (\$75 USD) or a 4 courses lunch (\$94 USD). All these options include a tour around the vineyard.

Viñedo de los Vientos is incorporated in an association called ATEU (also known as '*Caminos del Vino*') which Mariana Cerutti co-founded with Margarita Carrau – owner of the winery Cerro Chapéu in 2004, an association of the small wineries of Uruguay that were exporting and needed a way to receive people who were interested in visiting them

their own country. ATEU was actively present in a partnership made with Catalonia – a project using wine tourism for economic development.

## **B. Duties and Activities during the internship**

The author's professional internship with Viñedo de los Vientos took place from February and lasted on until the fourth semester of the Master Program. Before February 2019, Viñedo de los Vientos didn't have a proper schedule; however, they were acknowledged as wine tourism stop with access only through reservation.

In fact, Léna Julie Thivin (a colleague from Wintour Master) and the author joined the team and took on the commitment of opening the doors for tourism purposes every day. The author's priority duty was to **receive clients** that were constantly arriving with no reservation. The author could make himself useful, since 80% of the tourists are Brazilian (*F1 - Figure 1*). Together with Lena Thivin, the author was helping the winery to organize their work and proposing a marketing plan consisting of three stages. The first stage consisted of simple activities that could be changed right away to make the business more functional. The second stage was to activate ideas to set a tourism offer, to work on the commercial department and trying to sell more wine. The third stage consists of some strategies to be implemented in the future and to accomplish this step investment will be needed. The details of this plan can be seen on Lena's Thivin Master Thesis, while the author's other activities during the internships were focused on **tourism consultant** practices, since the author was conducting a research throughout all the region, analyzing the current offer and the results of the project made with Catalonia, using Wine Tourism for economic development. The **research** component involved visiting other wineries and interviewing professionals in the public and private sector. After understanding the major results, which will be discussed in greater detail later in this paper, the author created strategies that can be implemented, in order to improve the performance of Uruguayan actors in the sector, reviewed by Ms. Mariana Cerutti, professional supervisor, and Mr. Juan Carbajal from Canelones City Hall, to ensure the proposals were relevant. Communication update was needed, especially for the Uruguay residents that were not aware of this new modality and some work was developed with partner-wineries, tourism institutions and actors. The student had the opportunity to represent the winery Viñedo de los Vientos in **wine fairs**.

Tourism demands consistency and the author helped Mariana **interview candidates** and hire someone to carry on what we started there and the author trained that person

for receiving tourists, taking care of the commercial relations and organizing events/activities. (*A1 – Annex 1: Requirements and Interview to work at Viñedo de los Vientos*).

## **II. Methodology**

### **A. Author's Approach**

The knowledge acquired throughout the master's helped to develop a more accurate analysis technique. This acquired tools were fundamental in overcoming some of the difficulties in communicating with the actors, as well as a lack of support literature, which was one of the author's biggest motivations: to be able to take part and take the first steps in a country which is starting to operate in wine tourism.

The process of preparing this analysis and plan is characterized by the author's participation and working in an active company, extensive research and interviews and creating solutions for what the author considers to be a very interesting, promising and profitable activity.

The steps have been the following:

- 1) Full time work in one of the participants of the industry getting an internal view of one of the examples of the typical family farm. At the same time that the author was developing an offer to receive clients and preparing a marketing plan, the author became aware of the industry from the main actors, both public and private. Collecting and analyzing of information: bibliography, newspapers and websites.
- 2) Researching and gathering of documentation: Analyzing of current data, learning from other regions' examples: mainly the cases of Argentina, Catalonia, Brazil and New Zealand, as well as the national context.
- 3) Defining the actors to be interviewed and database elaboration. The interviews were made in person or through Skype.
- 4) Visits to the actors of the industry: MINTUR, INAVI, City halls, Tourism Offices, wineries of the region, wine bars, hotels and restaurants.
- 5) Elaboration of a Diagnosis, the SWOT Analysis and main assets.
- 6) Observation of the potential, proposal and discussion of actions to be taken.



## **B. Information and Literature Review**

Wine Tourism is also Tourism. It is the way to engage visitors with your wine country without forgetting they are not going to school, they are not going shopping, and they are on vacation (Wagner, 2018). The industry can be defined as a visit to vineyards, wineries, wine festivals and wine shows, for which grape wine tasting and/or experiencing the attributes of a grape wine region are the prime motivating factors for visitors (Hall, 1998).

Getz (2000) defines Wine Tourism under three different perspectives. The first from the wine producer's point of view who may find it as an opportunity to show they are different, to "educate" consumers and make direct sales. Another, from the point of view of tourism agencies or tourism regions, who can develop a destination around the value-added surroundings and wine-producing traditions. Lastly, from a consumer's point of view, who may find a diversified product and benefit from new experiences. This suggestion encourages collective action that should be used for region branding; because "Wine is more than a beverage, it has become a lifestyle product with a high degree of complementarity with food, hospitality, entertainment, the arts and tourism" (Australian Wine Foundation, 1996). The goal of this literature review is to discuss different ways to act in wine tourism, which can help professionalize a region in its jump-start.

Serrano (2015) wrote the first PhD Thesis in wine tourism for Spain and categorizes wine regions in different phases: Exploration, Application, Development and Consolidation classifies Canelones in Exploration. Morden (2019) distinguishes Uruguay as the "Boutique of Latin America" and defends that "Small is Beautiful and can be Profitable".

Wine Intelligence (Lanari, 2019) is the most recent study and talks about "The Uruguayan connection" asking if the region and the country is taking full advantage of growing of wine tourism that comprises much more than winery visits and tastings. We conclude, based on the current evidence, that Canelones, with 70% of the wineries in the country, is playing a fundamental role in Uruguay is an emergent case. The major limitation found was the lack of support literature about the specific country/region and data to illustrate the author's conclusions.

### III. Canelones Wine region

#### A. The current situation: Wine Tourism 1.1

Both the wine and the tourist industry share the goal of conveying a unique sense of place for consumers, an interaction that is interesting to understand (Winter, et al., 2015). Lilian Kechichian, Minister of Uruguay Tourism, said “In recent years, Uruguay has multiplied the number of visitors, the investment, infrastructure, employment, training and institutionalism of the tourism sector with the Law No. 19,353 of 2014 given by the executive function of government of Tourism (Ministry of Tourism, 2019)

Most of the tourists that arrived to Uruguay were going to Punta Del Este, one of the major beach resorts of South America. The year of 2017 registered a record of 4 million tourists

(Ministry of Tourism, 2019) representing 8, 6 % of the Gross Domestic Product according to the same source. Uruguay is a country with numerous competitive advantages afforded by its natural landscapes and cultural heritage, and has been promoted around the world mainly as a “sun and sand” destination (Mackinnon, et al, 2009). More recently, this trend has changed and the tourists have showed interest in gastronomy and wine over the past years and this led them to have wine-oriented experiences. In agreement, surprisingly tourists were more located in Montevideo area where the beach is not the main attraction. As can be seen on Annex 2 and 3 (*Map of Uruguayan Wine regions and Wineries operating in Tourism in Canelones, respectively*) Canelones department counts on a major number of wineries compared to the country surface (around 70%) which is due to the flow of immigrants that arrived around the time of the Second World War and wanted to stay close to the Port and City of Montevideo.

According to CAMTUR, in 2017- 3,940,790 visitors entered Uruguay, 18.4% more than in 2016 - (excluding cruise passengers, or those entering through a dry border, without having to go through immigration). Incorporating the arrival of cruise passengers (estimated at 275,000), the total number of visitors in the year exceeds 4 million 200 thousand. The foreign currency income was USD 2,334,258,475, which represented 27.9% more than in 2016. Montevideo was the destination most chosen by visitors, as it received 1,077,526, an increase of 13.4% compared to 2016, in which they were 950,002. January is the strongest month and since 2014, the number of tourists arriving in Uruguay in the month of January has almost doubled.

As mentioned before, the country and its geographic location allowed it to become a privileged and acknowledged producer of wines with international standards of quality, over the last few decades. The country has gone through an oenology revolution in the nineties when new rules were adapted and “Tannat” was elected the grape-identity of the country due to the good adaptation and expression of the grape. The concept of “*vino de mesa*” and “*vino de calidad preferente*” (VCP) appeared, i.e., the first one is a category of bulk wine and the second one must meet the following requirements: made by *Vitis vinifera* varieties recognized by INAVI, must gather some analytical parameters and they will present the appropriate level of stability (Herrera et al, 1993). Uruguay has a long history of making wine but only a relatively short history of making wine in a global export-oriented way (Morden, 2019). Before the oenology revolution it was also very difficult for small wineries to export: a lot of costs were involved and only the big producers could grow. When the country started to face a “*vino de mesa*” crises, ATEU, Family Wineries Wine Tourism Association, motivated their members to refurbish their facilities in order to receive tourists and the small family wineries found in tourism a way to overcome the crisis facing the sector. Tourism has allowed them to add a new line of economic income to the company but the big challenge was when companies began to do industrial reconversion. Regarding viticulture, the first steps were taken by the private sector - a change from traditional table wine structure to fine wines - soft wines, which have good acidity, stability and longevity according to José Lees, President of INAVI. This was considered a great change and conversion – Uruguay fulfils the quality of international requirements. On the other hand, the country didn't have what was demanded and since 1998 until now 270 wineries have closed declaring bankruptcy for not being able to convert and low consumption levels were registered. The trade of consumption in 2003 (some years after the enology revolution) 10 million liters less of ‘*vino de mesa*’ were produced and importations of foreign wine decreased from 10 million to 3 million. The actual number per year of VCP wine produced is 8 million liters. This estimated data by INAVI confirms the new consumption trend and France admires the Uruguayan work on the queen grape Tannat for working it well to find lighter ways to drink it (Micro-oxygenation in 1997, wood ageing and more recently carbonic maceration in 2018.)

A remarkable step on Canelones wine tourism process was the project developed with Vilafranca del Penedès. It was a project funded by the *Diputació de Barcelona* and aimed to strengthen the public/private alliances linked to the wine tourism sector and the

competent administrations, to develop a pilot Route of Wine Tourism in the Departments of Canelones and Rural Montevideo. This project is part of the collaboration agreement signed between the VINSEUM Foundation and the City Hall of Canelones, when a delegation of institutions and companies linked to the wine industry visited the Penedès with the purpose of discovering the wine tourism model developed in the region, and its insertion into the territory. For the implementation of the project, the actors were VINSEUM, City Council of Vilafanxa del Penedès, City Hall of Sant Sadurní d'Anoia, *Asociación Vinícola Catalana*, Cooperative Group of Entities and Social Enterprises, Ministry of Tourism and Sports of Uruguay, City Hall of Canelones, INAVI and ATEU.

## **B. The Region**

Uruguay as 30'45' latitude as Chile, Argentina, South Africa, Australia and New Zealand. Canelones is located at the Heartland of Uruguayan wine and has an Atlantic climate, similar to the region of Bordeaux in France, mostly sandy clay soils with presence of volcanic rock and granite.

The region and its history, alike other wine regions in South America, is closely related to the arrival of European emigrants (Barnes, 2016). There is a big lack of data in the region but according to INAVI regarding the year of 2017, Canelones and Montevideo Rural count with nearly 80% of the wineries in the country, which leads to the conclusion of the undisputable role of the region. Andrea Bresso and Juan Carbajal from Canelones City Hall refer that one of the most important characteristics is the family size that most of the wineries have. There is a strong culture and history in each one of them – explaining the slogan “Stories to taste”. Most of the wineries have a traditional and artisanal profile of production with technology incorporation, in order to adapt themselves to the new market and concept of generating a product of quality. According to ATEU, in 2018 there were around 75 000 tourists visiting the wineries spending around 70 USD each. It is true that within the small wineries, they managed to have different profiles: for example, small groups' preference or cruise stops entertainment. The author's very first perception was that very few people knew which wine region they were in. The region lacks information on formal/informal institutions and the signaling is scarce. The locals don't seem to be aware of what is going on with wine industry in general and they don't know about the possibility of visiting the producers. The wineries were not very responsive to the author's emails on trying to visit them (the author registered 5 answers

on 16 wineries contacted), they were too dependent on the “Tannat” identity and they all seem to have the same offer proposal – same tour, same tasting, same prices and same logistics. A curious fact is that the Brazilian tourists, which represent a big segment of the receptive tourism visit the country every year looking for sunny beaches but nevertheless, wine tourism is becoming increasingly popular in Brazil as consumers are eager to explore new offers and styles. Wine Intelligence’s Global Compass 2018-19 Report classifies Brazil as an emerging market in ‘discovery mode’. There is a high proportion of regular wine drinkers in Brazil – 69% to be exact – who ‘enjoy trying new styles of wines on a regular basis’ and this has brought consumers over the border into Uruguay (Lanari, 2019): despite the visible handicaps there is a great opportunity to take full advantage of. The transportation is an issue, as it is in most wine countries. Besides that, Uruguay has a zero-tolerance policy to drinking and driving, so in order to explore the regions, the visitors are in need of a driver or purchase a tour to be able to do the tasting.

Another element to highlight is the training of human resources. Currently most of the wine tourism industry adopts their own enologists. Besides Lena Thivin and the author, two more people from Wintour Master – the only degree in Wine Tourism - are currently linked to Uruguay, a fact that the author believes to be an important side effect of Wintour Master’s education. In reality, most of the wineries worked to rise their facilities and adapted themselves to receive tourism mostly by ATEU. However, the Government of Canelones, who has promoted the wine tourism work process with Vilafranca del Penedès, works with all the tourist parties of the territory. There are different interests and it leads to not working jointly, but in most cases there has been an articulation between wineries, government of Canelones and MINTUR. Together they have worked to create an environmental observatory of Uruguay. Many times it happens that the development rhythms of each winery are different, the money available to build infrastructures, promotion or hire human resources is different in each winery, and therefore, the advances are different. Another characteristic is that mainly due to the small size of the wineries it might be the difficulty for the old generations to adapt to tourism activities. The youngest generations could enlarge the interaction with the people, as well as the use of the technological tools for dissemination: web, social media and other platforms for digital or info graphic content. Family wineries are one of the only businesses where the family work is preserved. A wine tourism planning was strictly defined and implemented in 2015 with expectations of results in 5 years, commanded by

Andrea Bresso and Uruguay was recently selected as number seven among more than 70 countries by Vine Pair media company as one of the world's top wine tourism destinations (Bianchi, 2019). Canelones has a leading role in this classification.

### **C. The study case of Viñedo de los Vientos**

The place is magnificent and the wine-style production is classified as different regarding the country, which was one more reason to travel there. Nevertheless, the author could identify the limitations on a project managed only by a young couple.

Viñedo de los Vientos was operating in tourism only through reservation. The winery had some digital platforms like Facebook or Instagram and a website. During the years since the first visit (2001), visits from journalists and bloggers were very important for getting the company name onto visible platforms that slowly over time got tourist to visit it. Mariana, mainly responsible for the tourism decisions, was receiving and taking care of the reservations, adopting a very personalized way to receive clients, serving the wines made by Pablo and her own organic products to pair with them in a room that the family built over the years, well equipped with everything needed to invite people to have a good time. The room had also a store prepared for selling wine and packing, bathroom, a kitchen and the possibility of hosting events indoor and outdoor. The strong abilities of Mariana in the kitchen led her to serve lunches in a complete menu paired with the 5 wine option and other-food-oriented ones. Nevertheless, the only-through-reservation-system allowed for the good preparation filtering of the tourist that travel without planning. For this reason and the fact of not having someone working only to maintain the tourism (either Mariana full time or a third element on the team) it was always hard to have a proper offer.

The first step at the beginning of the internship was to open the doors every day with a proper schedule and to highlight that on Google, since it is a very useful platform nowadays. Lena Thivin started a strategy plan right away and the author kindly advised her as well. The very first measures were to adjust the tour to the harvest season (February/March 2019), promoting the participation of the visitors at the vineyard or cellar, preparing a space in the tasting room always ready for an unexpected visit, better signaling at the winery, such as a sign board indicating that the winery is open and another one with the information on where to park, collecting basic data from the visitors, including their personal contacts and starting a follow-up email, store organization, setting up a music playlist in the room, displaying in the room the logo of the winery, Trip

advisor and Instagram for better assimilation, setting a “free product” that visitors can take home - a key ring with a cork from one of the wines opened and learning about some suggestions that could be given to the tourists, in order to improve their engagement to the region. This plan was implemented in the very first week.

#### **IV. Project between Canelones and Vilafranca del Penedès**

##### **A. Presentation and Contextualization**

The origin of the Project lies in a proposal of the “Local Project” to the Intendancy of Canelones. Local Project as an entity had a long trajectory in the promotion of local cooperation, both in the promotion of local development and employment, the promotion of entrepreneurship and the transfer of local development experiences from Catalonia to several third world countries, especially Morocco and Latin America. Local Project worked in Uruguay since its founding in cooperation with the CLAEH University, Centro Latinoamericano de Economía Humana, and with various local governments. It worked in Chile, Paraguay, Peru, Ecuador and Morocco. The contact with the Intendancy of Canelones took place due to the technical assistance of Local Project to Canelones at the moment that began to develop supporting work with ‘*mercocities*’, i.e., an important network of local governments in South America and a reference in the process of regional integration. The relationship was easy and intensified with the approval of a “wine tourism” project. According to Roberto de Labandera, they immediately discovered the potential of the project and the interest in the partnership.

The **first phase** of the project “Promotion of the Canelones Department (Uruguay) was made in collaboration with Alt Penedès. In the public and private framework of cooperation for local economic development with the participation of Local Project; Department of Canelones; Rural Montevideo; City Council of Vilafranca del Penedès, St. Sadurni d'Anoia City Hall, INAVI, ATEU, Catalan Wine Association, where the goals were to aggregate value to the territory, increasing the public and private cooperation and widening the capacities of the local actors. The Plan of strategies for Wine Tourism, formation of the participants, tourism consult and the exchange of experiences (Trip to Uruguay and to Vilafranca Del Penedés) was the methodology to achieve the goals. The **second phase** incorporated VINSEUM and proposed strong public/private partnerships between small and medium sized companies linked to the wine tourism sector and the

competent administrations, improving the authors already operating in the pilot route area, developing a pilot route for wine tourism in the Departments of Canelones and Rural Montevideo and improving the quality of the offer, defining and applying quality standards to the wine tourism products, elaborating a quality manual and examples of good practices, technical assistance to winemakers, hoteliers, restaurateurs, leisure and craft companies, to implement quality criteria in their products, develop the wine tourism image of the Department of Canelones and Rural Montevideo to optimize marketing channels. **The third and last phase** proposed to work on the guarantee that the wine tourism activity meets minimum quality standards, granting the keys for the international visibility of the product. Institutional strengthening of the Municipality of Canelones, strengthening public/private partnerships between small and medium sized companies in the wine tourism sector and the administration, in order to create an institutional body in Canelones that concentrates the management of wine tourism activities. Finally, a museum in the Uruguayan region is defined, inspired on VINSEUM, and begins to execute the strategic axes of the new Master Plan, in order to begin to acquire the necessary tools for the knowledge of the wine heritage, the conservation of its collections, while its cultural action must also respond to the new paper as kilometer zero of the country's wine tourism activity. The city of "Las Piedras" (*Annex 3 – Map of Canelones Wine Region*), where the office of INAVI is located and most of the main routes of the country passes by was considered the capital of wine. These two last phases were more relevant.

## **B. Discussion of the results**

All the data acquired was analyzed from the official documents of the project by the parties involved. It concludes that the project was extremely positive and since this work had a crucial bearing on the development of the analysis in question, the author decided to analyze in detail the results of this partnership in a vision from the particular (*the winery*) to the general (*the region*).

In a project that involves another country values gain more trust, and that involves a lot of Private sector, actors working together with the Public Sector have more credibility, since in general, some companies show some resistance to believing in the public sector 100%. ATEU managed mainly through volunteer work to face an active rebirth and the number of participants grew from 12 to 16 operators (*Last update: 18 wineries, in 2019*).



The appearance of a quality assurance and institutional stamp is a positive asset – “Uruguay Natural”/“INAVI”/“Enoturismo Uruguay”, although the author realizes that few wineries the author visited were using it. The Uruguayan committee that travels to Vilafranca del Penedès to visit wineries, do workshops, attend conferences and know the industry and standards practices in Vilafranca del Penedès got highly inspired by the way the region was cooperating, the way they provide transportation and the fact that one transport company can take a client for several stops and not just one, or for simpler things, such as the concept of hiring someone as a “free-lancer”. The proximity products such as jams, olive oil, or simple merchandising that a wine cellar can have available enriches the experience and offer for the traveler. Finally and most important, the incorporation of a subject of “Wine Tourism” in the bachelor of oenology seems an important step and the incorporation of MINTUR, INAVI, ATEU and City Halls for implementing an open debate for Wine Tourism discussions and further decisions. For Canelones City Hall, the author considers that the benefits are several: the acquisition of experience in a project of private/public partnership, the establishment of contacts with the private sector and the articulation of a platform of work between the institutions of the country that participate in the promotion of wine tourism: INAVI and MINTUR. Possibly one of the weak points of the program in Canelones has been the difficulty to involve the academic world. There is also a program with greater participation from other territories of the vineyard and wine of Uruguay and its local governments. The role of local governments in the promotion of local economic activity in Uruguay needs to be consolidated with more and better resources. Private companies and local governments must continue to work together, creating new action platforms, designing new actions and expanding the spectrum of their participants. The partnership revealed some handicaps, starting with the lack of a professional full time responsible in the Canelones Department in the first phase, and the solution arrived when Juan Carbajal was incorporated. The poor signage is a big problem and the actors decided to place their own outdoor information, not always legal or enough. The wineries adopt the same speech and are too attached to the fact that they are descendants of emigrants and the wineries face a regression process because they don't have continuous work. ATEU has played an important leading role in the industry since its creation, participation in the project but there are still internal problems because the farms are viewed as competition and not partners. The most important aspects that the author considers to be necessary is not to defend the territory, the region and the forms of engagement. The Uruguayan

system doesn't define denominations of origin, but no actors refers to a map, for example. The project incorporated and encouraged the farms, but the tertiary sector did not follow: restaurants, hotels, tour operators and other key players in tourism. Within all the motivation and knowledge transferred, the local Uruguayan public was forgotten in what the author interprets that a step was missed: educated the tourist but not Uruguay: the country missed one step. Transport is, without a doubt, still a great barrier. Another measure that needs to be taken is to organize a 'fan' trip, because the participants in the Uruguayan project didn't know the work of their partners. MUV was created but was not operating 100% - the 3 times the author visited the museum was closed and the designation of "Las Piedras" (located in Ruta 5 – *Annex 3 – Map of Canelones Wine Region* - a road that starts in Montevideo towards north and has a big percentage of wineries on its banks) as the capital of wine has to be more well defined as promotion was not efficient as in no fact the visitors are aware about it - more profitable and increase investments for its sustainability and continuity.

It was hard to assess the benefits of the partnership to the other party – Vilafranca del Penedès, using the External/International relations and promoting the territory could have for the first time an invited country for the Most Festival (*Annex 4: Flyer of Most festival in Penedès. Country invited: Uruguay.*) – A reference festival of wine and music in the region – that counted actively with the help of Canelones region and all its actors. Finally, Penedès is also in a phase of transition but not of development, rather of reference. The area of the international projection of the territory is in terms of consolidation, promotion and development of wine tourism as a territorial and economic activity. Based on this experience, the City Council of Vilafranca promoted other cooperation agreements with another city in Argentina, in addition to its experience in ACEVIN (Association of cities of Spain) and RECEVIN (European Network of Wine Cities). The author could observe negative elements from their participation in this project, although the author would point out that there has been a lack of involvement around the project from the public institutions that can intervene, the *Diputació de Barcelona* in relation to cooperation between cities and/or municipalities and the regional government of the *Generalitat de Catalunya*.

### C. Visits and Investigation

During the author's period in the region, the author visited different wineries, wine related institutions, in order to better observe and to meet with professionals in the sector. Few visits outside the region were crucial to expand for a national vision.

The first approach and certainly one of the most complete, which focused and prepared for the reality of the region and the country, was the wine bar 'Montevideo Wine Experience' in the capital near one of the tourist attractions: the Port Market. In an urban concept, there is a wide selection of wines accompanied with history, references and orientation, if the client so wishes. Liber Pisciotano taught the author that the country doesn't have the concern to keep the best harvests.

There are some great names in the industry that we can't fail to mention and who have been doing an excellent job individually, such as Bouza or Juanicó but mainly Garzon. This last winery is located in another region, Maldonado, but the strong marketing and international positioning gave a great visibility to the country: "The next new world winery of the year" by *Wine Enthusiasm*. Montevideo Rural that includes the wineries on the perimeter of the capital are working closely with Canelones Wine region. Other farms such as Varela Zarranz, Pizzorno or Spinoglio have an individual offer that is very interesting and comfortable much adaptable for the reality. Moizo, a farm that before the project with the Catalonia almost declared bankruptcy, dedicated itself to making events and to receiving the local public and apparently this is the only actor who does it. The author would like to mention the example of Alvaro Mangino, a survivor of the famous Andes accident in 1972<sup>1</sup>, who produced a wine to tell his story. On the label it is possible to read the note that was left on the mountains in the hope of being found: this example can illustrate the chosen slogan "stories to taste" although the author only knew of this story at the end of his internship (a clear case of lack of promotion). Marichal, Braccobosca dedicate themselves to smaller groups or even Los Nadie that develops more urban concept of explaining the 'tannat' grape by exploring his own garden.

A long interview with Mr. Benjamin Liberoff made the author realize MINTUR is a new department and revealed for the first time the number of wine exports: 5 million USD and the concept he defends to be the most correct: '*enogastronomy*'. According to him, to convince the small producers that wine and gastronomy combined with tourism might be

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<sup>1</sup> In Montevideo, The Andes Museum honors the memory of the 29 Uruguayans who perished in the Andes in 1972, when their airplane crashed on its way from Montevideo to Santiago de Chile. More information can be found at: <https://www.mandes.uy/eng/index.html>.

the exit took a long time. The greatest barrier to such developments remains the frequent failure of the wine and tourism industries to understand and work with each other - wine tourism provides just that opportunity. (C. M. Hall 1996). For Mr. Liberoff, the other agro-products well known in Uruguay also deserve the spotlight of the visitors but those segments don't reach the public. The country has an important role in the wine tourism motivation that does not have other crops or agri-food products. The landscape is used as an attraction in itself, but also as a container of activities and other services. (Serrano 2015)

The "Uruguay Natural" Brand is a brand to position Uruguay in the quality of life of the country and MINTUR doesn't have any reference of wine tourism in their website or Plan of Tourism 2009-2020 and 2020-2030, although the country is already viewed as a destination for the purposes, because the actors – mainly wineries – don't report data and trustworthy numbers. It also explored that Uruguayans are also part of the market but in a gastronomic event or welcome to Uruguay often foreign wine is served, because there is a disagreement between the wineries on who serves the wine in each event. MINTUR counts now on Ms. Alejandra Cabrera, who devotes some of her work time to the area, trying to unify the speech and trying to engage the wine as a tourism asset, although in the international scene there is no entity of Uruguayan wine and this lacks to create a greater notoriety. José Lees from INAVI confirmed to the author that Wine tourism began with the private sector and became more defined and solid with the Project with Penedès where discipline was generated. According to him, Brazil should be the main focus for Uruguay, since it is accountable for 77% of trade and Rio Grande do Sul should be incorporated on the planning because of the proximity and because it is the only land border. The wineries are struggling in the domestic market - they do not agree. The model is to export, with wine tourism interpreted as an indirect exportation. INAVI is also involved in projects of "circular economy", such as grape seed oil, the use of *Vitis vinifera* waste for cosmetic treatments or recycling bottles.

With both the author had the chance to show how confusing the key message is, as well as the communication of the Wine Tourism in Uruguay on social media. Exposing a quick analysis, the author can search for "*Wine of Uruguay*" (2385 followers on Instagram) - as a private group that defines itself as a group of wineries that export – although not all of them are incorporated. "*Uruguayan wines*" (1360 followers on Instagram) is the public association based at INAVI where all the producers are members and the registered brand created by MINTUR called "*Enoturismo Uruguay*"

(1195 followers) is represented in social media by the private company, which leads to legal research and precautions. Fortunately, Uruguay is in the spotlight of the wine world and during the first trimester of the year of 2019 hosted Josep Roca, a world reference in the culture of wines and gastronomy, owner of the famous Catalan restaurant El Cellar de Can Roca. On the 5<sup>th</sup> of April, he made a complete presentation in Sofitel Hotel in Carrasco sponsored by BBVA, in Montevideo, where he shared his unquestionable knowledge on wines and gastronomy, anchored in his long experience in the art of well serving and combining the two. As part of his visit, he made a tasting of selected wines from Uruguay, among them the 'Anarkia 2016', the first Natural Tannat in the country, produced by Viñedo de los Vientos. While the author was working there, the winery received the famous sommelier for a visit and complete tasting. "Wines full of energy and feelings" described Roca in his Instagram and this special occasion states again for the visibility the country is slowly getting.

The fieldwork allowed the gathering of information and important indicators to the author's conclusions. Work-wise, participating on the marketing plan of Viñedo de los Vientos from the initial structure (tasting room, better signage, proposal options) to the final product (receiving clients, events organization), interviewing the wineries fulfilled the author's requirements for this project to advice companies of other methods to be used and to analyze the varied perspectives about that participation on the project with Catalonia. As example, tastings designed for domestic market in the wineries closer to Montevideo, provide the change for the visitors to take a decision when they come to the winery and instead of a 5-wines-tasting – charge wine per glass and will provide more confidence and generate more purchases – It was significant to note the accessible reception to this suggestions. When the author interviewed Mr. Benjamin Liberoff and Ms. Alejandra Cabrera, there was an interesting debate, which resulted in an invitation to an open conference at MINTUR. The conference we enacted, "*Creando eno-experiencias*", was intended to demonstrate the author's point of view on wine tourism, his conclusions about the sector in the country and what could be improved. The conference was attended by people from all over the industry and the author considers it an important first step in the proposal drawn.

## D. SWOT Analysis of Canelones

The following SWOT (a study to identify its internal strengths and weaknesses, as well as its external opportunities and threats) represented on Table 1 analyses summaries and projects the strengths, opportunities, weaknesses and threats found by the actor considering search and the analyses of the partnership with Vilafranca del Penedès.

Table 1: SWOT analyses

<b>SWOT of Canelones Wine Tourism</b>	
<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>- Large concentration of small wineries close to Montevideo</li> <li>- "Stories to taste": family wineries/Modern History</li> <li>- Increasing participation of Uruguay as a stop for cruises</li> <li>- Increasing of visitors from Brazil - the "curious case"</li> </ul>	<ul style="list-style-type: none"> <li>- Wine Tourism is increasing in general</li> <li>- Small country dynamic</li> <li>- Life Style</li> <li>- Gastronomy and Rural products</li> <li>- New wine country: a reputation to build</li> <li>- Urban concept / Beach / Outdoor activities</li> </ul>
<b>Weaknesses</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Lack of other tourism actors rather than wineries</li> <li>- Not ready for Non planning vacations</li> <li>- No investment from the wineries</li> <li>- Local tourist has no information</li> <li>- Key Message/Communication not clear</li> </ul>	<ul style="list-style-type: none"> <li>- High costs of transportation</li> <li>- Alcohol tolerance on driving is 0%</li> <li>- Low wine consumption</li> <li>- Hard to reach the market compared to the neighbors Chile and Argentina</li> <li>- Small wine country: all the visitors visit "Garzón"</li> </ul>

## V. Canelones Regional Branding

At the same time this work was carried out, a public project was approved: "Polo Vitivinícola Metropolitano" (PVM), by the National Agency of Development which continues the project developed with Catalonia, a junction of the three phases already

completed, commanded by Ms. Juan Carbajal, coordinator of projects for wine tourism in Canelones City Hall. The project was chosen among 22 others and will fund 4.800.000 UYU (Carbajal 2019).

Some key questions:

- Who is arriving to Uruguay?
- How to collect data in order to help in future decisions?
- How can we work more efficiently and jointly to cover the major handicaps diagnosed?
- Where is the Canelones positioned in the wine industry?
- How to promote within the International Wine Tourism development?

#### **A. Visitors of Canelones**

Who are the travelers? There is no single, stereotypical “wine tourist”, but some distinctive characteristics regarding demographics, motivations or wine lifestyle can be drawn. (Alebaki e Iakovidou 2011).

- **The Brazilian market**, as mentioned before in this paper, is the first priority. Brazilians travel for security, shopping, gastronomy and the possibility of designing their own vacations spontaneously - most of the visitors are from big cities such as São Paulo, Rio de Janeiro, Brasília and Porto Alegre. They are often looking for experiences are classified in “discovery mood” (Lanari 2019), i. e., open to new experiences. In fact, Uruguay is not the cheapest for the Brazilian in general – the ones who do travel are certainly qualified. According to the same author, the wine tourism is the way to increase exports to Brazil. Brazilian wine market is highly occupied by Argentina, Chile and European wines mainly Portuguese.
- For **Millennials** an emotional connection is the key driver to wine sales, and they are looking for social responsibility in the brands they are considering (Morden, 2019). It is also relevant to be prepared for **the tourist who does not plan the holidays**. Currently, with all the technology available, with all the location and wine-apps, people don’t take time to plan. One more reason for the actors to have simpler options, which can always be ready. Easy and uncomplicated

options are more suitable in all ways. The adaptation and adjustment of the wineries for quicker stops rather than the standard 1hour tour and 1hour tasting. The creation of AIRBNB experiences can fit in this gap. Businesses have to apply to become an Experiences 'host' and they are expanding categories and inventory significantly: different, interesting and hyper local are key experience requirements (AIRBNB, 2019).

- Incorporating **domestic market** is part of a slow education process – As analyzed previously, the national residents are not aware of the wine in general and the tourism incorporating wine. The intern verified that often they would come to the winery, not purchasing any good or service, but ask about the place and offer proposal. The solution found was to host them for about 15min, explaining the current offer and sending an email follow up the next day. Customers would often come back more confident and ready “to buy”. According to our data the Uruguayan are increasing their interest in wine - share of domestic tourists is significant.

## **B. Differentiation of the wine product**

Foremost, Uruguay Wine Brand is not sharp, the message is not well communicated. Compared to the other Latin America wine countries and regions, Canelones should define their product in “*differentiation*” according to Porter’s Model for generic Strategies for competitive advance (*definition*). In 2017, South American production levels (in million hectoliters) were very high: in Argentina (14.5 Mhl) vilified production increased by 23% compared with the previous year, in Chile (12.9 Mhl) it grew by 36% (OIV, 2018) compared to the year before and Brazil (3.0 Mhl) reached a high level, Uruguay produced less than 1 Mhl – Uruguay should focus on value. The wines should be sold above 15 USD – Premium fine wines. Premium brands suburban should be considered as well (Morden, 2019). In addition, there is an increasing demand of tourism especially from the countries with possibilities of consumption and 59% of the tourist that visited has between 30 and 64 years old (Ministry of Tourism, 2019). The author participated in a wine fair called “*enoguyos*” – a group coming from Brazilian Sommelier Association hosted by ATEU and it was possible to verify that the ten wineries participating were displaying wines above 400 UYU, which means more than 10 USD. Wine tourism follows the commercial sector and exports. In fact, the message is not being well



communicated, there is a slow process of education and transition to be done. “If there is a bad Uruguayan wine, it affect us all” – Francisco Carrau, Uruguayan wine maker.

### **C. Professionals of Wine Tourism**

There is a dilemma in the industry about who should work in this industry. Enology and Tourism are the most pronounced and sought after fields. However, according to Paul Wagner (Wagner, 2018), wine experts scare people and the best way to engage something new is communication in a simple, casual way. Most of the wineries present a very similar offer where the simplest option possible is 5 wines paired with empanadas, including 3 Tannat – too complicated for a beginner and hard to understand. We believe the wineries are too dependent on classics like Grand Reserve Tannat that well defines the country but it’s a too heavy type of wine for a fast approach. Carbonic maceration might help to younger consumers and as heard many times ‘*Tannat is not a breakfast wine*’. There are some parallels between and lessons which Uruguay could learn from other successful small cool climate premium wine producing countries like New Zealand or Austria. (Morden, 2019). The author defends that wine tourism is about pronounced quality. Wine is elegant but doesn’t have to be formal, can be casually transmitted in a simple and clear message. The experts will not try to compete and the curious ones will finally understand. The Modern History of Uruguay wine industry needs to be defended by professionals who speak languages, who have the sensitivity to adjust to the situation and the client, who make confident decisions: briefly, people who enjoy wine and people who know how to convey will certainly be successful.

### **D. Potential on digital**

As discussed in the Online Retail and Communications in the Brazilian Market 2018 report, Brazil has the 3<sup>rd</sup> highest incidence of wine purchasing online, standing at 26%, behind China and the UK. Brazilian wine drinkers not only buy a lot of wine online, but they also put strong emphasis on wine apps and wine producer websites when choosing wine (Lanari, 2019). The same is valid for social media that engage people more and more to products and destinations. The visibility given by anonymous clients, wine experts on their own platforms or by going to large areas such as trip advisor or viator to grow in digital, all this volunteer work motivates private and public companies to improve

their websites, complement and challenge their offer on google. All this work will get the relationship closer to the consumer. Often is uploaded digital content that easily confuses the consumer – misinformation. In a prospect of resolution a promotional video and a logo that covers all the actors of the national ‘*mesa de enoturismo*’ would be the most effective way of communicating and clarifying the product. The new wine product of Canelones needs to be recognized and be unified. “*Wines of Uruguay*”, “*Uruguayan wines*” and “enoturismo\_uruguay” should merge and have one purpose – to grow the business internationally better and faster.

### **E. Discussions and Solutions**

The strongest limitations found were the centralization of the proposal and the lack of data. There are more than 16 institutions that can be found online related to the wine sector with partial participation in wine tourism and/or sales. The biggest problems are diagnosed and the regional promotion will have to start by prioritizing its solutions.

For data proposes, several methods were implemented including a tablet instituted by INAVI that allowed the farms to make a record of visitors but was not successful due to technical issues. Noting that most farms accept peso, real, dollar and euro for payment – this flexibility and conversion takes time and in addition, there are only a few workers, it is difficult to make a commitment to register the data, another way of working will have to be found. The only way to ensure that visitors are logged is to ask them to collaborate without making them feel that they are working. Encouraging them to fill out a small questionnaire that can be displayed at the table facilitates this task. At the end of the day, they just need to be collected, and saved in a digital platform in order to be useful and ready to send to public institutions at any moment.

The unification of the discourse promoted by the project with Vilafranca del Penedès has to be rectified and well defined. The participants ATEU and INAVI form a network. In the future MUV (one of the results of the project with Catalonia) and the available place of the Agricultural Market of Montevideo - recently approved by PVM (Hoy Canelones 2019) will be incorporated. The following table – *table 2* - helps to understand new elements of Canelones Wine Tourism:

Table 2: New elements of Canelones approved by PVM

Physical Spaces	Description	Functions
<b>Museum (MUV)*</b>	<p>Inspired on the framework of “VINSEUM” in Catalonia, located in the city of Las Piedras, will host the office of ATEU.</p> <p>The creation of the Museum in the school of oenology allows the high participation of the current students – incorporation and articulation with education.</p> <ul style="list-style-type: none"> <li>- The author suggests to collect items of territory and heritage of the wineries that wish to participate. The materials are stopped on unused. This is a way to commercialize these materials by loan or sale. <u>Counterpart</u>: sale, references and promotion.</li> <li>- The physical space that will centralize resources can be used for some casual tastings for Uruguayan that are in need of information and wine education. Due to the 0% alcohol driving law, transportation provided would be mandatory. <u>Suggestion</u>: 1000 pesos for transportation, 3 wines with snacks with small presentation of wine region, grape varieties vilification used and food pairing.</li> </ul>	<p>Information, Centralization, Education, Association, Events</p>
<b>MAM Mercado Agricola Montevideo*</b>	<p>Physical space in the market that register at least 10.000 visitors per day*</p> <ul style="list-style-type: none"> <li>- In order to achieve the impartiality of the workers of the physical space the author suggests a geographic division of the region in three parts would help to establish a monetary bonus if at the end of each month managed to send tourists to the three zones – west, center and east. The tourists suggested</li> </ul>	<p>Promotion of all the wineries who are operating.</p>

	<p>by the MAM, would have access to a 10% discount on the wineries - a coupon that would give information to the winery of the promotion made at MAM.</p>	
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\*Approved by PVM project in May 2019.

These initiatives promote collective action that will provide other possibilities and phases in the future. The creation of a brand validates the importance of these concepts. The brand needs other foundations to be considered and recognized by a visitor. The brand already created by the public sector "*Uruguay natural*" (31000 followers on Instagram), promotes the well-being and quality of life of the country, and helps to create values of confidence that should be referred to wine tourism. The country wine brand message has the potential to resonate the types of wine consumers mentioned above and help to create values of trust.

The strengthening of the values and the registration of data by all the actors will allow for the creation of new public-private solutions with participation in the plan of tourism 2030 and finally be incorporated in the city planning of Montevideo. Most of the producers have a hand-printer for their labels and the own farms are responsible for the labels design. According to INAVI regulations there is nothing against the producers to promote their tourism activities on their back label. This is an easy solution to help on promoting the International Wine Tourism development. The Cooperation with other regions is necessary: Maldonado has the investment (Bodega Garzón), Colonia has the tradition and for proximity with Argentina developed a focus on that market, and finally, Rivera counts with bodega Cerro Chapéu – an icon winery from a reference family in the country. The organization of events should be cooperative – Calendar of Brazilian holidays (*Annex 5- Calendar 2019 for Viñedo de los Vientos with Uruguay and Brazil holidays*) was taken into consideration and instead of individual event proposals in the same day at the time a common ticket for "*Fiesta de la Vendimia*" and the other typical festivals enlarge the choice of the visitors. Uruguay and its geography allows outdoor activities, proximity to the beach and the proximity of Montevideo allows the development of an urban concept paired with healthy lifestyle. Just as important, the legalization of cannabis and free acceptance of LGBT rights engage more visitors to the country. Wine and gastronomy have a natural link that must be tapped and adjusted. For many boutique wineries, the cellar sale is an opportunity to place customers on to a

direct mail order list and to create brand loyalty amongst some of their customers because of the positive experience with winery personnel that may be provided (C. M. Hall 1996). The use of key elements of the country/region would help the compliant sector as hotels, restaurants, cafes, other tourist points that must accompany the sector. One of the ways to promote the complementary sector is to institute 'Full day' tours since tour operators will need partnerships to work with. Formal and informal agreements will enrich this network. Few transport companies or tour companies are operating in wine tourism and accommodation such as hotels, AIRBNB, hostels have no information about wine tourism offer. Regarding the lack of public promotion of wine tourism it's important to professionalize the suggestions given by the tourism offices. Below can be found the following scheme – *chart 1* - to understand the data collection by the author and in order to be able to project priorities:

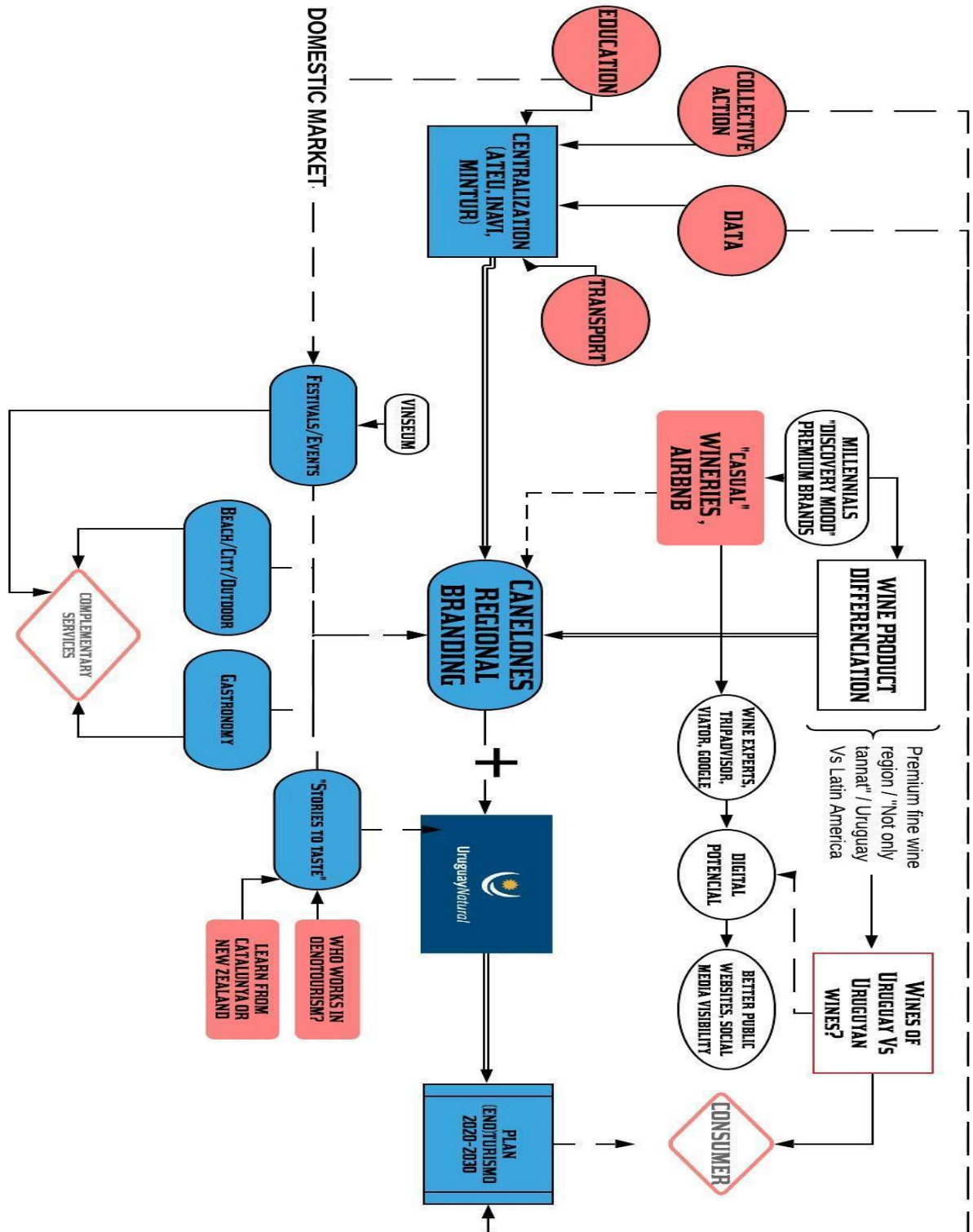


Chart 1 - "Canelones Regional Branding"

## VI. Results at the winery

Despite the research of the region working in a small producer inserted in Canelones allowed the opportunity to essay some of the mentioned theories. As first measure, an easy/short tasting was implemented in order to be prepared for public that simply arrives with no reservation: Viñedo de los Vientos for its location is often used a stop between Montevideo and Punta del Este, which means a quick tasting and a snack will be suitable. Second of all, besides all the infrastructure renovated at the winery, an old tiny house was rebuilt in order to accommodate tastings for better enjoyment of the view and support the storytelling of the winery. A data base was for the first time created to register the amount of visitors, the amount of wine sold and the numbers of visits or lunch charged. With this numbers we could, in cooperation with Léna Thivin analyze the success of the measures implemented and set more realistic objectives for the future. A Full day tour was achieved with partner winery Varela Zarranz that equally is dislocated from the majority of the wineries and facing the transport limitation receives less tourists. A co-work with a complementary offer among the two wineries was successfully implemented. Some events were organized highlighting the partner's event that obeyed an intense research with 21 tour operators from Montevideo were found, 10 from Punta Del Este and 2 from Atlántida. All received an invitation for a "sunset" event where Collective action and future partnerships was the goals and speech adopted by Mariana and the interns during the event. The first AIRBNB experience in the country was created by Viñedo de los Vientos, the offer uploaded in an initial phase was the lunch option already available launching this way a safe product. The accession of this platform is growing more and more so it's a good opportunity to sell the product. The last result, the conference at MINTUR used for education and brand awareness gave opportunity to the industry to know about the project carried out by the students and to advice the audience about public and private cooperation examples and different to cooperate with each other. *Table 3* is a supporting table that illustrates the measures taken:

Table 3: Results at the winery

1. EASY/SHORT TASTING	<u>Option implemented:</u> 10 USD – 3 wines (with 1 Tannat only) - The full menu can be seen at <i>Annex 6 – Menu at Viñedo de los Vientos.</i> Following the numbers example below
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	<p>(Figure 2– Revenue per categories) it's clear the increase of tastings and wine sold when this easier tastings were applied.</p> <p><b>INCOME MARCH:</b> 170 640 UYU</p> <ul style="list-style-type: none"> <li>- <b>TOTAL TASTING:</b> 79 730 UYU</li> <li>- <b>TOTAL SALES:</b> 85 650 UYU</li> </ul> <p><b>INCOME APRIL:</b> 201 345 UYU</p> <ul style="list-style-type: none"> <li>- <b>TOTAL TASTING:</b> 124 510 UYU</li> <li>- <b>TOTAL SALES:</b> 68 530 UYU</li> </ul>
<p>2. 'Casita del Vino' and signage at the winery</p>	<p>Infrastructure and offer, communication strategy and insure standard quality were a priority for obtain the tourism proposal at the winery. To achieve that:</p> <ul style="list-style-type: none"> <li>- Indoor and outdoor signage were designed, built, painted and legally requested. (<i>Annex 7 – signage implemented at the winery</i>)</li> <li>- renovation of 'casita del vino' by painting and decorating for tasting uses (<i>Annex 8 – 'Casita del vino'</i>)</li> </ul>
<p>3. DATA BASE</p>	<p>A database was created in the winery that accomplish the months of internship and was designed for the full year of 2019. (<i>Annex 9 – Complete database of Viñedo de los Vientos Wine Tourism</i>)</p>
<p>4. FULL DAY</p>	<p>Most of wineries close to RUTA 5 and Montevideo Rural. A few wineries are more east and dislocated from the city and the resources. Since the transportation is an issue we created a FULL DAY tour with the neighbors to compensate the dislocation of the tourists to that area. (<i>Annex 11– Full day tour with partner Varela Zarranz</i>)</p> <p><u>Plan:</u> work with small transportation company</p>



	in a trade of daily exclusivity.
5. PARTNERS EVENT	<p><u>Goal</u>: show the new proposal – can be seen in more detailed in Lena’s Thivin thesis) to the industry, find partners and filter the best opportunities.</p> <p><u>Team Building activity</u>: Division the group in 4 teams and all of them receive 7 photos of strategic points of the winery that they needed to replicate with their phones and show to us) and light dinner</p> <p><u>Result</u>: 18 Operators came to the event and 8 of them already contacted the winery after that.</p>
6. OTHER EVENTS	<ul style="list-style-type: none"> <li>- <i>Fiesta de la Vendimia</i>: yearly event hosted at the winery (<i>Annex 10 – Fiesta de la Vendimia</i>).</li> <li>- Reception of Association of Sommelier of Brazil: dinner at the winery</li> <li>- Reception of Tour Operators in Spain: lunch at the winery requested by MINTUR.</li> </ul>
7. AIRBNB	<p>In June 2019 we registered 16 experiences in “Gastronomy“ category on AIRBNB, Viñedo de los Vientos launched the first one in May 2019. (<i>Annex 12 – AIRBNB experience available online</i>)</p> <p>AIRBNB team came to approve the experience on 18 June 2019.</p>
8. CONFERENCE AT MINTUR	<p>A conference in MINTUR on the 2 of May 2019 was given by the author and Lena Thivin.</p> <ul style="list-style-type: none"> <li>- Participation of more than 20 different professionals/companies</li> </ul>

## **VII. Conclusion**

As in many wine producing countries, the current growth of the wine industry in Uruguay resulted in a development of an attractive tourism supply. Market segments, possibilities of new products and ways to articulate them have been identified. Some questions remain open and even though we participated on Canelones first steps for regional branding, work needs to be continued.

Wine tourism is a way of commercializing the physical space of the wineries that first, have been facing a crisis in the sector and second, can be available to host visitors for different experiences. This segment can be profitable all year long and it is important for the region to be aware that everyone can profit from it: the ones in the wine sector, the ones in the tourism and the ones who occupy both. It is significant to note that small wineries like Viñedo de los Vientos inserted in Canelones tourism offer must adopt a performance for non-planning-vacations-tourists and shorter stops. From the author's perspective the priorities are:

- In terms of product differentiation, is important to focus on value and consider Canelones as a premium fine wine producer able to compete in the Latin American market with Chile, Argentina and Brazil.
- On the other hand, the potential wine buyers and visitors are mostly Brazilians in 'discovery mood', premium superbands and younger generations of which it is necessary to take full advantage.
- In order to reach them, is important to be ready for more casual experiences and uncomplicated ways to engage tourists to wine rather than the traditional tasting and tour.
- In terms of communication and education, the digital potential is exceedingly important and the effort with the domestic market needs to be continued.
- Most of the wine tourism actors at the moment are wineries. They should incorporate the complementary services. Gastronomy, outdoor activities, urban wine concept and events are assets to be contemplated.

Indeed, the more significant results and dynamics come from the cooperation between multiple partners and will sustain quality perceived. The wine industry has issues to be considered such as metrics on financial and statistics, collective industry, markets and

trends, vineyards and new viticulture systems and country wine brand. Nevertheless, Wine tourism should be taken as a priority to create brand awareness and promote the territory. It is the first time Canelones is documented at the academic level as a wine region operating in tourism and this search has produced some preliminary answers for the differentiation for strategic market that will be complemented with hosting experiences in tourism. The heartland of Uruguay should be promoted this way.

Finally, an increase of tourism in this segment should be expected. Further analyses and more accurate approaches, centralization of decisions and commitment on collecting data are needed for each actor placement in the region. In order to achieve the visibility of a small business such as Viñedo de los Vientos, increasing the visibility of the region of Canelones as wine tourism product internationally known, is absolutely mandatory.

### **VIII. Acknowledgements**

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## X. Annexes

### A1 – Requirements and Interview to work at Viñedo de los Vientos

#### Interview to work in VINEDO DE LOS VIENTOS

Objective to transmit to candidate: we are small winery but cool, good conditions to work, teach a little the winery.

#### CHARACTERISTICS:

Languages

You know how to deal with the public

Gentle, respectful and good presence

Ability to solve problems in moments

Design / internet / networks

#### Tasks:

Condition the place at the time of arrival (pillows on chairs outside / condition the wines to temperature / air conditioning / check that the cups and tables are set and in conditions / check that there is no paper in the bathrooms, etc)

Receive the money from the box, Check the wine stock

#### RECEPTION FROM THE TOURIST

Assistance in events

Design of event flyers

Generation of events and conferences that help us bring people to the winery

Setting of tables or baking of empanadas

Welcome always making sure that at the beginning of the visit you will be comfortable, that is why before you have to offer a bath or a glass of water

If you already have a reservation we already know that you are going to taste

If you do not have a reservation you should try to sell a tasting.

The tour of the vineyard and winery begins

If it is cold or very hot, you can talk about the history of the family in the room. Make flyer.

#### QUESTIONS:

What do you know about our company?

Why do you want to work for us?

What challenges do you expect to face in a family winery?

A client enters without reserve what would be your approach?

What was the most complicated situation you faced in tourism and how did you solve it?

What would you do to attract customers to this warehouse?

Basic concepts in the kitchen? Decorate a plate with garden leaves?

How can you surprise a complicated tourist?

How to cool fast a white wine?

What the expectation of salary?

What are the benefits and disadvantages of cork and screw cap?

Do you consider the wine more casual or more formal?

What is the newspaper that you read every day? National and international?

## A2- Map of Uruguayan wine regions.

Source: maps-uruguay.com

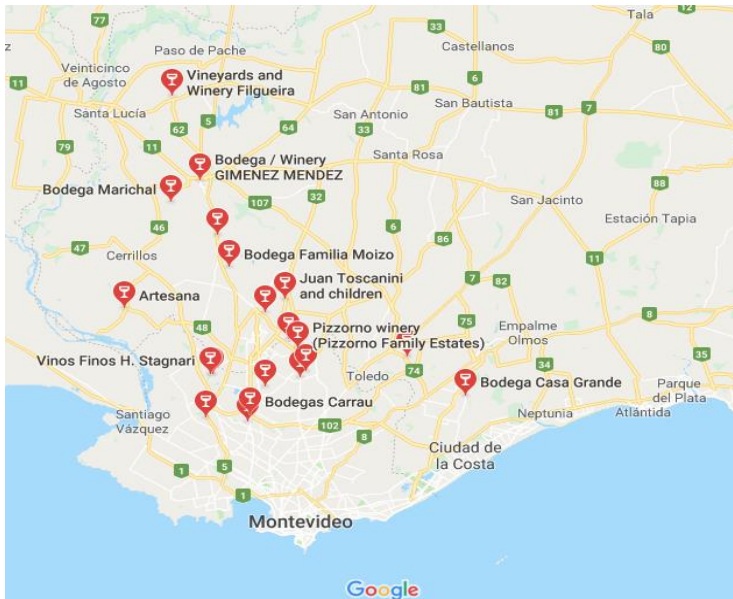
## A3 – Map of Canelones Wine Region



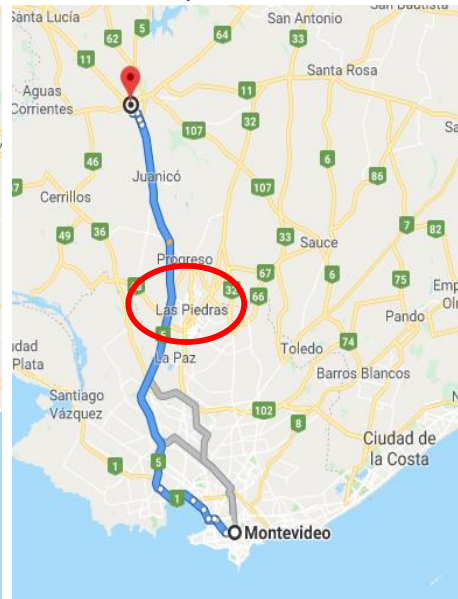
Source: Google Maps. Retrieved May 15, 2019, from <https://www.google.pt/maps/search/wineries+perto+de+Canelones,+Uruguai/@-34.6136603,-56.4859525,10z/data=!3m1!4b1>

(Typing topic: Wineries in Canelones region)

## Wineries in Canelones



## Ruta 5 and City of Las Piedras



## A4 – Flyer of Most festival in Penedès

Country invited: Uruguay.



## A5 – Calendar 2019

Suitable for Viñedo de los Vientos with Uruguay and Brazil holidays

Calendário Anual VINEDO DE LOS VIENTOS		
Mayo	12/05/2019	Dia da Mãe Uruguay
	18/05/2019	Dia da Mãe Brasil
Junio	15/06/2019	Festival del Cordero
	22/06/2019	San Juan
Julio	Todo el Mes	Temporada de Poda y Cocina Criolla
	01/07/2019 - 05/07/2019	Vacaciones de Invierno
	18/07/2019	Dia de la Constitucion
	20/07/2019	Dia del Amigo
Agosto	24/08/2019	Festival de la poda y cocina criolla
Setembro	07/09/2019	Dia de Independencia de Brasil
	21/09/2019	Primavera
Outubro	-----	-----
Novembro	8/10/2019 - 10/10/2019	Dia del Enoturismo
	15/11/2019	Proclamacao da Republica
December	10/12/2019 - 24/12/2019	Descuentos Navidad



A6 – Menu at Viñedo de los Vientos tasting room



*Viñedo de los Vientos*  
**MENÚ**

**OPCIONES DE DEGUSTACION**

Degustación Clásica 3 vinos*	<b>U\$10</b>
Degustación Premium 5 vinos*	<b>U\$20</b>
Degustación Premium 5 vinos & Empanadas	<b>U\$35</b>
Copa Vino del Mes*	<b>U\$4</b>
*Snacks disponibles	<b>U\$4-U\$7</b>

**OPCIONES DE DEGUSTACION CON RESERVA**

Degustación de 5 vinos & quesos	<b>U\$35</b>
Degustación de 5 vinos & Antipasto	<b>U\$55</b>
Degustación de 5 vinos & 3 Pasos	<b>U\$75</b>
Degustación de 5 vinos & 4 pasos	<b>U\$94</b>

**TOUR INCLUIDO EN TODAS LAS OPCIONES**

*Cu*  
Tannat  
3  
Late Bottled  
in Vintages  
URUGUAY  
caféca Típica  
Uruguay

**A7 - Signage implemented at the winery**



**A8 - Casita del vino**



**A9 – Database - Viñedo de los Vientos:** Date of visit, Name, Country, Email, Type of tasting, Wine sales, Money spend. Includes the months of January to May. Due the fact is the first time data is registered in the winery the primitive excel file is extensive. The month of May is in horizontal for amplification of the numbers as an example.

Enero 2019																								
Date of the visit	Nome	Email Address	Phone number	Number of PAX Adultos	Number of Children	Nationality	Estadon	Araya	Barbeira	Naves	Chebarra	Tarinal	Aravaca	Acayaca	Eco	Rosasa	Tasting 5 vinos	5 vinos y empanadas	5 vinos y quesos	Almuerzo 3 platos	Otros PONER EL PRECIO	CA Vno (UYU)	CA Degustaciones (UYU)	
02/01				6	2	BRASIL																		
03/01				1		BRASIL	2								1								\$1 235	
				3		PARAGUAY	1			1			1	1									\$1 555	
				1		PERU	1	1	2	1	1		1	1									\$3 155	
04/01				3		URUGUAY	2													75			\$700	\$2 490
				2	1	JAPON	3					1		3	2	2				150			\$7 230	\$4 980
				6		BRASIL	2		4	1							60						\$2 220	\$1 992
				2		ALEMANIA/SUIZA		3	2														\$1 600	\$0
				2		GRECIA																	\$700	\$0
05/01				3		URUGUAY							1										\$390	\$0
				2		ARGENTINA																	\$0	\$0
06/01				0																			\$0	\$0
07/01				5		BRASIL	1	3	1					1	1	2							\$5 840	\$0
				2		URUGUAY																	\$0	\$0
				1		FRANCIA							1										\$390	\$0
				2		PERU																	\$0	\$0
						ESPAÑA VILAFRANCA																		\$0
11/01				2			1		1			2	1		1								\$2 470	\$0
12/01				2		URUGUAY													70				\$50	\$2 324
13/01				0																				\$0
14/01				2		España			1	1	1	2		1	1								\$3 000	\$0
				2		Suecia	2						2										\$1 580	\$0
15/01				2		Inglaterra																		\$0
18/01				3	3	CHILE	1	1				1	1	2							EMPANDAS 1 DOCENA		\$2 260	\$0
				2		Inglaterra			1										70				\$390	\$2 324
19/01				4		URUGUAY																	\$0	\$0
																								\$0
20/01				1		ESPAÑA														35				\$1 162
				1		CHILE														35				\$1 162
				4		ALEMANIA			1											140			\$390	\$4 648
				8		BRASIL	2		3				4		2					300	QUINOTO		\$6 680	\$9 960
22/01				4		USA									1		2						\$6 480	\$0
																1								\$0
																								\$0
<b>TOTAL</b>				<b>78</b>	<b>6</b>		<b>17</b>	<b>6</b>	<b>18</b>	<b>5</b>	<b>2</b>	<b>6</b>	<b>12</b>	<b>8</b>	<b>10</b>	<b>7</b>	<b>91</b>	<b>\$60</b>	<b>\$140</b>	<b>\$510</b>	<b>\$225</b>	<b>\$48 315</b>	<b>\$31 042</b>	

Febrero 2019								
Date of the visit	Number of pax	Email Address	Nationality	Nationality	Wine purchase Yes/No	Visits	Tipo de visitors (individuals, pro...)	Activities - done
02/02	2			Brasil		1 lunch \$70		
02/02	4			Español				
09/02	29							
10/02	4					4 lunch at \$75 (\$300)		
18/02	3			Chile	6 bottles			Bienvenida + training
19/02	2			Alemania	7 bottles			Training+general meeting
20/02	4		Argentina + USA	Argentina	7 bottles			1st signs in the vineyard: abierto + parking
21/02	1			Brasil	2 bottles			cleaning and arranging the cellar
22/02	2			Argentina	NO		Couple	
23/02	8		BR + ND	Brasil	Holland: 2 bottles Brasil: bottles and magnum			Welcoming 2 groups with visit+lunch/tasting
24/02	4			Uruguay				
25/02								Follow up email/template to register guests
26/02	2			Uruguay	2 bottles			
27/02	1	Nelnu@hotmail.com						trip advisor + instagram + outdoor signage
28/02	3	marisafaccio07@gmail.com; dautonandrade@gmail.com	1 UY + 2 BR	Brasil	8 bottles		"sommelier" + couple	wine tasting of grape juice in the cellar
<b>TOTAL</b>	<b>69</b>				<b>\$63 360</b>	<b>\$12 290</b>		
					<b>\$75 650</b>			no



### Marzo 2019

Date of the visit	Name	Email Address	Phone number	Nationality	Wine purchase (bottles)	Estival	Pinos	Barbosa	Italo	Colares	Tanna	Aranda	Alto	Elm	Remo	Tasting 3 vinos	Tasting 5 vinos	5 vinos y empanadas	5 vinos y quesos	5 vinos y antipasto	Almuerzo 3 platos	Almuerzo 4 platos	Otro PONEREL PRECIO	CA VINO (UYU)	CA Degustaciones (UYU)	Como pagar? UYU, USD, ARS, BRL	Tipo de visita (Invitados, pa...	
0103																												
0203	4	saniraboadad@gmail.com		Paraguay/ Argentina	3 Barbosa + 1			3															\$0	\$0				
0303	9	otavioaugustin@gmail.com, marianal17@gmail.com		Brazil/ Uruguay	3 rpasso, 3 tannat, 1 eolo, 3 itoroso, 1 estival, 1 ameis, 1 barbosa	1	1	1							3	3	1	3						\$8 640	\$13 540		2 empanadas + 1 queso tasting 4 lunch	
0403	2+2	usa. sheriavaglio@zoominternet.net		Brazil/ USA	6 estival, 1 catanais, 1 barbosa, 1 estival + 1 rpasso	7		1	1															\$4 560	\$0	\$320 pesos, 40 dolares	compra sin visita, compra sin visita	
0503	2			Brazil	2 estival, 2 barbosa, 2 anakia, 1 eolo	2		2																\$2 940	\$0	\$2810 pesos		
0603																												
0703	5+1			Brazil/Alemania	2 atcyone																				\$1 190	\$0		
0803																												
0903	17+2					6	4	5	3	2	1			3	3	1									\$13 000	\$28 800		Fiesta de la Vendimia
1003		danielachette@gmail.com		Brazil																					\$0	\$0		
1103	2	barbara.dan@globocom, marica_xpa@hotmail.com		Brazil	1 anakia + 1 catanais + 1 barbosa + 1 estival + 1 eolo	1		1	1																\$2 160	\$0	\$4470 pesos	degustacion de empanadas
1203	2			Argentina																					\$0	\$0		
1303	2+2	wiland-mueller@gmx.ch		USA + SWITZERLAND	3 rpasso + 4 eolo + 7 tannat + 10 catanais (SWISS)					10	7					4	3								\$12 720	\$0	\$12400 pesos (USA)	1 degustacion clasica (USA)
1403																									\$0	\$0		
1503																									\$0	\$0		
1603	2	marchand@prodigy.net, mcsteban@gmail.com		Mexican	2 anakia										2										\$780	\$0		
1703	10+3+2			Brazil + Spain + Mexico	1 decantal + 1 rpasso + estival																				\$1 750	\$0	\$7 340	
1803						1																			\$1 700	\$0		
1903																									\$0	\$0		
2003																									\$0	\$0		
2103	3+2			Switzerland + Brazil	20 tannat + 6 nobos				6																\$9 100	\$340	\$2400 pesos + 20dolares	
2203	2+2	lylie@youwinadventure.com		canada-netherlands	2 anakia + 1 catanais + 1 anakia																				\$1 820	\$1 520	\$2330 pesos	
2303	7+2	rachelozarias@gmail.com, geohoo@gmail.com, caquesaerest@gmail.com, mariaperez@ezki neo.com, gerarda. emartin@gmail.com, mariaperez@ezki neo.com, gerarda. emartin@gmail.com, silvio1952@gmail.com		Brazil+Usa+Australia	3 compotas + 3 anakia																				\$510	\$1 170	\$4 720	7 copas de bienvenida + 1 queso + 1 empanadas + 1 empanadas + 1 queso

### Abril 2019

Date of the visit	Name	Email Address	Number of PAX	Nationality	Estival	Pinos	Barbosa	Italo	Colares	Tanna	Aranda	Alto	Remo	Tasting 3 vinos	Tasting 5 vinos	5 vinos y empanadas	5 vinos y quesos	5 vinos y antipasto	Almuerzo 3 platos	Almuerzo 4 platos	Otro PONEREL PRECIO (Ramero, delantia, vino por copo)	Total Vinos	Total Tasting	TOTAL	Como pagar? UYU, USD, ARS, BRL					
0104																														
0204		maurod@gmail.com	2	Brazil	1		1								2										\$0	\$0	\$0			
0504			2	Canada																					\$1 130	\$660	\$1 790			
0604	Benjamin Piaz	benipiaz@hotmail.com	3	Swiss	1		1								1										\$680	\$0	\$680			
0604	Estudiantes Oenoblog		8	Uruguay	2		3	1																	\$1 130	\$670	\$1 800			
0704	Josep Roca		3	Espana																					\$0	\$0	\$0			
0704	Guenter & Clara Dicks	guenterdicks@gmail.com	4	Alemania																					\$0	\$4 680	\$4 680			
0704			2	Brazil											2										\$600	\$780	\$660	\$2 100		
0804	Katharina Müller		4	Swiss	20			10	10	5	10														\$250	\$24 950	\$10 000	\$35 200		
1004	Rafael Frias Oives	friasovives@gmail.com	2	Brazil			2																			\$1 560	\$0	\$1 560	175 BRL	
1104			4	Brazil	1	1																				\$1 480	\$4 680	\$6 160		
1204	Julie & Aaron Strader	strader02@yahoo.com	2	USA	1																					\$740	\$660	\$1 400	740 UYU, 20 USD	
1304	Grupo Enogastricos	claudio.vinhos@hotmail.com	40	Brazil	2		1	1	1	1	3	4	2												\$4 070	\$9 370	\$70 200	\$83 640	90 USD por persona	
1504	Elián Bargino	elibanbargino@motorolasdilex.com	3	Brazil			3																			\$2 880	\$6 250	\$9 130		
1504	Luis Soccol	luisoccol@gmail.com	4	Uruguay																						\$390	\$0	\$390		
1604	Talia Castro & Lemos Bernardo	talia.castro@gmail.com, lemos.bernardo@gmail.com	2	Brazil																						\$390	\$660	\$1 050		
1604	lasAv@pocos.net.br		10	Brazil																						\$1 840	\$740	\$0	\$2 580	
1804	Perry Robert	perry.robert@gmail.com	1	USA																						\$0	\$0	\$0		
2004	Luis Cortes Rojas	luis@hatequipment.com	4	Costa Rica																						\$0	\$8 750	\$8 750	263 USD	
2004	Mala	malamai9@gmail.com	2	Brazil			1																			\$390	\$2 340	\$2 730	\$2 USD	
2104		shirleyne@gmail.com	2	Brazil																						\$390	\$2 340	\$2 730		
2104		lujanani@cieloysferrasa.com.ar	4	Argentina	1	1																				\$1 090	\$670	\$1 760		
2204		hemandofalla@yahoo.com.br	2	Brazil																						\$1 940	\$670	\$2 610		
2204		horoz@terra.com.br	3	Brazil																						\$680	\$2 340	\$3 020		
2204	Autoka		5	Uruguay	1																					\$350	\$0	\$350		
2304	Kristen Lindtwe	kg5901@gmail.com	2	USA	1	1																				\$1 050	\$6 300	\$7 350	2000 de pastelito	
2404			1	Uruguay																						\$390	\$0	\$390		
2704	Carlos Galin@shock@gmail.com		2	Brazil																						\$390	\$660	\$1 050	UYU	
2704	Maria Teresa marbel2000@yahoo.es		1	Uruguay			1																			\$1 050	\$0	\$1 050	UYU	
2704	Gabriel redours		1	Uruguay																						\$500	\$390	\$0	\$940	UYU
2704	Damian winetours		1	Uruguay	1																					\$740	\$0	\$740	Transferencia	
2704	Luis senderos		1	Uruguay																						\$780	\$0	\$780	UYU	
2704	Nicolas ricas@personalkoperadora.com.uy		1	Uruguay	2	1	1																			\$2 190	\$0	\$2 190	Transferencia	
2704	Alejandra secler@redours.com		2	Uruguay	3	3	3																			\$500	\$4 440	\$0	\$4 940	Transferencia
2704	Maria del Mar Silva	msilva@southamericantours.com	1	Uruguay																							\$390	\$0	\$390	UYU
2804	Guilherme Rube Borsini, Emanuela Paris	gruborini@gmail.com, manuparis@hotmail.com		Brazil																							\$350	\$660	\$1 395	BRL
3004	Silvio Santos	silvio.santos2007@gmail.com	2	Brazil			1																				\$700	\$660	\$1 360	
TOTAL			135		16	9	39	4	5	16	30	13	16	3	14	3	8	6	39	10	2				\$8 305,0	\$68 530				



## A10 – Fiesta de la Vendimia

Reservas	28
Presencias	17
RESULTADOS	TOTAL en pesos URU
Tickets	28800
Vinos	13000
TOTAL	41800

Nota: el próximo año cobrar el valor al momento de la reserva

DETALLES DE VENTAS - PESOS URU	
15 tickets adulto	27000
2 Tickets niño (50%desconto)	1800
Arneis/chardonnay *	1400
Estival *	2100
Barbera *	1950
Eolo	2040
Notos*	1050
Alcyone *	1770
Catarsis	700
Tannat	350
Ripasso de Tannat	1350
1 marmelada	170
TOTAL	41800

\*Vinos servidos en el Almuerzo

## A11 – Full day tour with partner Varela Zarranz

### THE 1-DAY URUGUAY WINE DISCOVERY

A day trip tour from Montevideo to the wineries of East Canelones. A relaxing day enjoying the beauty of the vineyard and the curiosity for undiscovered wines.



V I N A  
VARELA ZARRANZ

## WHAT

A one day trip with visits of 2 bodegas, lunch at one of the bodega and lift from Montevideo.

## WHO

Bodegas **Viña Varela Zarranz** and **Vinedo de los Vientos**  
For tourists from Montevideo through a tour agency

## WHERE

Departure from Montevideo to the wineries in Canelones and way back to Montevideo.

## WHEN

All year long, every morning at 9:30am until 17pm.

## HOW MUCH

150 USD or 5000 UYU per PAX



### *Option 1:*

9H: departure from Montevideo (one stop on the way for bathroom/coffee/snack)

- El pinar (cafezito)

10H30/11H: Arrival at Vinedo de los Vientos: visit+tasting 3 wines w/ empanadas

12h30: Departure from VdIV to Varela Zarranz

13H30: 3 courses lunch w/ 4 wines

15H: Walk in the vineyard/garden, short visit

15H30: A Sparkling wine glass to enjoy outside (or inside when rainy)

16H/16H30: Drive back to Montevideo (arrival at 17H/17H30 approx.)

### *Option 2:*

9H: departure from Montevideo (one stop on the way for bathroom/coffee/snack)

10H30/11H: Arrival at Vina Varela Zarranz: visit+classic tasting w/ cheeses

13H: Departure from Varela Zarranz to VdIV

13H30: 3 courses lunch w/ 4 wines

15H: Walk in the vineyard, short visit

16H: A glass of Arneis (the only Arneis in Uruguay) to enjoy outside (inside when rainy or cold)

16H30: Drive back to Montevideo (arrival at 17H30 approx)

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### **Distances, driving time**

Montevideo-Vinedo de los Vientos: 1H

Montevideo-Varela Zarranz: 50 min


Vinedo de los Vientos-Varela Zarranz: 30-40 min

## A12– Airbnb experience

Launched in May 2019. Was the first experience in “Wine and Gastronomy” Category. Can be found in

[https://www.airbnb.pt/experiences/829919?location=Uruguay&adults=1&currentTab=experience\\_tab&federatedSearchId=ef5d8ee1-bada-485d-b649-c2ac5faae6bb&searchId=e8aae7be-2842-4481-8b64-cd93af50aadcd&sectionId=73b70a9b-b3e3-43ec-be3e-6125c5de5637&source=p2](https://www.airbnb.pt/experiences/829919?location=Uruguay&adults=1&currentTab=experience_tab&federatedSearchId=ef5d8ee1-bada-485d-b649-c2ac5faae6bb&searchId=e8aae7be-2842-4481-8b64-cd93af50aadcd&sectionId=73b70a9b-b3e3-43ec-be3e-6125c5de5637&source=p2)

**Descubre nuestra Cocina en Bodega**  
3.5 hour experience  
Hosted by Mariana



Thu, May 23  
11:00 AM – 2:30 PM

Provided: Food and Drinks

**Cancellation Policy**  
Get a full refund if you cancel within 24 hours of purchase.

## A13– Flyer “Creando Enoexperiencias”

Conference at MINTUR 02/05/2019 with my colleague Léna Thivin, invitation by Ms. Liferoff from MINTUR



**Enoturismo URUGUAY**

**Uruguay Natural**  
Ministerio de Turismo

**Creando Experiencias**

El Ministerio de Turismo y estudiantes de WINTOUR MASTER (Máster Internacional de Vinos Turismo e Innovación) Léna Thivin de Burdeos-Francia y Léna Silva de Porto-Portugal le invitan a compartir sus EXPERIENCIAS, resultados de su investigación y vivencias en nuestros jales.

Fecha: 2 de mayo  
Hora: 10:00 hs.  
Lugar: Sala Honorario, Arredonda del Ministerio de Turismo  
Rambla 25 de Agosto s/n esq. Yacaré

WINTOUR MASTER es la única formación académica en Turismo del vino en Uruguay y recibe estudiantes de los 5 continentes, se desarrolla en el día sábado y se muestra de manera integrada en 3 universidades pertenecientes a destacados regiones vitícolas: Colaboran (España) Bodega (Francia) y Porto (Portugal)

Sus años de experiencia docente en turismo y nuestro pasión por el vino y los viajes nos han convertido en estudiantes doctorales del MÁSTER INTERNACIONAL DE VINOS, TURISMO E INNOVACIÓN.





# A14 – Presentation at MINTUR

¿Que es el food?!



¿Como hacerlo?

- Hay la posibilidad de trabajar por un día
- Experiencial
- Organizado en un día en el campo
- Menaje



¿Así?



LA SERVA DISTRIBUCION

¿O Así??



¿Y si no tienes donde hacerlo?

Invitas a juntarse a ti en otro lugar!



¿Porque son experiencias inolvidables?!



Porque te convoca



Porque visitamos un patrimonio, un lugar especial.



Porque vas en familia o en compañía!

El objetivo NO es:

• Hacer un negocio de turismo



El objetivo es hacerlos sus propios.

¿Como puedes ganar la guerra del turismo?!

Lo haces parte de la familia.



2. ¿Quien debe de trabajar en ENOTURISMO?

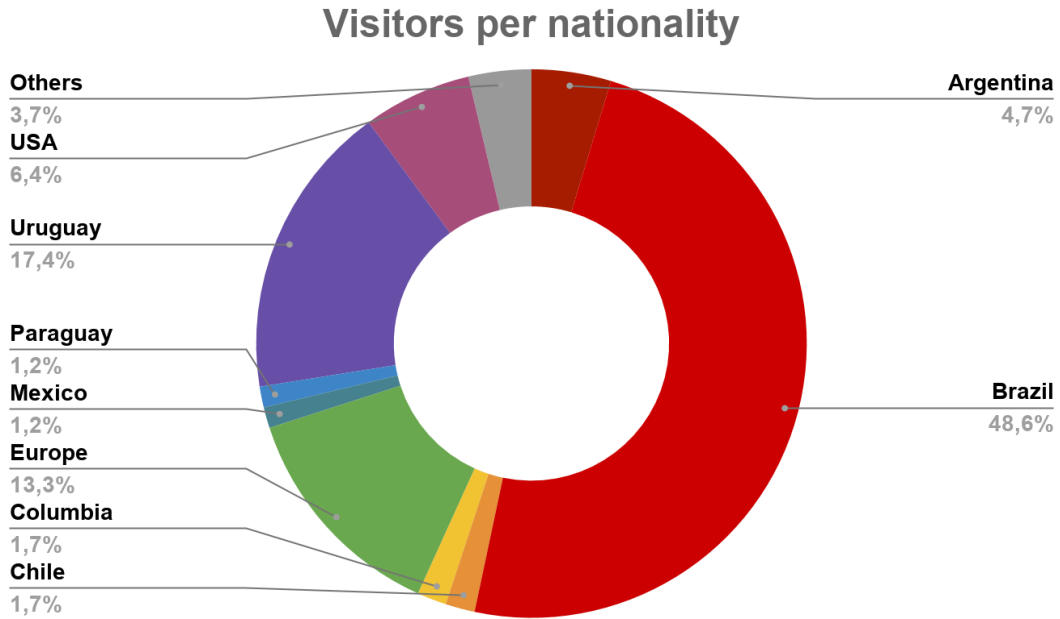
Una experiencia inolvidable se comienza antes de 5 minutos!



## Figures

### F1 - Visitors per nationality

Graph based on Database collected at the winery.



### F2 - Revenue per categories

Graph based on Database collected at the winery.

