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Title

Digital Positioning Plan for Algramar Winery

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INFORMATION

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ABSTRACT:

The purpose of this study is to analyse the context and situation of *Algramar*, a SME (small medium size enterprise) in the wine sector, under the principles of the organic winemaking.

The main aim pursued on this dissertation is to support the company in the penetration of the online market, further describing the challenges it will face and the most consistent plan to maximize the performance efficiency.

More specifically, we will provide *Algramar* with market information about the characteristics of the digital channel, and carry out a research on particular actions to build a consistent brand image online.

We will hold on a compound of resources that will ease the path to attract traffic to our website, and turn it into actual sales. This plan involves search engine strategic knowledge, support of social media and mailing tracking techniques.

The resulting conclusions will open a continuous improvement cycle to reach digital performance perfection.

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CHAPTER I. INTRODUCTION

1.1 JUSTIFICATION AND PRESENTATION OF THE PROJECT.

Regarding the global tendency of our market, it is fundamental to be updated in the latest online trends regardless of the activity sector. Every day more companies are conscious of this, and how it states a revolutionary channel with opportunities to differentiate both products and businesses. Companies of new creation head the digital revolution; the hypercompetition of traditional markets makes hard for them to find a strong position in the market, finding on the Internet the window they needed to reach, faster and easier, its target consumers.

Under those circumstances the following study aims to provide the first guidelines to develop a digital positioning plan to any entrepreneur who is starting a SMB on the wine sector in Spain.

This does not mean to be a rigid plan to follow, but a compound of steps to combine in order to build a solid basis in the digital background. Always bearing in mind that the different markets, sectors and companies require from specific and very assorted actions that may define the brand image of a business.

The dissertation will include an exhaustive analysis of the online wine sector in Spain, as well as an internal analysis that may present the strengths and weaknesses of a new born business, *Algramar Winery*, which will be included as a case study to illustrate this analysis. Moreover, a set of feasible strategies will be put forward to ease its path to find a place on the market, empowered by tools of digital promotion. To sum up, the conclusions intend to build a solid digital brand image once the company starts its activity with a minimum budget.

Algramar winery is a family cellar decided to transform a family hobby into a sustainable business. Carmen Álvarez is in charge of the transformation so we had been working together during my academic years to help them build the managerial structure. The knowledge I have acquired on the difference departments of the company, adapted to its concrete situation, had set a solid organization structure to follow once the company is running, to ensure the business health along the years.

Providing a consistent brand image that transmits the soul of this company, encouraging our target market engagement, and their likeliness to buy online, will be the ultimate aim of this collaboration with Algramar, and the Alvarez family expecting all this years will come into fruition in the short run.

1.2 OBJETIVES

The main objective of the dissertation consists of developing a digital strategy for a winery company. Several objectives will be set in order to ensure this purpose:

1. Analyse the consumption of wine online in the Spanish market.

2. Identify and analyse the current offer of Algramar and its main competitors in the online channel.

3. Set marketing actions according to the company's philosophy and situation to reach a consistent brand image in the digital background.

1.3 WORK STRUCTURE.

The next step is clearing the way this plan is going to be developed. The specific character of our research does not imply big variations in contrast with the traditional marketing plan; even so, a small build up is necessary to be done in order to contextualize the differences of this research and a traditional plan.

The first step consists of describing the company and its environment, what is known as an external and internal analysis. Beginning with an internal analysis approached from the market point of view, describing the four pillars that sustain the company; Product, price, place and promotion. To put an end to the explanation, the web analysis will picture the current actions developed by the company in the online dimension.

This will be followed by a PESTLE analysis to limit the online market, and its disparities with the traditional wine market in Spain, the research will be completed with a Porter analysis that pictures the competition among its participants to benchmark the external situation.

Secondly, once we are able to understand the environment, we will plan how are we going to reach the dissertation goals, developing the specific actions that will turn the

plan into a reality. In this chapter (chapter III) it is important to keep in mind the transition from our mind to the digital marketing, which is the reason why we need as well to develop a pose, a control test methodology to enable the future result measurement.

To sum up, following the structure of the objectives we set in the former paragraph, we will present the conclusions. These conclusions will include observations obtained in the research, as well as an analysis of feasible considerations coming up along the research regarding to our initial hypothesis and aims pursued.

CHAPTER II. SITUATION ANALYSIS AND DIAGNOSIS.

2.1 COMPANY DESCRIPTION

Algramar is a small winery located in Vilalba dels Arcs, in the cottage that once was the residence of Álvarez family. José Álvarez, the patriarch of the family, started producing wine at the end of the nineteenth century. With the persistence of a family rooted in their traditions, and the favourable conditions of the environment, his offspring intend to turn the hobby into a sustainable business.

Nowadays the family is known in the surrounding villages by its wine production when in fact their experience on agriculture started with olive trees, a couple of generations before José. Back in the days they used to produce olive oil, but the need of finding crops that better suit the soil qualities of newly acquired land made the Álvarez brothers diversify their production by growing vineyards. The original crop of the land of the region is the Garnacha grape, a well-known variety of the traditional grape which size and taste, small and sour, makes it unable to its raw consumption. That is the way the wine tradition was born.

All in all, its mission, vision and values can explain the essence of the Algramar Winery:

    Mission: produce high quality wine with genuine roots.

    Vision: state a reference in the national market by its quality, and spread the business worldwide.

    Values:

- Terra Alta community, a sense of belonging.

  Under the believe that things are better when you share them, producers enhance the importance of the community that equally shares the goodness of a land as the Terra Alta, in and out its boundaries.

- Passion for winemaking.

  The Álvarez family work under a tradition transmitted generation after generation. The respect of their roots is what kept the high standards of the work well done, a noteworthy sign of identity.

- Consciousness about the environmental impact.

  The soil incursion consequence of the exploitation, warned our producers. Applying more conscious practices to preserve the land richness, and complementing these actions with a productive process that includes organic and ecologic raw materials to keep the sustainable character to its maximum.

- Rooted quality.

  Even though this project emerged from the need of finding new utilities for a better exploitation of their harvest lands, the region of Terra Alta is worldwide known by the quality of their grape varieties. Algramar winery is not an exception to it.

2.2 INTERNAL ANALYSIS

2.2.1 Product

Küster (2012) refers to wine as "a compound of dimensions in the aim of describing the product."

In first instance, wine is the simple juice of a grape fermented; it still contains the organoleptic and intrinsic characteristics of the final good. These characteristics are mainly defined by the grape variety, vintage, and the homeland. They are controlled by the enologist, but judged by the final customer, whose specific preferences and consequent perceptions might change completely, that is the reason why the enologist considerations should be underestimated. This can state an opportunity or a hazard for our product given that an unknown product reaching the right or wrong palate can state a first positive or negative impression, which easy to spread in the digital background.

More specifically, focusing on Algramar portfolio, we can distinguish between the following products:

- Red wine (Volumetric alcohol content acquired ranges from 12.5 to 15º):

    Young wine: bottled during the campaign, once the grapes have been harvested.

    Reserve wine: with a 36 months long aging process. Red wines stay a minimum of 12 months in oak barrels with a maximum capacity of 330 litres and an aging of 24 months in the bottle.

    Large reserve wine: The longest aging process for the finest product. Aging last for 60 months; at least 24 months in oak barrels, and bottle aging an amount of 36 months.

- White wine (Volumetric alcohol content acquired ranges from 12.5 to 15º) Saline taste, more or less intense, which also contributes to the persistence of wine in the taste phase

- Rosé wine (Volumetric alcohol content acquired ranges from 12 to 15º)

The wide range of products acknowledges strength to our cellar. It diminishes the risk of penetrating the online market considering the different segments each variety can focus on. It could neutralize the hazard considered in the first paragraph, as perceptions of each of them will vary, smoothing the global brand image.

2.2.2 Price

To contextualize the pricing strategy, we must reconsider one of the first ideas discussed in above. Algramar business is part of an enterprising plan developed by the Álvarez descendants; for this reason our plan does not start with the idyllic budget conditions, being the ability to optimize the company resources a must in order to keep the business running.

The current pricing strategy is based on approximation, settled by the previous generation; a decision was taken without any kind of previous investigation. Nevertheless, it is important to go to the source of such prices to understand its nature.

The wine culture is deeply rooted in the Terra Alta region; many of their neighbours work the vineyards and produce their own wine too. Even though not all the families dedicate their life to it, the location is registered as protected wine denomination of origin and had built a name in the Spanish wine culture.

It is also called the DOPTA, acronym of the complete name: "Denominación de Origen Terra Alta" (Terra Alta Protected Denomination of Origin). This organization estate an important reference for the region cellars at the time of setting prices. It is also true that there exists no exact measurement of such difference; the DO provides a high quality standard to the product that is translated into higher sales, or higher prices, which represents a strength for Algramar.

It is also important to notify that the production registers a characteristic of differentiation into the DO, which allows them to raise the prices above the average level. The introduction of organic yeast into their productive process enhances the grape qualities while it leavens, without corrupting the natural character of their wines.

But price not only have to do with the product; it fluctuates depending on the distribution channel as well. Actually, the distribution channels are very narrow, a weakness they are aware of; the output can only be purchased directly in the cellar, online (by email, they do not have an official website yet), and in the HORECA channel (but in a more restricted quantity). The establishment of more consistent distribution channels can compromise the profit margin of the company in the long run, putting pressure on the managers to raise prices.

Up to the date, the prices directly increase along the exposed methods given the implication of intermediaries:

- The Cellar sales are the closest to the production cost given the lack of any transport, or intermediary. The production cost is only increased a 35% as profit margin.
- Online tariff gets closer the average DOPTA prices; the profit margin is higher (40%) but the price rise by the transport fares.
- HORECA channel: it embraces some retail businesses and restaurants located in the Cellar surroundings, in Zaragoza and Barcelona, and excluding a few exceptional cases, all of them are run by acquaintances or family members. The price is in this case grossed by a really small margin (10 – 20%) but it considers as well the transport fares.

To sum up, the current price policy could state a weakness to Algramar bearing in mind they intent to differentiate through their ecologic character enhancing the wine

properties of the regular wines of the DOPTA region. We may not forget that wines protected by the same Denomination of Origin follow strict orders on matter of grape varieties and operational technics. But as well it is an opportunity in the online market, in which the consciousness around sustainable technics is highly rewarded, in combination with a strategy of competitive prices.

It will be assessed once the whole environment analysis had been carried out, but in any case Algramar would determine its prices focusing on the wine qualities differentiation; Prices are the variable of the marketing mix easiest to modify.

2.2.3 Place

It is important to keep in mind that the family business was nothing but a hobby until the fourth generation took charge of it. It becomes a problem considering the digital environment requires strong distribution network; it is impossible to get without long-term relations with the transport company or an own transport fleet.

The current place distribution is restricted to the village surroundings, as already mentioned in the paragraph above, but it is highly affected by seasonality, following the saint calendar that dictates the harvest period and consequent productive process, parallel to the official holiday calendar.

For that reason, there exists no record of distribution services outsourcing. It could be said that they have their own distribution network, as they provide the orderings personally, seeing that the volume of purchases is low, and purchases are rarely registered outside the regional limits. The generation in charge at the moment transported and delivered the bottles, or assisted the clients interested in the product that went directly to the winery to buy them. Just a few years from now they considered the option of outsourcing the service, but it was soon underestimated given the blinking character of the online purchases, and the low volume of the HORECA orders.

Secondly, linked to the output, we may find a dimension overestimated by the clients, the relation with providers. It compromises the commercialization of the product, being at some situation even highly recognised than the quality of the raw materials and the operational technique. This would state strength given the distribution nature planned in the short term.

2.2.4 Promotion

Even though the family has never designed a promotion plan, and this reveals an important managerial gap in the organization, the village and the region organize different events over the season that can be understood as promotion tools. We have already mention the parallelisms between wine and Christian calendar what can be an excellent opportunity for Algramar to encourage the sales in the cellar, but also to include the pointed dates on the promotions digital calendar.

The wine tradition is highly engaged with the religion due to the Catholic tradition that precedes both of them. Cellars open their doors to villagers and outsiders in pointed dates of the Christian holiday's calendar to commemorate their roots; Easter is a good example of it. But this is not restricted to the national celebrations; they have their own saint's calendar.

In these celebrations, Cellars offer free wine tastings, let the people enter the winery to better understand the culture around the wine making process, offer special prices of the wines of the year and actively participate in the processions. Even though Easter is one of the most pointed events, it is only the beginning of the celebration's calendar; March marks the start of the spring and with it the flowering of the vines, the following months concentrate a compound of remembered saint's celebrations that commemorate the fertility of the lands and the good prognosis of the harvest. The celebrations conclude in September, after the harvest, celebrating *San Mateo*, saint of the harvest commemorated in the whole country with the grape stepping tradition.

Furthermore, the DOPTA villages acknowledge great recognition in wine matters. Many grape and wine trade fairs are organized in the different towns for those who enjoy the art of wine, attracting tourism, business and potential customers to the region.

2.3 WEB ANALYSIS

2.3.1 Website

The website is the only digital tool they use and it was created in 2008. The most outstanding topics are the land and its wine, described in a lyrical way and as tool to transmit curious technical facts behind the wine production. These entries are combined with news around the topic, characteristics of the product, articles related, rewards obtained, and opinions of remarkable identities of the wine community.

2.3.2 SEO/SEM

They do not perform any SEO or SEM strategy. The winery and family name heads the searching list but do not relate to any other attribute popularised around the wine culture, nor the region in which it is produced, which is an important claim for inexperienced potential customers.

Considering the increasing competition present in the market, it is highly recommended to develop a strong effort on positioning. There exist several ways to reach the target market that better suits the image and revenues Algramar wants to achieve.

2.3.3 Social Media

The Alvarez family took the wine business as a leisure activity, older generations never enjoyed it under the digital revolution hence they never saw in social media a free way to push the sales. New times encourage new trends, and the need of updating the business is not an option that can be taken for granted.

2.4 EXTERNAL ANALYSIS

2.4.1 Environment examination (PESTLE)

Through the PESTEL analysis we can acquire a better perspective of the macro-environment around the wine industry in our country. Political, economic, social, technological, legal and environmental issues will benchmark the reality of our enterprise. But it is important to keep in mind that some of them could influence in greater measure the industry it is working in.

Political factors

The government had developed different measures to solve the economic uncertainty, as the stability Program and the Reform Program reflect, from which we may recall the effort put in enhancing the entrepreneurship, innovation and international competitiveness of the SMEs. Although we are back in the line of I+D in Spain, several projects involving the enhancement of youth entrepreneurship are being promoted. The European Union bet on entrepreneurship with an action plan that aims to motivate the entrepreneur spirit among the community members, while the Spanish government supports job creation through the creation of new business and offers facilities to those willing to create a new business, like financial facilities in case of bankruptcy, or tax

incentives, all of them are compiled in the Guide of Entrepreneurship Law.[1] Studying the different ways of economic support, and the low budget of our projects it enhances the opportunities Algramar had to find its place in the market. Regarding the support for companies working online, there is still a long path to work in order to see the first governmental regulation in matter of Spanish online business.

The last thing to consider in this dimension compromises the last events in Spanish politics. The movement for the independence of Catalonia has risen the social rejection to some Spanish potential customers of businesses settled in the region; being them part, or not, of the ideology behind the movement. Many businesses have already offshored their business out of Catalonia for such reason and it is an important hazard to the activity development that cannot be taken for granted at least in the middle term.

Economic factors

Macroeconomic indicators are the best tools to help us achieving a complete picture of the economy in Spain. For our benchmarking we are going to take into account the Gross Domestic Product rate, the unemployment rate and the Retail Price index.

The unemployment rate

Figure 1 Spanish unemployment rate (2007-18)
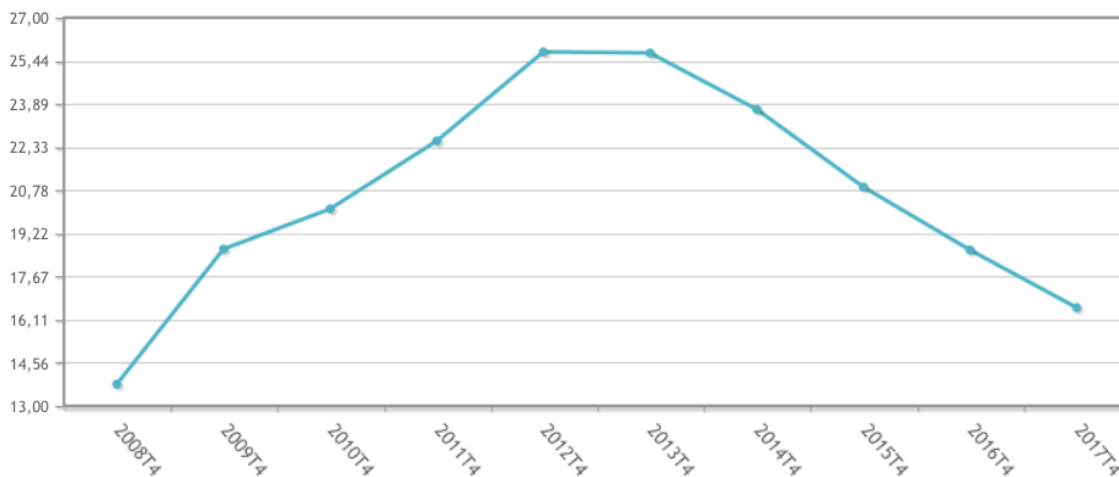
Source: INE. April 2018

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[1] Boletín Oficial del Estado 28th of September 2013 http://www.boe.es/boe/dias/2013/09/28/pdfs/BOE-A-2013-10074.pdf

According to INE[2] studies, that last data recorded about unemployment dates from the fourth quarter of 2017, in which the rate reached the value of 16.55%. This historical minimum since the same quarter of 2008, just before the brick bubble explosion that led to one of the deepest recessions in Spanish history, confirms the increase of the job offers in the market but also insinuates the consequent increase in the budget of Spanish families. This extended ability to consume can be directly extrapolated to the wine consumption; well-based good of daily consume according to the Mediterranean culture, and as part of the leisure rituals of our country, confirms the opportunities to find a room in the overcrowded market of Spanish wine. Before confirming such hypothesis, it would be important to check if the slight recover of the Spanish family budget had somehow been translated into higher consumption levels.

GDP rate

The universal rate to measure the consumption capacity of a population points out the same conclusion than the rate just below.

The average expense on basic goods has risen, as proves the latest result of the researches carried out by the INE, hence the tension around the budget distribution of the available budget in families. This distended environment motivates wine consumption and the allotment of greater part of the budget to recreation activities that, given the characteristics of the Spanish society, tend to be accompanied with wine or other spirituous drinks.

**Figure 2 Spanish quarterly GDP evolution (2011- 17)**

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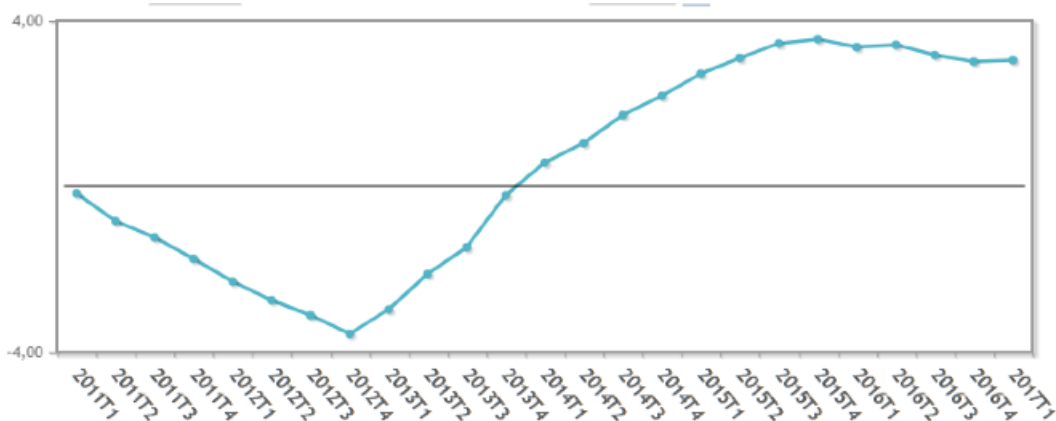
[2] INE corresponds to the acronym *Instituto Nacional de Estadística*. The Spanish statistics office provides reliable data about national and international indicators.

<u>RPI evolution</u>

In the same line of the indicator bellow, the Retail Price Index subtly accompanies the positive tendency of the GDP as a consequence of the increased exchange flow of the market as can be compared in figures 2 and 3.

Figure 3 RPI evolution in Spain (2008-17)
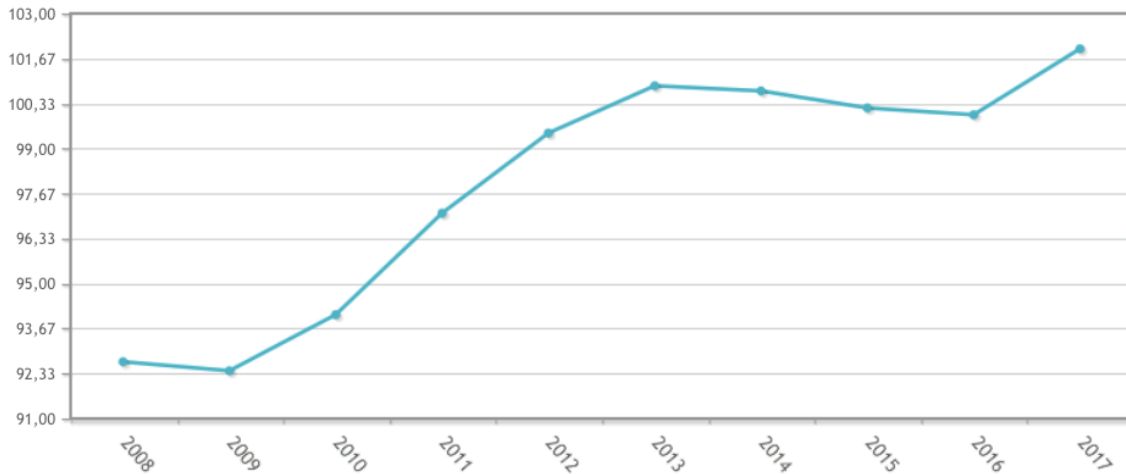
<div align="right">Source: INE. April 2018</div>

But delving into these numbers we can find information about the relation between the prices and consumption levels of wine and other alcoholic drinks. Figure 4 shows a slight increase in the wine consumption along the crisis years in Spain (Maté V., April 2017); it shows a smooth evolution that can be explained by the by the wine tradition and its participation in the Mediterranean culture. The consumption pattern reflects a well-settled market with, a big market share satisfied by a deeply diversified offer. An opportunity given the stability of the market, and a threaten as well, considering the rivalry level among market companies with vast experience on the sector.

Encuesta de Presupuestos Familiares (EPF), Códigos de gasto con cantidad física, Cantidad consumida total (miles de unidades)
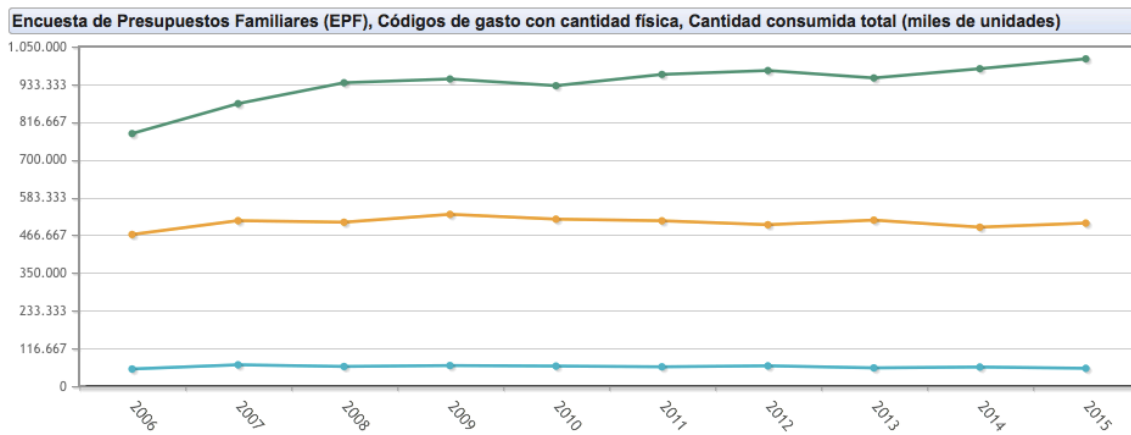
Unfortunately figure 4 does not provide data of the different alcoholic markets after 2015, but the *Observatorio Español de los Mercados del Vino[4]* has the information related to the gap in these three years of activity. Their research concludes that food channels (retail and restaurants) remain the first option to our consumers at the moment of purchasing wine, and for the first time, the online channel has replaced the cellars, as the third more requested intermediary. Such information has motivated a rise in demand, with a positive trend from 2013 until 2017 (last recorded data), from 2.5% to 4%. In terms of volume, it would imply a total of 9.8 million wine hectolitres purchased online per year against the 42 million (approximate data) produced in Spain each year. (Tecnovino.com, 2017 March)

Social factors

The current population in Spain registers 46,116.884 inhabitants; 90.1% of them passes the drinking legal age (populationpyramid.net, March 2018). However, our study is going to focus on the online consumption pattern; this is the reason why our demographic research needs to go one step forward.

Into this 90.1% almost the 30% of the respondents confess consuming wine daily. And that 45% chooses the online channel to buy wine. (Tecnovino.com, 2017 March)

This could be interpreted as an opportunity in the short/medium run, considering target market almost the total country population, but confirms a great threat for the future in a very distant perspective. The advanced age of consumers and the low birth rate points a sharpen decrease in the consumer market for the following generations. Through

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[3] Family's Budget survey in which Y-axis represents the litres consumption in millions of units and the horizontal axis (X) shows evolution within the years.

[4] Spanish observatory of wine markets.

internationalization, this is a hazard easy to diversify but this is trivial for the on-going research.

According to Bernaveu and Olmeda (2002), the most deterministic variables at the time of talking about a concrete wine consumer profile are three:
- The family unit income: directly related to consume.
- The level of studies: indirect linked with the wine consumption online, regarding to its lineal relation with the income level and with the consumption of more expensive wines of higher quality.
- And the age: It confirms that the advanced the age, the greater the amount consumed.

Tecnovino.com (2017) research of wine consumption confirms that the average wine consumer has a well-defined profile that follows the same demographic pattern as the customers that go to the online market. Its characteristics are graphically resumed in Figure 5.

Figure 5 Profile of the average wine consumer online
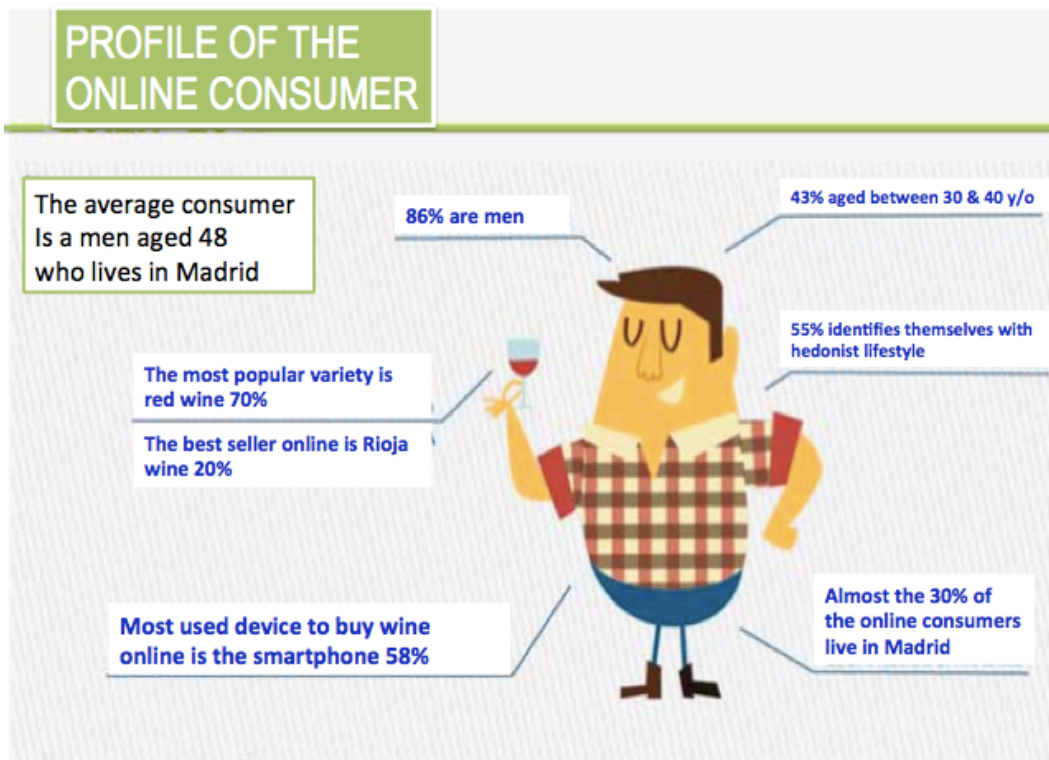
We had already mentioned that 45% of the wine consumers in our country chooses the purchase online (Tecnovino.com, March 2017), and the reason is simple: the online information of the characteristics and origins is much more developed online, and eases the purchase decision over the service provided by most of the intermediaries (87% of the retail business selling wine does not count with a wine specialist). This is an important datum if we consider as well that it is almost half of a market that works with important volumes. The 55% of wine consumer buy more than 50 bottles per year (lavanguardia.com, August 2017).

Technological factors

Even though the global government budget in R&D is stuck and undervalued, it is surprising how the race for the technological development around the wine sector evolves since these last enologist's generations. The intensive work in the study of the matter is coming into fruition, bringing improvements that attain every single stage of the productive process (tecnovino.com, March 2016).

Innovative methods, such as stem remover or squeezer that strictly uphold the properties of each grain, or cultivation and aging management, have unfolded the finest character of each wine with a low maintenance levels, respecting the tradition. Wine technology moves a step forward to any other industry in Spain, encouraging information that explains the high recognition of the industry, and the positive expectations for its business. This is an opportunity to Algramar business, if it is well managed.

On the other hand, narrow collaboration with the art of other economic sectors as the gastronomy, architecture, design, poetry, etc., has enhanced the fine good condition of the Spanish wine, raising its popularity in the international market over the fiercest exponents (France and Italy). Some close examples of the exposed artistic revolution of the wine industry are the magnificent architecture of *Sommos* Winery located in Huesca, the original design of *GH Mumm* packaging that turns into a stylish ice bucket, the poetry of Pablo Neruda claiming its passion for this drink and its tradition, or the innovative label design of Gemma Warriner agency.[5]

Legal factors

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[5] http://gemmawarriner.com/projects/equilibrium-estate-wine/

Bearing in mind that we are studying the online markets, and according to the wine sector laws gather in the government interface online[6]known that a lack of knowledge on revolutionary paths usually leads to an environment under protected by the legislation of the countries.

It has a double perspective; on the one hand, it is a hazarded channel to do business given the legal gap. On the other hand, it is a tool that provides special licences to those who undertake the market first. It constitutes a great opportunity for young businesses as it provides powerful tools with low costs; the Internet is a source of competitive advantage for those companies that are one step ahead.

There are, listed by relevance, the primary laws to be considered in order to develop a winery business, given that our business model also contemplates the production of the main raw material.

Environmental Factors

Online interfaces are more eco-friendly than offline methods, as printed newsletter, catalogues or other promotional support could be. But it is also important to consider that many times online deliveries come with excessive packaging that intends to protect the product, but at the same time generates an excess of physical waste hard to recycle.

As already mentioned, online markets are currently under-regulated. It brings an opportunity to raise the brand image through conscious and responsible practices involving the business exploitation.

2.4.2 Market examination

Before focusing on the online market, a small preamble is needed in order to fully understand our market nature.

The technological development had led to a new market conception that had completely changed the rules of the game: from turning physical stores into an old-fashioned expense, to the new planning of warehouses and distribution networks. Internet had permitted breaking every physical barrier we had once in business, but how does it specifically affects the wine business?

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[6]http://www.aragon.es/DepartamentosOrganismosPublicos/Departamentos/DesarrolloRuralSostenibilidad /AreasTematicas/Agricultura/Vitivinicultura/ci.LEGISLACION_VIGENTE_VITIVINICULTURA.detall eDepartamento
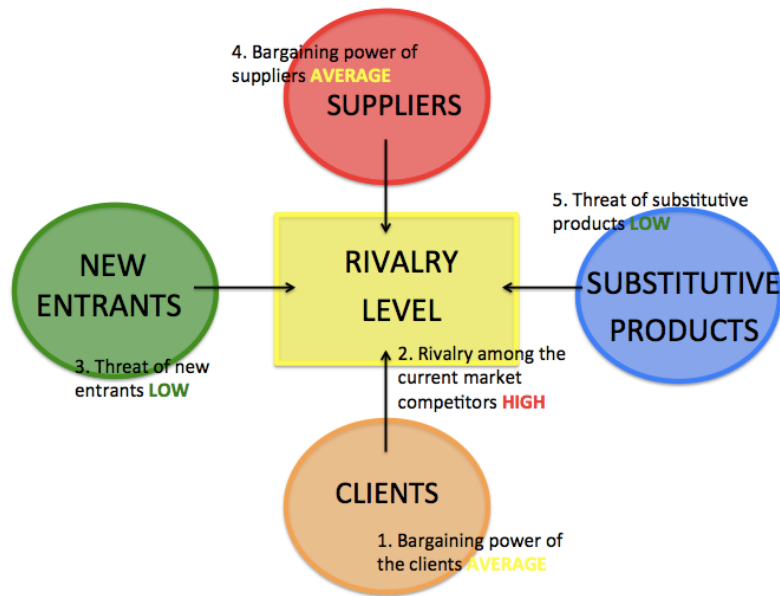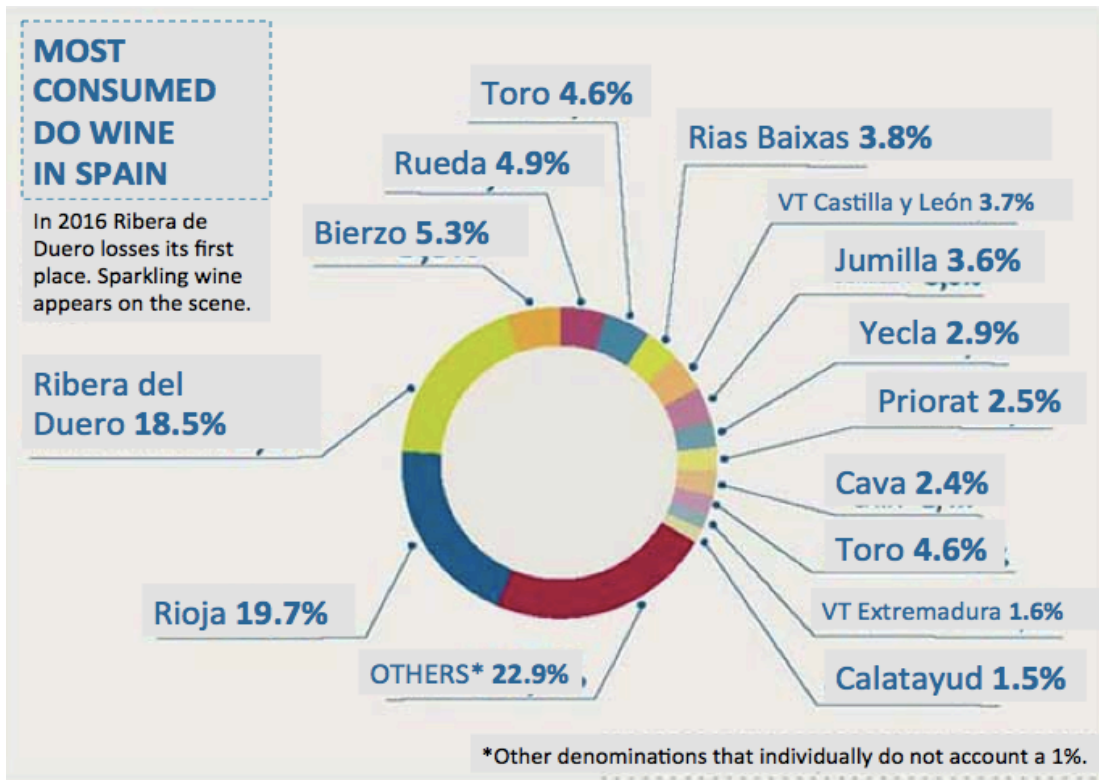
Source: Own elaboration

We may now refer to the traditional market as offline to differentiate it from the online market. (1) The main aspect to check on the market environment is the bargaining power of the clients. It is the key component of the studying according to the marketing outlook, but surprisingly clients are not the most powerful agent at the time of determining the market trends. The online markets are not as crowded as the physical ones but it is true that the demand exceeds the supply in higher proportion than it is noticed in the offline market. The developments in data analysis and tracking of the information online allow building predictions around the customer behaviour on the websites. Customers check different sources before deciding the offer that better suits their needs, but given their predictable behaviour it is only empowering them in case of price competition, which is not the case.

(2) Regarding to the internal rivalry level, offline markets are crowded with cellars and other retailers with a wide range of sizes and incomes. We are talking about a mature market; in which price is highly determined by the geographical boundaries and consequently individual profits are low in comparison with the trade flow of the market. In contrast, the online market and its new-born condition makes greater the initial market share for each participant, even considering the lower participation of the clients. It is a good opportunity to raise the income through a strategic position, as it is easier to split the market while there are a small number of rivals in the market. In the long run, it eases the path to state a powerful brand image, as the demand participation on the online markets it is increasing every day.

Figure 6 Most consumed DO wine online

MOST CONSUMED DO WINE IN SPAIN

In 2016 Ribera de Duero losses its first place. Sparkling wine appears on the scene.

- Toro **4.6%**
- Rueda **4.9%**
- Bierzo **5.3%**
- Rias Baixas **3.8%**
- VT Castilla y León **3.7%**
- Jumilla **3.6%**
- Yecla **2.9%**
- Priorat **2.5%**
- Cava **2.4%**
- Toro **4.6%**
- VT Extremadura **1.6%**
- Calatayud **1.5%**
- Ribera del Duero **18.5%**
- Rioja **19.7%**
- OTHERS* **22.9%**

*Other denominations that individually do not account a 1%.
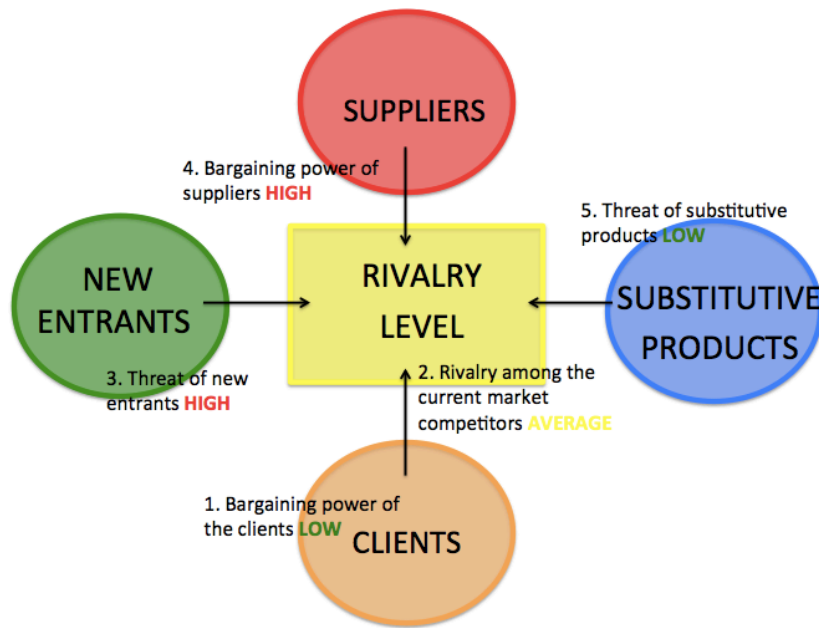
Source: Tecnovino.es

(3) On the other hand, the <u>threat of new entrants</u>, a term underestimated in the offline markets, turns again into a hazard in the digital background. Physical barriers to enter the market, as the investment needed in land, equipment and other infrastructures is high, and the importance given to the tradition and long run of a winery makes it difficult to a young winery to find its room in the market.

This completely changes for the online markets; new entrants are not new wineries, but everyone that has never sold wine online before. A task that could not be easier nowadays considering the participation of the marketplaces, or the easiness to create a website nowadays. Although it is a hazard, the digitalization of a business is a long process if it is done under certain quality standards; otherwise knowledge of the market, and dedication to the digital interfaces harmonization is not enough to find a market niche and creating a strong online image. All in all, it states a secondary risk; on the one hand, the companies with low investment in time and resources are competitive enough to be considered a threaten; on the other, new entrant with solid digital basis will need time to be on the same level, making it a problem to handle in the middle term.

(4) The next competitive variable is the <u>bargaining power of suppliers</u>. Providers are the biggest deal to face in the online market given they are the ones truly taking advantage of the digital transition. Traditionally bargaining capacity of suppliers were limited distance from the cellar to the selling point, as it did not provide any additional quality to the product but the online suppliers have vast experience in the matter and a loyal public that empower them to negotiate under advantageous conditions. In this new version of the we find them developing the same tasks, but with the exponential reputation of a retailer that serves a small market lacking of many options to choose, with the extra of a blog or a newsletter that educates the customers around the wine culture creating value and a sense of community that had already an engaged public.

(5) <u>Substitutive products</u> as beer, other spirituous and even soft drinks could threat our market share considering the social context in which wine is consumed; aperitifs, dates, celebrations with friends or family… it is even consumed regularly in the meals. But there exists a differentiation marked between those drinks and the wines that could only we approximated with some companies' beer marketing online. Wine sells brand image through their own cellar website but makes the higher profit on marketplaces. Marketplace as its own name announces is a platform specialized in selling products of every kind; some of them sell everything as amazon, and others like alibaba.com on B2B, and Brewbound.com make business around crafted beer. The last one follows the same idea as wine distributors currently had drawn; they can sale to the traditional retailers that had digitalized their business, but had built their own digital markets in which they sell wine with the added extra of the service, and assessment in wine. Given that the online consumption turns into a more selected purchasing process that buying to the supermarket online and adding wine to the cart.

SUPPLIERS

4. Bargaining power of
suppliers HIGH

5. Threat of substitutive
products LOW

NEW
ENTRANTS

RIVALRY
LEVEL

SUBSTITUTIVE
PRODUCTS

3. Threat of new
entrants HIGH

2. Rivalry among the
current market
competitors AVERAGE

1. Bargaining power of
the clients LOW CLIENTS

Source: Own elaboration

2.5 SWOT ANALYSIS

Figure 7 SWOT analysis

Strengths:	Weaknesses:
- Likeliness to wine's nose and Palate - Extended portfolio - DOPTA reputation - Organic product reputation - High quality and prices	- Unfamiliar nose and palate outside the DOPTA - Low budget - Prices under the DOPTA average - Limited distribution channels - Lack of corporate experience - Lack of experience online
Opportunities:	Threatens:
- Government policies to support entrepreneurism - Profitable market with growth prognostics - Artistic partnerships - Wine culture and tourism in the area - Wine marketplaces	- Unpopularity of Cataluña - Competitive disadvantage online against other DO - No entry barriers, threat of new entrants - High bargaining power of suppliers

Source: Own elaboration

CHAPTER III. STRATEGIES AND ACTION PLAN

3.1 OBJECTIVES DEFINITION

In the first lines of this dissertation we defined three global objectives to be reached through this research.

Having met two of them, it is the moment to start planning the real positioning development with actions that will protect Algramar from current rivalry existing in the market, and will highlight the spirit of the Cellar. That being the case, the winery will successfully penetrate the new market and engage a consistent initial clients' portfolio. The way in which we are going to build a consistent brand image is wider than the other two goals. It makes reasonable to break it down into smaller objectives that will ease the execution of the whole plan.

Based on the methodology of the 5Ss proposed by Dave Chaffey y P. R. Smith (Durán C. 2014), success of a marketing plan online might distinguish among five objectives:

- Sell: design a responsible website as tool to push sales online and study the offer of wine marketplaces.
- Serve: creating value to our customers; determine the most profitable social media platforms to reach our target market and homogenize the digital content of every interface (website, SM, email).
- Speak: reflect the cellar philosophy and values. Share the sense of community through the involvement of customers.
- Sizzle: get to engage part of the customers, track Algramar impact online and elaborate complementary actions for unplanned situations.
- Save: try to accomplish every measure proposed before with a zero budget.

3.2 ESTRATEGIES DEFINITION

3.2.1 Portfolio strategy

Upper in the introduction we had mentioned the different products of Algramar' portfolio. In order to set the basis for the following strategic moves, and helped by the Boston consulting group matrix we can approximate the situation of the current market for each of its products and the more accurate strategy to apply.
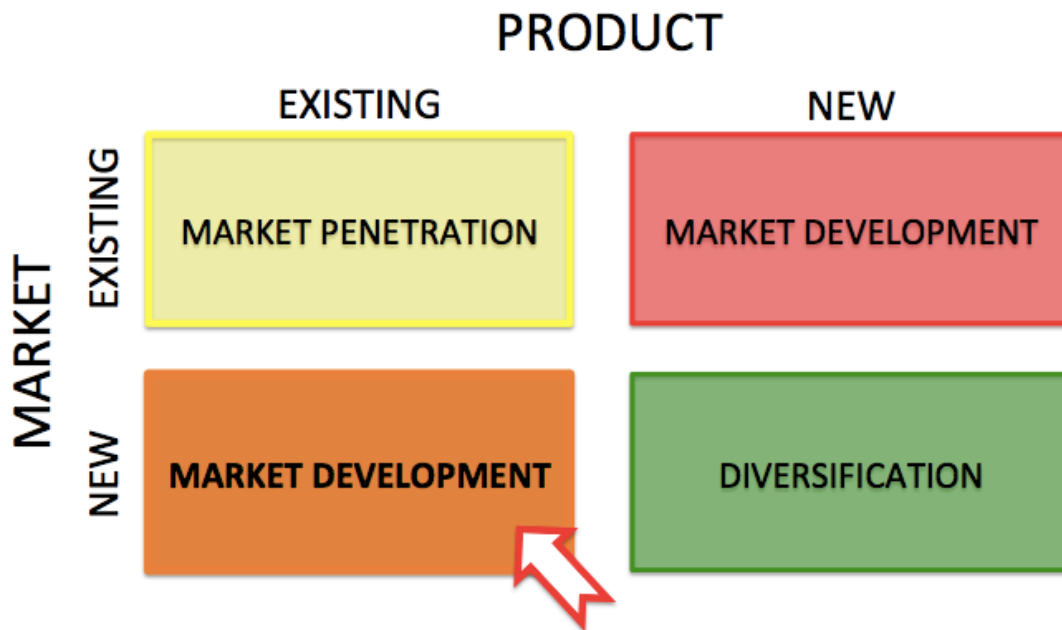
Figure 8 BCG Matrix (1981)
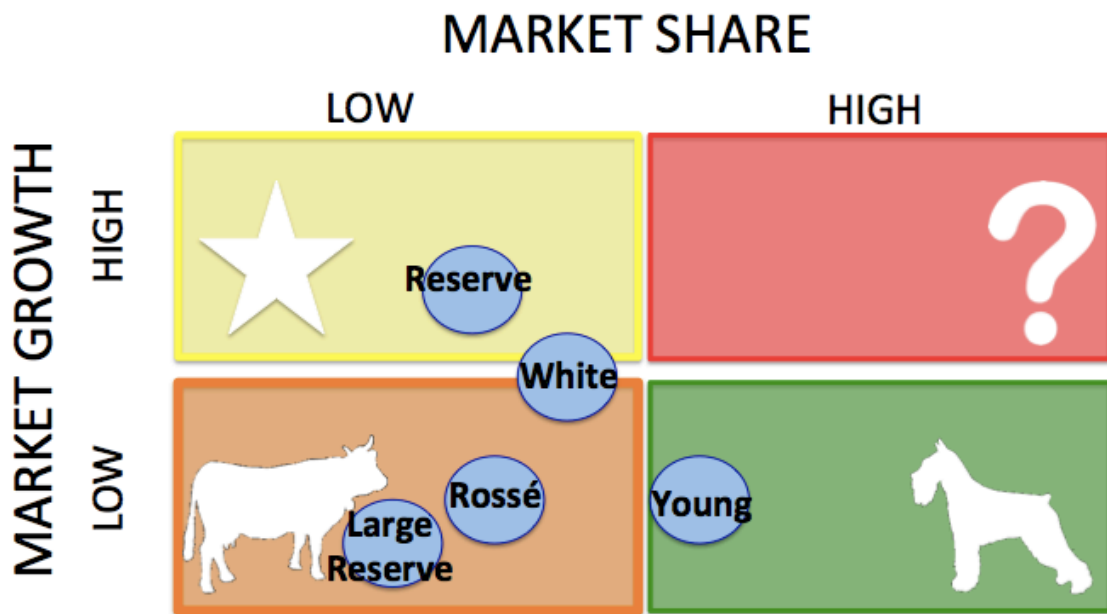
Wine market is settled, given its long run could be identified in maturity stage of the product life cycle. Owing to that fact, market growth is low for most of the outputs, locating all of them in the lower fringe of the graph, but one. Reserve red wine given it has higher quality than youth wine, but had a more competitive price than Large Reserve present a higher market growth significant enough to be located as a star. The strategy to follow in further steps consists of maintaining the investment in order to keep it in the upper right quarter. In the long run, moving it to the cow quarter to ensure supported profits.

White wine' purchases record shows a higher likelihood to consume it than other wine varieties. Although it is not a notorious difference, and the production cost is not higher than producing young or rosé, it is recommended to invest on it to enforce it raising to the stars quarter.

Young red wine is the cheapest product in terms of manufacturing cost, but is lower range qualities put its price in a weak competitive position, although it is a dog, we do not recommend diversifying but keeping the market share stable to justify its pertinence to the portfolio.

PRODUCT

	EXISTING	NEW
MARKET — EXISTING	MARKET PENETRATION	MARKET DEVELOPMENT
MARKET — NEW	MARKET DEVELOPMENT	DIVERSIFICATION

Source: Own elaboration

To sum up, existing Algramar products present a complete palate to sustain a profitable business in which more risky business are funded by stable profitable products but the way it is traduce to the market intentions goes further.

Figure 9 highlights the most efficient expansion strategy to apply online. It supposes the penetration of a new market[7] as we had been developing but after this clarification it is definite to say that market development with the current portfolio is the right path to follow.

3.2.2 Competitive strategy

Kotler and Singh (1981) diversified the methods in which a company can face its rivals. Market leader, challenger, follower and nicher are the four proposed methods into which Algramar may decide. The special character of our wine defined by the utilization of organic products that ensure the sustainability of the practices states the market nicher as the worthiest strategy. This strategy consists of attacking a very specific segment of the market into which influence of regular wine can exist but loyalty is to be given out to product first. Competition is softer and penetration is smoother.

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[7] Although the online channel is not a market itself the Ansoff theory can be effectively applied to its utilization.

3.3 ACTION PLAN

3.3.1 SEO

Previous to the steps to build a consistent SEO strategy, a small preamble is needed, the technicality of the following explanations is related to the programming word and the Internet organization, hence APPENDIX I gather the most relevant concept to be clear about, in order to understand the explanations.

Our last aim in this document consists of defining a solid brand image to Algramar winery. Nowadays, it cannot be possible if commercial efforts are not synchronized with a powerful positioning online.

Steps to build a strong organic position online:

1. Keywords research

Even though the process of incursion in the deep universe of Google has an important impact on revenues; when it is efficiently planned, it is important to bear in mind that most of the companies or websites that fail in positioning, fail due to a common mistake: the lack of patience. It takes an average of five to eight months to start glimpsing the green shoots in the best of the cases, that is to say, it is impossible to set short term goals regarding a SEO strategy.

The first action to take is a new research about keywords. Organic positioning is one of the latest revolutions in online marketing and it is still a tool on development, but it is obvious that certain associations will already be overused.

The most profitable source of keyword information is:

<u>Google Adwords</u>

Once related with a concrete website Google Adwords develop a list of suitable keywords to relate our website with the most attractive Google traffic. It involves researches related to our business, or product qualities, any idea, word or adjective that can cross the target market mind.

The firs aim of this support is developing SEM strategies, whish are our of our current budget, but dispose potentially useful information about traffic and impact on a real basis.

The more obvious, the more exploited. According to the anonymous reporter of Wordstream.com (2018), generic terms should be avoided firstly because they will be the most used by our direct competitors. And secondly, and consequent of this first the

higher demand results in higher costs per click. Being more specific is the key point in the keyword strategy, sticking just to the concrete ideas of our target market is a hard task, so ideas like *vino, vino tinto*, or *garnacha* might be out of our radar.

More specific concepts like *Terra Alta, vino ecológico* (ecologic wine)*,* or *enoturismo* (wine tourism) are less searched but they still attract an important volume of traffic. They are also cheaper in terms of cost per click.

It is recommended to choose a set of 10 keywords and order them according to its relation to the image we want to show. This is our recommendation of initial Algramar Keywords:

Figure 10 Keyword recommendations

Keyword	Traffic
Celler	18,100
Ruta del vino	8,100
Terra Alta	8,100
Enoturismo	6,600
Comprar vino	4,400
Venta de vinos	1,900
Vino ecológico	1,000
DO Terra Alta	720
Garnacha Blanca	480
Algramar	20

Source: Google Adwords
Own elaboration

To sum up, Rautenstrauch 2015 research about country cost per click comparison verifies these cost are especially low in the Spanish online market[8], more reason to make the most of this tool.

Google Trend

This tool can help raise the value of keywords used in our strategy in the short run. Based on Google spider's data for the requested period of time, it analyses individually keywords popularity variations and its power in the market, to ease the path of finding the adequate ones.

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[8] It is rated as a 50% cheaper than US prices.

It is not enough to make a list of keyword that can be related to a business, or activity. It is useful to identify the keyword strategy of the market' competitors to match and surpass the rivalry efforts, reaching the first position in our target customer's mind. The tools the Cellar can resort to benchmark the rival's keyword strategy are out of the current budget, being the observation the only available technique to start figuring it out.

It is recommended to develop an excel document to list every relevant winery, marketplace (Sabaté J., March 2013) or blogs related to the wine culture and sales. Supported by the plan proposition of semminer.com (2017) scanning some competitors site to benchmark their keyword strategy is the first thing to do; Tracking each keyword and long tail traffic, and measuring their individual impact has to be a repetitive task to execute, at least, a week. It provides the Company information enough to draw a complete outlook of each keyword influence; certain kind of wine can be attached to seasonality that may vary the traffic. It should be keep it in mind at the time of scheduling it, so results can be accurate compared without biased information. The graph on figure 11 shows the utility of Google Trend as it collects and compares the behaviour of three of the keyword selected for Algramar strategy during a complete year.

Figure 11 Screenshot of Google trend interface
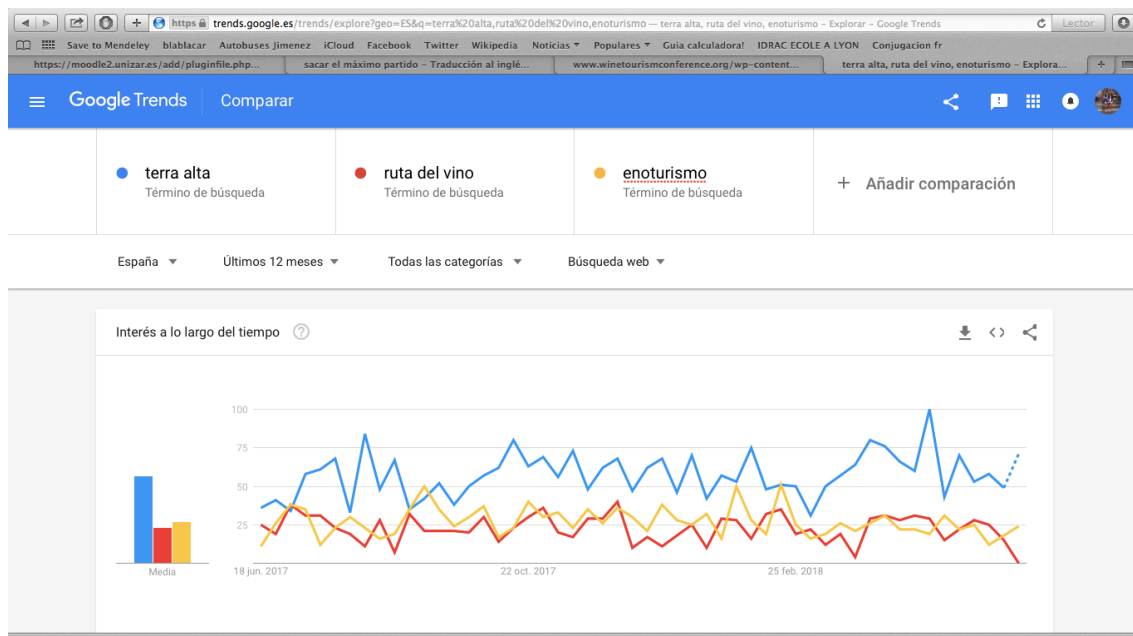
Concerning the efficiency of the proposed keywords, even having the power to predict the performance of a keyword today, it would be out-dated in matter of weeks. Hence

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the steps proposed for the different exposed tools might be revised when applying this techniques in order to update each keyword value at the time of positioning Algramar website.

The Google algorithm is constituted by more than 200 factors, and constantly improved to reach the user's expectations (inboundcycle.com, 2014) through the conclusions of Google spiders'[9] research. It ensures reliability of its sources and real value of its content. Under those circumstances, it makes sense to conclude that finding a strong keyword to locate Algramar online is just the top of the iceberg. The next factor to evaluate is the continuous improvement of the website performance.

2. SEO on page

In this stage we get certain technical level due to the need of skills on computation and programming. Our research is purely focused on the marketing strategy; hence we will avoid information related to this technical part, as much as it is allows a development easy to follow.

The first thing to do is deciding which CMS[10] are we going to choose to build our e-commerce. Up to the date the most popularized, and developed, free supports are *Joomla, PrestaShop* or *Magento*. The online community recommends PrestaShop (Luengo D, 2018) given its long lasting run, the ease of its use, its better organic positioning, and wide range of configuration options. Unluckily for it explanations had not been possible to use a demo to illustrate the process:

- Prior to the development of the website there is something very important to consider. The hosting service join to the URL may probably be the only elements in which we consider relevant to make an exception in the compromise of zero budget. APPENDIX I justifies the relevance of a hosting program, the most recommended programmes nowadays in the Spanish market are: *Profesional Hosting*[11] and *Webempresa.*[12] (webempresa.com 2018*).*

- Hiring transport services is the following step; *Seur* is the most reliable one according to the ranking of Eleconomista.es (2018).

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[9] APPENDIX I or moz.com (2018), further the explanations about what are the spiders.

[10] It is defined in APPENDIX I.

[11] https://www.profesionalhosting.com/promociones/prestashop-cuponeshost.html?utm_source=referidos&utm_medium=general&utm_campaign=577

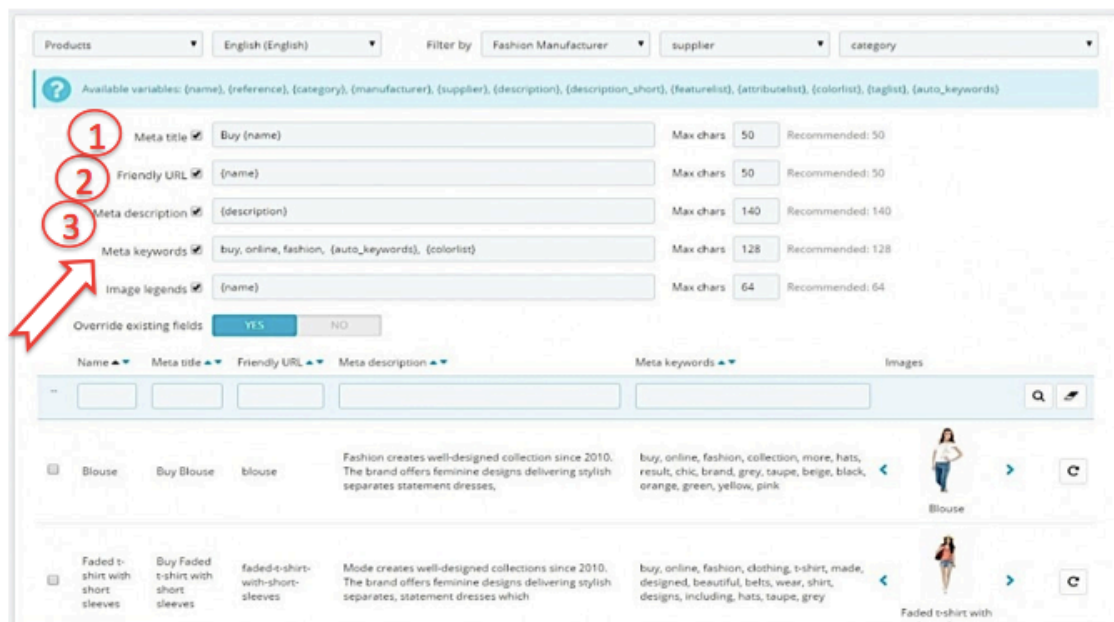[12] https://www.webempresa.com/prestashop/hosting-prestashop.html

- The last step is the configuration of the purchase process. Finally, the last step is to add every possible payment method and upload the Algramar catalogue. It is fine to put only pictures on the first instance in our catalogue, but it is important to create value on every single detail, so broadening individual product information can be decisive at the time of transforming a visit into a purchase.

Once designed and complimented the professional e-commerce website, the following step is to develop the SEO on page strategy. It begins relating the URL with the keyword chosen in the previous stage. Midominio.es is a website to confirm the availability of different URLs. Bear always in mind it always has to contain Algramar keyword as part of the positioning strategy.

Subsequently we will develop snippets for the different content of our website; the front page relating direct searches of the website, the catalogue in case of searching wine purchasing, or the blog in relation with the articles, and content created. Algramar may need to download SEO Meta tag manager module of PrestaShop[13] in order to manage the snipple.

Figure 12 Meta-tag manager interface

Into the snippet, we can distinguish three main elements numbered on Figures 12 and 13:

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[13] Access to the direct link to download on webgraphy.

1. Title
2. URL
3. Description

The arrow on Figure 12 points to the Keyword Meta-tag; it is very important to bear in mind that, as explained above, the keyword is the main source of organic positioning. It must be all over the website and the snippet is no exception, we can use the long tails in here, given the more specific character of the research.

One more consideration, which we are not going to deep into, is the WPO[14]. Facchin J (October 2016) reminds the relevance of the loading times for a consistent positioning. It recommends plugins like WP Optimizer for Word Press, P3 Plugin profile, or Wordfence Security to check such parameter.

Figure 13 Google snippet

Related with the on-page SEO management, there is a technical issue that may influence organic positioning: A blog. It is the ultimate tool of organic positioning, but our CMS does not include it itself. Algramar will need to integrate Wordpress on PrestaShop in order to count with it.

In order to do that, it does not exist a module to integrate it as it happened with the meta-tag manager, given the easiness of the process, it gets described in Clave i blog[15].

3. SEO off page

Blog

According to Google research dated on 2017, daily value creation is the core competence to reach our clients' heart. Developing a blog that periodically launches

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[14] Web performance optimization

[15] https://www.clavei.es/blog/integrar-wordpress-en-prestashop/

news, research articles, reports or opinions directly or indirectly related to the world of wine is fundamental to get ahead on the online business. Talavera J. (June 2018) set the basis of the online impact for a consistent positioning, a compound of recommendations[16] to bear in mind at the tie of sharing blog content:

- Brand exposure: exponential use of it as keyword, evoked memory on viewers
- Link Building: introducing the keywords in the anchor text
- External Linking: to related content of reputed websites
- Link Juice: content is the king

Algramar wants to penetrate the segment of wine customers concerned with ecological procedures. For that reason, using answerthepublic.com is the best way to brainstorm interesting ideas to write about. This website creates around two thousand ideas from a single keyword in other to ease the process of brainstorming ideas to write about on the blog.

3.3.2 Social Media

"We can define on-line social media as social structures constituted by a group of people sharing interests, relations or activities through the Internet, where social meetings take place, certain use habits and information is shared through real-time communication, although it can also be recorded." (Ponce I. 2012)

Although it is not totally verified that it improves organic website positioning, it is actually related with brand notoriety, hence it can be a useful resource to accomplish the aim of positioning, raising the online purchases.

Supported by the IAB[17] research on social media (Elogia 2017), we are going to study in first instance the relation between the social media and the online wine purchase demographic profile. In its latest research dated in December 2017, the IAB discerned the most influent social media support and public segmentation. Under those circumstances we can locate our target market and focus in the most used social media ensuring a more effective penetration.

In 2017, 85% of Spanish population used at least one social media daily, most of the users belonging to the age range between 30 and 45 years old, a surprising data given

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[16] Definitions in APPENDIX I

[17] International Advertisement Bureau. Always related to the Spanish division.

the narrow relation of the millennial generation[18] and this applications, but very encouraging for Algramar to reach its target market. The sex gap among the users is not representative, but it is the occupation: 66% of them are currently employed or have the expected income level of the customers Algramar intend to attract.

The most used apps according to this research are: Facebook (91%), WhatsApp (89%), YouTube (71%), Twitter (50%) and Instagram (45%).

In the following paragraph a simple benchmark analysis is going to show in an easier and more graphical way the global performance of the sector. On the one hand we are going to analyse the most representative *DOs* online, and several wineries placed in each of them. As well, given the flawless performance of *DO Ribera del Duero* it will be used to illustrate the way it has to be developed by Algramar.

Facebook

The factor take into consideration for the benchmark analysis are: the existence of a Facebook account, the posting frequency, the traffic volume generated by the account, the followers volume, if it provides complete information about the business[19], and if the business verification[20] is relevant in the industry.

Figure 14 Facebook benchmarking of the Protected denominations

FACEBOOK	Account	Daily post	Generates Traffic	Followers	Full information	Grey verification
DO Ribera del Duero	yes	yes	yes	43K	yes	no
DO Rioja	no	-	no	-	-	-
DO Rueda	yes	yes	yes	34K	yes	yes
DO Rias Baixas	yes	yes	yes	40K	no	yes
DOPTA	**yes**	**yes**	**yes**	**3K**	**yes**	**no**

---

[18] There exist no consensus among the experts to determine de millennial age range. This term involves the births dated between the last years of XXth century up to date.

[19] Website, location, schedule, contact number..

[20] Grey check sign

Figure 15 Facebook benchmarking of selected wineries

FACEBOOK	Account	Daily post	Generates Traffic	Followers	Full information	Grey verification	DO
Bodega Marqués de Riscal	yes	yes	yes	8K	yes	yes	no
Bodegas Beronia	yes	yes	yes	33.4K	yes	no	no
Bodegas Avelino Vegas	yes	yes	yes	17.4K	yes	no	no
Bodega Eresma	yes	yes	no	1.5K	yes	no	yes
Celler Menescal	**Yes**	**no**	**no**	**537**	**no**	**no**	**no**
Viña Moraima	yes	no	no	3.2K	yes	no	yes

Main conclusions arisen after the benchmark analysis:

- Higher engagement power than other social media, can be motivated by its longer run in the path of social networks.
- Greater influence of the DOs accounts over individual wineries, they also prove a more homogeny content in relation with the studied characteristics. Controversy it does not incentivise the wineries to publish about their pertinence of them.
- Volume differences into DOs are also noticeable in the winery's numbers; Ribera de Duero and Rueda regions put much effort individually and in the Global account
- Grey check proves the official character of the business accounts (Berzal de Miguel V. 2015) but it does not seem to be relevant in the wine sector.
- The DOPTA is in the lower ranks in terms of online effort, the attached wineries follow the same tendency.

In APPENDIX II, using the protected denomination of *Ribera del Duero* as an example of good performance, some of the further explanations get visually described.

YouTube

Regardless from its extended run on the digital background, it had not been until the last 5 years when companies had recognised the potential profit of YouTube. After the success of some popular Youtuber figures professional business are now trying to follow the same strategy since it is a great way of generating engagement, brand image and, ultimately, sales.

The content we produce for this site has to be of great value to the customer for him/her to spend a few minutes watching our video content. One of the most important things within this network is consistency[21]. Given the lack of specific accounts for the studied Dos, nor wineries, a great differentiation is spotted for Algramar on this support. Other wineries, especially those with greater effort count with great multimedia content, but do not promote it directly from the YouTube website. Might it be for the dissociation between users and our target market but its early exploitation, in terms of long run strategy, can engage a target market still had not become it[22].

Some content Algramar could create includes:
- Videos about events and tastings, and what involves the winery experience
- "How to" videos where the basics about wine and its applications are explained in short videos as well as some information about the process behind.
- Series of videos that came out every week and have a particular theme or methodology.
- Invite special guests from the world of wine and maybe even other Youtubers as a way to gain more attention and make it more interesting.
- Polemic issues to encourage people to talk and discussed about wine ecology and related themes.

This social network is a great opportunity for Algramar, as there are no other companies from our market doing it. It would be a totally disruptive way of connecting with the customers and creating valuable content for them.

Twitter

The most relevant factors taken into considerations are: the existence of an active account, considering active a daily posting of related content or interactions, the impact of the account (traffic), the followers as mean of brand engagement and the relevance of the winery information. The utilization of hashtags spread on different social media, but began on this website, we mean to analyse its influence and it it generates daily traffic.

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[21] Meaning your videos should have meaning together and deal with similar topics.

[22] Late teens, especially millennials, they are the reason of the popularity increase of this social media.

Last but not least we want to study if individual wineries include its belonging to the DO actively on Twitter.

Figure 16 Twitter benchmarking of the Protected denominations

TWITTER	Account	Daily post	Generates Traffic	followers	Full information	Related hastags	Daily posts
DO Ribera del Duero	yes	yes	yes	99K	yes	yes	yes
DO Rioja	no	-	yes	-	-	yes	yes
DO Rueda	yes	yes	yes	17.4K	yes	no	yes
DO Rias Baixas	yes	yes	yes	10.9K	yes	no	yes
DOPTA	**no**	-	**yes**	-	-	**yes**	**no**

Figure 17 Twitter benchmarking of selected wineries

TWITTER	Account	Daily post	Generates Traffic	followers	Full information	Related hastags	Daily posts	DO
Bodega Marqués de Riscal	yes	yes	no	16.7K	yes	yes	yes	no
Bodegas Beronia	yes	yes	no	21.4K	yes	no	yes	no
Bodegas Avelino Vegas	yes	yes	no	3.1K	yes	no	no	yes
Bodega Eresma	yes	no	no	1.6K	yes	no	no	yes
Celler Menescal	**Yes**	**no**	**no**	**1K**	**yes**	**no**	**no**	**yes**
Viña Moraima	yes	yes	yes	3.2K	yes	yes	yes	yes

Main conclusions arisen after the benchmark analysis:

- Again, DO's accounts out greater effort on Twitter, as consequence, have more engagement, and traffic generated. However just the most popular[23] have the verifying blue check.

- Individual wineries are more concerned about the DOs promotion power and make greater efforts on sharing its participation than in other mentioned social supports.

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[23] @DORiberadelDuero, @DORueda, @Marquesderiscal

- Although wineries generally has a consistent account and a good rate of followers, none of them accomplish the main aim of Twitter; generate debate and conversations around related topics.
- DOPTA does not even has an official accounts, and the attached Cellar is the less active of the studied ones.
- There is a homogenised tendency of sharing the experience around wine, often supported by visual resources.

Public messages creates the option to interact and open a conversation, they create a community and the clients engagement around a concrete product. Despite the use of pointed accounts[24], the website potential is being underexploited. We recommend Algramar to raise the effort in terms of time and dedication to interact and participate from the community, given the unbalanced situation of this social media.

As graphic explanation of the idyllic performance for Algramar winery, APPENDIX III points the most relevant factors to take care about with the DO Ribera del Duero Twitter account.

Instagram

This social network, owned by Facebook, has become one of the most popular Internet places over the last couple years. It is eye catching how it is underexploited by wine sectors despite its popularity.
For the last social network the following factors has been studied: existence of an account that post frequently (separation from 1 to 3 days between posts), with relevant description and information of interest. The traffic it generates, if the DO or the winery is frequently tagged in other accounts posts, if they use hashtags as positioning strategy and if they generate traffic on Instagram.

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[24] @DORiberadelDuero, @DORueda, @Marquesderiscal

Figure 18 Instagram benchmarking of the Protected denominations

INSTAGRAM	Account	Frequent post	Generates Traffic	Followers	Full information	Related hastags	Daily traffic
DO Ribera del Duero	yes	yes	yes	11.4K	yes	yes	yes
DO Rioja	no	yes	yes	7K	yes	yes	yes
DO Rueda	yes	yes	yes	2K	yes	yes	yes
DO Rias Baixas	yes	yes	yes	2.5K	yes	yes	yes
DOPTA	**yes**	**no**	**yes**	**1K**	**no**	**yes**	**yes**

Source: Instagram

Own elaboration

Figure 19 Instagram benchmarking of selected wineries

INSTAGRAM	Account	Daily post	Generates Traffic	followers	Full information	Related hastags	Daily posts	DO
Bodega Marqués de Riscal	yes	yes	yes	6.4K	yes	yes	yes	no
Bodegas Beronia	yes	yes	yes	6.5K	yes	yes	yes	yes
Bodegas Avelino Vegas	yes	no	yes	1.7K	yes	yes	no	yes
Bodega Eresma	no	-	no	-	-	yes	no	-
Celler Menescal	**Yes**	**no**	**no**	**491**	**yes**	**yes**	**no**	**no**
Viña Moraima	yes	yes	yes	1.7K	yes	yes	no	no

Source: Instagram

Own elaboration

Main conclusions arisen after the benchmark analysis:

- Despite from being the most popular support now a days the engagement is very low. Is the interface with lowest engagement, it could be consequence of the short run of this social media compared for instance with Facebook.

- Again, must be highlighted consciousness about the benefits linked to social media, this is the only case in which a studied subject does not count with a complete profile, but does not compromise the general trend.

- Hashtags are also very important on Instagram, and DOs takes good profit from them; they generate daily and abundant interactions supported by hashtags directly involving its organization and related keywords.

- Once more the individual winery efforts and lower in terms of hashtags, but also regarding to the posting assiduousness.

- DOPTA is the less influence of the studied DOs, but it is in proportion, better rank than the cellar representing it. It can be extrapolated to the whole DOPTA

behaviour on the digital background on the individual basis, and it is subtracting visibility of the DOPTA brand.

To sum up, there are a few actions or tactics that should be taken into account when creating and working on this particular site. APPENDIX IV points the most relevant factors to take care about exemplified by the DO Ribera del Duero Twitter account.

As already mentioned it is important for Algramar to create the content, and there must be a certain consistency to it. The photos must be well taken and framed, rather focus on the experience the product brings along. The visual and diversified interface of Instagram primes a clean, logical and attractive grid. Play wit the different resources, published pictures, stories and highlighted stories may vary in content, Colours, themes, and any other topic that makes sense to the business must be harmonic in the photos.

3.3.3 Newsletter / Mailing

Emailing is one of the oldest digital tools, yet, regardless of what can be thought, it is still a very useful tool for digital marketing strategies, even more effective than social media if it is used with the right purposes. It enables communication with target customers in a more effective way to encourage website traffic becoming actual sales.

APPENDIX V gathers fifteen different email marketing websites, most of them with a free account that helps the sense of belonging between customers and Algramar, which at the same time may encourage the digital transformation of visits to the website into sales.

Once the different resources mentioned in the article of Carlos Guerra[25] have been analysed, we propose the use of MailChimp to manage the mailing actions.

MailChimp is the most popular and used mailing tool nowadays. Apart from being easy to use, it counts with an integrated image editor, it includes an auto-response option and it is responsive to different devices; it offers advanced characteristics to develop more effective campaigns thanks to the integration of Google analytics. This application allows tracking individually the effectiveness of individual mailing projects, as well as

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[25] https://carlosguerraterol.com/herramientas-email-marketing-pymes/

including the segmentation of customer's profiles and exhaustive analysis of its information. Its free plan *Forever Free* accounts a maximum capacity of 2000 subscriptions and 12000 emails a month. Its only con would be the lack of Spanish language.

Steps to create a solid and useful account:

- Create an account with a personal email account, confirm you are not a robot and enter your business information such as website, address and social media accounts.

- Next step broaden the access to advanced marketing tool thanks to the engagement of your MailChimp account and Algramar e-commerce store. Once selected the PrestaShop option it automatically synchronizes the website customer information and transfer to MailChimp database. IThe installation of a module is needed to enable the information transfer. [27]

- If you already have a client list in excel format you can export it directly into the database and start designing segments according to parameters as B2B, B2C, or geographically in firs instance.

- Upload the logos of the cellar, denomination of origin, and other related entities. Make sure you have then in several resolutions, so you can adapt it to the different formats. Select pictures of each product, the website portfolio pictures in other to evoke the memory on the clients.

Utilities of MailChimp:

- Once connected it will track the purchase process and will send personalized emails predetermined for different customer actions, like abandoning the cart, order notifications, re-engagement notification for clients who do not visit your site in a defined period time…

- MailChimp tracking of PrestaShop purchases enables automatizing the products visualized in the newsletter regarding to product popularity statistics.

- It permits the synchronization of social media, creating determined campaigns to be launched on the different interfaces and calculate their return on investment.

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[27] https://addons.prestashop.com/en/newsletter-sms/26957-mailchimp.html

CHAPTER IV. CONCLUSIONS AND RECOMENDATIONS

The objective of this research was to define a positioning plan to penetrate an expanding market, the online market. Although it is just a distribution channel, it offers limitless chances to develop more flexible and efficient businesses.

It intended to analyse the Spanish purchasing behaviour, the competitive environment of a new born SME of the wine sector, and to set consistent actions to maximize its performance. And in order to do it we will use an actual example.

Algramar has a long lasting experience in winemaking although it had never performed it professionally. The cellar is placed in Terra Alta, Cataluña, where the DOPTA operates to preserve and maximize the wine quality. Algramar counts with a wide portfolio and a week pricing and distribution strategy. In contrast, the strategic location brings great touristic opportunities that are closely related to the wine business.

Although its current performance online is almost inexistent, PESTEL analysis reveals great market opportunities, resulting from the economic recuperation, the generalised likeliness to purchase the products online, and a target market with optimistic economical forecasts. In addition to it, the technological evolution of the sector, and its close relation with diverse art disciplines enhance the luxurious perception around the product and its consumption.

The action plan is supported by a market development strategy that will be articulated with a product portfolio well settled on customer's mind after centuries. The actions deployed will involve the organic positioning techniques, the usage of diverse social media, and mailing to ensure the clients remain loyal to the Cellar along the time.

Unluckily for the business, the zero budget objective restricts the SEO performance, especially in terms of hiring a hosting service and raise the website security. A budget adjustment is recommended for this specific task. Keywords, on the other hand, are rare the core competence of the strategy and are recommended to appear as much as possible along the website levels. Tools such as Google Adwords, Google Trend, and brainstorming websites are several of the tools to ease its identification.

Complementary, the online community agree on the fact that PrestaShop and its adapted modules are the smartest option to perform the "on page" strategy. "Off page", a good snippet performance, and a blog with consistent content will do the rest on terms of search engine positioning. Last but not least, the key to succeed in this issue is being patient in terms of results. Organic positioning and market notoriety takes time in a crowded market as Internet is.

By benchmarking the social media we have reached the following general conclusions:
- Successful strategies are based on the content homogenization of the different support; Facebook, YouTube, Twitter and Instagram lead the current market trend.
- The users of social media prefer those which prioritize content over image,[28] but it can be proved that this is motivated by the interface nature or the age of the different social networks.
- The studied accounts have a general assumption: including routinely information of the physic business is worthy on social media. A prove of a market that still prefers physic contact with retailers, and the experience it provides, over the simplicity and comfort provided by the digital channel.
- *DO*s have greater engagement effect over users, but wineries maintain individual strategies over collective efforts.

Finally, MailChimp is a mailing support that offers the more complete tools to use without failing on the Algramar objective of zero budgets. It offers limitless options to keep our clients updated and engaged, creating a sense of belonging to the brand.

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[28] Facebook and Twitter, over Instagram or YouTube.

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CHAPTER VI. APPENDIX

APPENDIX I: Technical definitions for online positioning

Technical definitions:	
SEO	"Search engine optimization is a methodology of strategies, techniques and tactics used to increase the amount of visitors to a website by obtaining a high-ranking placement in the search results page of a search engine (SERP) — including Google, Bing, Yahoo and other search enginess" (Webopedia.com)
SEM	"Short for "search engine marketing," SEM is usually used to describe the immediate, money-backed portion of search engine marketing that commonly takes the shape of CPC search engine results page ads in one form or another." (Bruceclay.com October 2013)
Keyword	"A keyword is a word that serves as a code. It is a word that is used as a reference point for finding other words of its kind or any information regarding those words." (Semrush.com, May 2013)
CPC	Or Pay Per Click, "represents the cost to the advertiser every time someone clicks on their ad. Most online ad platforms require a target cost-per-click for new campaigns to run." (Leone C., May 2016)
Traffic	Visits to our website can have different origin; Organic from the SERP, Refferal from an external link, Social from social networks… (Kemmis A. February 2018)
SERP	A search engine results page (SERP) is the page displayed by a web search engine in response to a query by a searcher. (Wikipedia, June 2018)
Google spider	It is an automated computer programs, that hit websites. Examples of task it deploys: search engine looking to list content on their site, a program looking to see if a blog has new content to notify someone in their news reader, it can even be a service that a company hires to make sure that it server is up. (Syan S., August 2014)
WordPress	"A free, open source publishing software that can be installed locally on a web server and viewed on a proprietary web site or hosted in the cloud and viewed on the WordPress website." (searchcontentmanager.com, November 2012)
PrestaShop	"Created in 2007, PrestaShop has become an e-commerce leader in the industry. With its intuitive interface and ease of access, it has emerged as a figurehead for those looking to get their feet wet in e-commerce despite limited IT knowledge. The platform is quite accessible and offers many templates for users to easily create a boutique with their specific brand and customize it in depth." (Ecommerce-nation.com, January 2018)
URL	"An uniform resource locator (URL) is the address of a resource on the Internet. An URL indicates the location of a resource as well as the protocol used to access it." (tecnopedia.com November 2011)
Web hosting	"A web hosting service is a type of Internet hosting service that allows individuals and organizations to make their connectivity, accessible via the World Wide Web. Web hosts are companies that provide space on a server owned or leased for use by clients, as well as providing Internet connectivity, typically in a data center." (Wikipedia, June 2018)

CMC	"A content management system (CMS) is a software application or set of related programs that are used to create and manage digital content. CMSes are typically used for enterprise content management (ECM) and web content management (WCM). An ECM facilitates collaboration in the workplace by integrating document management, digital asset management and records retention functionalities, and providing end users with role-based access to the organization's digital assets." (searchcontentmanager.com, June 2016)
Meta tags	"In HTML, meta tags or meta elements are tags placed within the head section of your code that help define the contents of a web page. For example, a description meta tag is used by Internet search engines to display a description of your page in their search results. Each meta element must contain an opening and closing <meta> tag." (Computerhope.com, December 2017)
Snippet	"A snippet is a result Google shows to the user in the search results. Google shows the title in blue, the URL in green and a description of what the page is about." (Van de Rakt, June 2018)
Long Tail	"Specific, niche search phrases, usually more than 2 words in length, that offer a low competition, low search volume and high searcher intent." (Lurie I., October 2010)
Link Building	It is one of the positioning fundaments of SEO on/off-page. It pursues the authority maximization by internal and external link generation to enhance the content value. (40defiebre.com 2018)
Link Juice	Authority created through a link in shared content. (40defiebre.com 2018)

APPENDIX II: Visual example of Facebook good performance
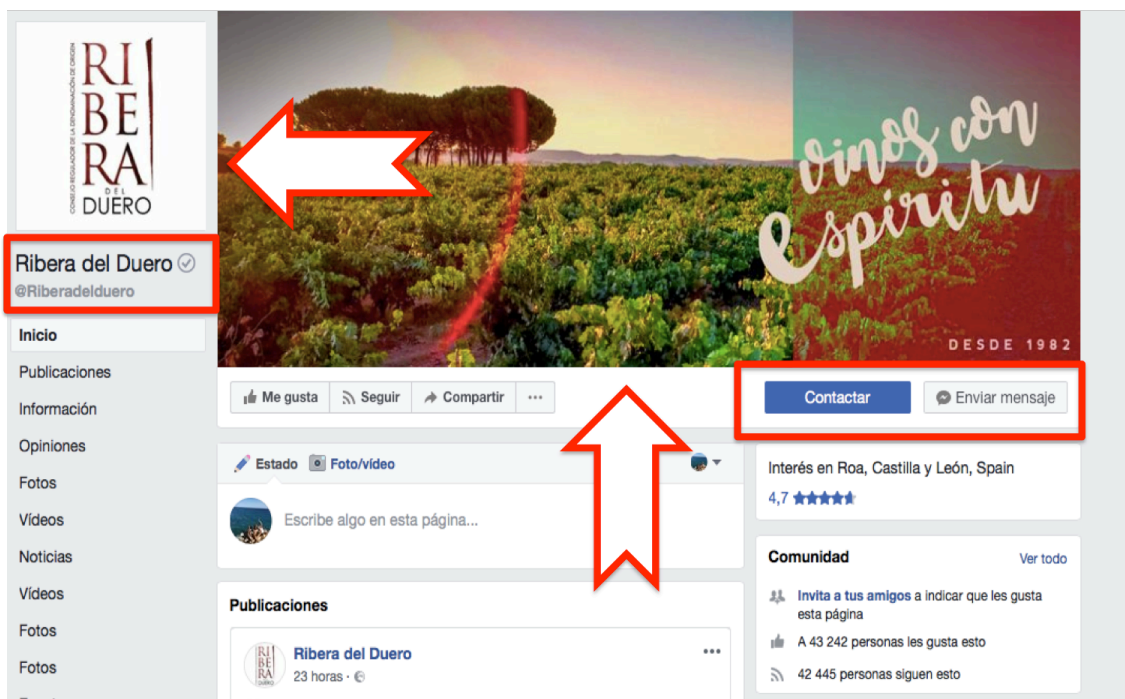
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Vídeos
Fotos
Fotos
Eventos

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Contactar Enviar mensaje

Ribera del Duero
28 de mayo a las 10:53 ·

🏆 "Los vinos de Castilla y León logran 87 medallas en el Concours Mondial de Bruxelles"
🍷 Los vinos #DORibera han conseguido:
➡️ 8 medallas de oro: Abadía de Acón(x2), Bodegas Felix Solis, Bodegas Arzuaga Navarro, Bodegas Comenge, Bodegas Grupo Pesquera, Legaris - Bodega D.O. Ribera del Duero, Arco de Curiel.
➡️ 26 medallas de plata: Hispanobodegas, #Solterra, Bodega S. Arroyo, Bodegas Arzuaga Navarro, Bodega Linaje Garsea, Bodegas López Cristóbal, Bodegas Lleiroso, Bodega Dominio de Cair, Raíz, Cruz de Alba, Altos de Ontañon, Bodegas Viña Vilano, Vinos de familia García Carrión, Bodega Severino Sanz, Bodegas J a Calvo Casajus, Bodegas Hijos de Antonio Polo, Bodegas Pinna fidelis, Bodega San Gabriel, Bodegas Valdubón, Bodegas Valduero, Dominio Basconcillos.
¡Enhorabuena a todos los premiados!

Invita a tus amigos a indicar que les gusta esta página
A 43 242 personas les gusta esto
42 445 personas siguen esto

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www.riberadelduero.es
Interés · Lugar destacado e histórico · Empresa de alimentos y bebidas
Propiedad y autoría
Sugerir cambios

Páginas relacionadas

Bodegas Protos
Bodega/viñedo   Me gusta

Ruta del Vino Rib...
Agencia de turismo   Me gusta

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4,7 ★★★★★ 83 opiniones

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★★★★★
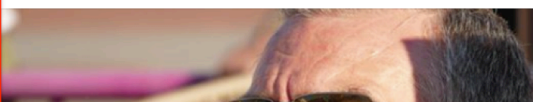
Cw Kelley III
★★★★★ · 27 de abril de 2018
I visited recently. The people, the food, and the wine are amazing! I recommend you visit too!

Estrella Palomero
★★★★★ · 20 de enero de 2018
Mucho y bueno por descubrir, arte , paisajes, gastronomía y muy buenas bodegas. Un gran destino que puede ofrecerte sorpresas como el monasterio de Valbuena de Duero, castillo museo del vino en Peñaf...
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Raíz   Me gusta

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APPENDIX III: Visual example of Twitter performance

APPENDIX IV: Visual example of Instagram performance
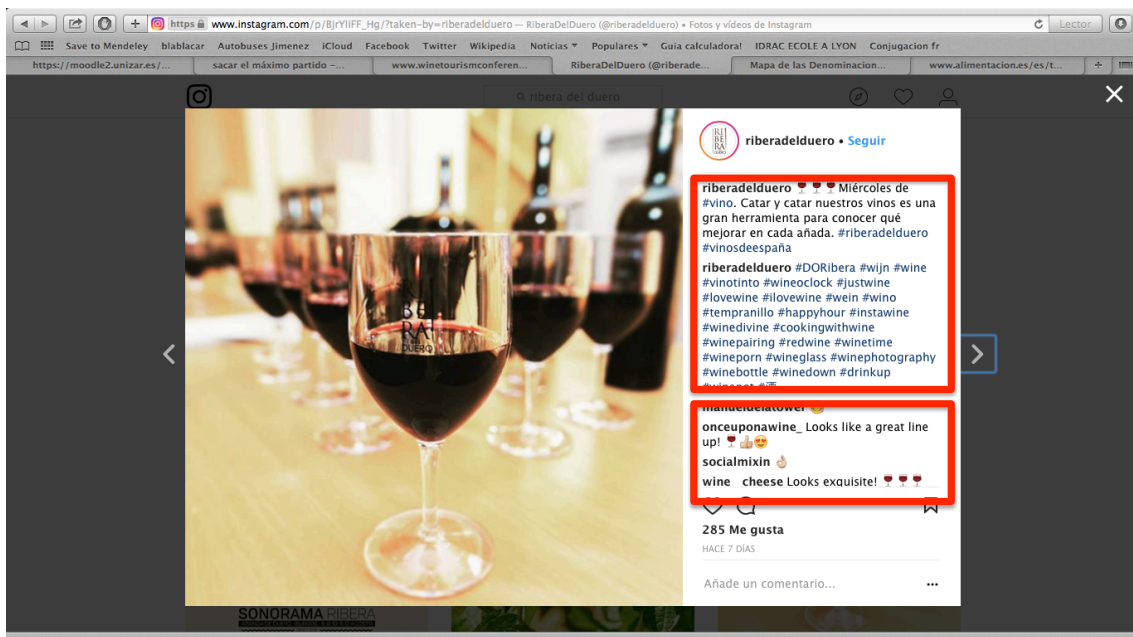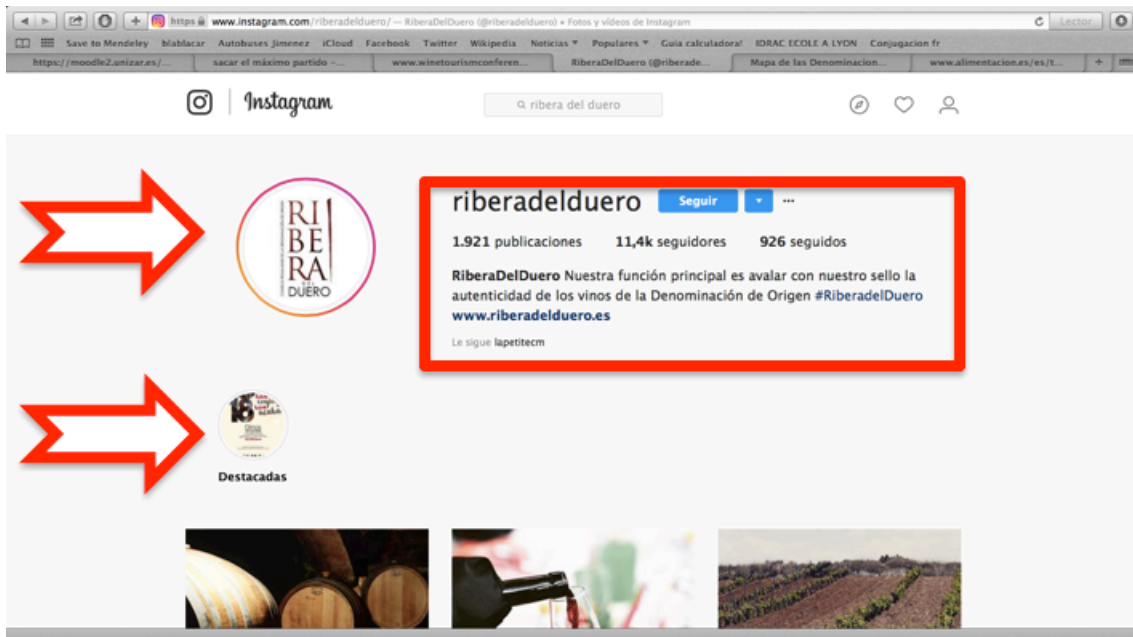
APPENDIX V: Email marketing tools for SMEs

1. MailChimp

It is the most popular and used mailing tool nowadays. Apart from being a support easy to use, it counts with an integrated image editor, it includes an auto-response option and it is responsive to different devices; MailChimp offers advanced characteristics to develop more effective campaigns thanks to the integration of Google analytics.

This application allows tracking individually the effectiveness of individual mailing projects, as well as including the segmentation of customer's profiles and exhaustive analysis of its information.

Its free plan *Forever Free* accounts a maximum capacity of 2000 subscriptions and 12000 emails a month. Its only *cons* would be the lack of Spanish language.

2. Acumbamail

In contrast with MailChimp, it is a Spanish tool that allows the massive mailing with a Spanish interface. This platform offers a free singing but with maximum capacity of 2000 subscriptions; and 2000 of sent emails per month, a quite small number in compared to the other supports.

3. GetResponse

It is a support that offers nineteen different language options among which Spanish can be found. Controversy it is the only mentioned support you cannot use by free, but it counts with a tester account for 30 days. Dismissing that fact, it counts with four functionalities that may make companies change its mind:

• Unique IP addresses, they allow a wider control over the deliver capacity.

• Complete personalization, being even possible an easy configuration of control of user access

• Widder integration tan MailChimp; GetResponse allies with WordPress, Joomla, Facebook, Twitter, and other supports to help broaden the contacts list.

• Help support with real time answer chat, in less tan ten minutes, twenty-four hours a day.

4. Sarbacán/ Mailify

It is also available in Spanish and other eight language options. Mailify also counts with a free user option with benefits like email analysis and corrections, responsive design personalized samples and subscriptions behaviour tracking.

5. AWeber

It is well known for being the easiest mailing program. It outlines the facilities to create content specially when it is used in blog development.

It offers the user more tan a thousand subscription application forms to enrich the subscription list and consequently the website newsletter. It also offers a huge samples library with different email designs. The dark side of this website is the limitation of the free account; It only permits maximum of 500 subscriptions although the number of emails sent a month is limitless. Other disadvantage is the lack of synergies among social media and monitoring supports.

6. MailRelay
7. Sendinblue
8. Grapich email
9. MDidector
10. Vertical Response
11. Rapidmail
12. Teenvio
13. Doppler
14. EmailK
15. Viwomail