



MASTER THESIS

**WEBSITE TRANSFORMATION FOR 'LIMA AND SMITH LDA' IN AN EFFORT TO IMPROVE DIGITAL
STRATEGY AND WINE TOURISM ONLINE EXPERIENCE**

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Table of Contents

ABSTRACT	3
KEYWORDS	3
1. INTRODUCTION	4
1.1 <i>ABOUT THE COMPANY</i>	4
1.2 <i>QUINTA DE COVELA</i>	4
1.3 <i>TORMES</i>	5
1.4 <i>QUINTA DAS TECEDERAS</i>	5
1.5 <i>TARGET, COMMUNICATION STRATEGY AND USP</i>	5
1.6 <i>POSITIONING AND COMPETITORS</i>	6
1.7 <i>THIS PROJECT</i>	6
1.8 <i>THE IMPORTANCE OF ONLINE PRESENCE ENGAGEMENT, PRODUCT MESSAGING, SERVICES MARKETING, WEB DESIGN, AND CONVENIENCE WITH TOURISM</i>	7
2. MATERIALS AND METHODS	9
2.1 <i>SWOT</i>	9
2.2 <i>GOOGLE ANALYTICS</i>	11
2.3 <i>MARKET RESEARCH</i>	13
2.4 <i>WEB DESIGN</i>	15
2.5 <i>QUESTIONNAIRE</i>	19
3. RESULTS AND DISCUSSION	21
3.1 <i>LIMA AND SMITH WEBSITE TRANSFORMATION</i>	21
3.2 <i>QUESTIONNAIRE RESULTS</i>	23
CONCLUSION	26
ACKNOWLEDGEMENTS	28
LITERATURE CITED	29
ANNEXES	31
A1. <i>WEBSITE DESIGN INSPIRATION BOARDS</i>	31
A2. <i>QR CODES STRATEGICALLY PLACED IN WINERY</i>	32
A3. <i>TRANSFORMATION OF OLD TO NEW WEBSITES</i>	35
A.3.1 <i>Old Website</i>	35
A.3.2 <i>New Website</i>	39
A.3.3 <i>New Online Shop</i>	41

Abstract

Lima and Smith LDA is a wine group located in Northern Portugal. They produce wine at three properties: Quinta de Covela and Tormes in the Vinho Verde region and Quinta das Tecedeiras in the Douro Valley region. Lima and Smith is positioned as a quality and environmentally responsible oriented wine group that offers a range of different wines. Quinta de Covela is the only winery in the group that currently offers wine tourism and hospitality services. The aim of this master thesis is to further develop the digital strategy of the company by transforming the websites with the use of an outside contractor and adding an online store. On the Quinta de Covela domain, wine tourism services will be marketed and an online booking platform will be added, as well. In order to choose the appropriate tools, an analysis of performance and touristic trends in relation to online presence was done. To target the digital communication on the website in a proper manner, consumer patterns were detailed. By the end of this master thesis internship, only one of the domains was transformed: Lima and Smith LDA which included the online shop. Lastly, wine tourists at Quinta de Covela were asked to fill out a questionnaire related to the impact of digital strategy. The purpose was to gather qualitative feedback on the company's online presence, overall satisfaction, and recommendations for improvement. Unfortunately, due to many factors, there were too few responses to make any helpful conclusions. Improvements will be made to continue to a successful outcome.

Keywords

Wine Tourism, Online Presence, Website Transformation, Vinho Verde, Douro Valley, Douro Verde

List of abbreviations:

LDA: a Portugal private limited company

SWOT Analysis: analysis based on **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats

SEO: Search Engine Optimization

USP: Unique Selling Point

WTP: Willingness To Pay

WOM: Word Of Mouth

B2B: Business to Business

CTA: Call To Action

SSL: Secure Socket Layer

CTR: Click-Through Rate

CTA: Call To Action

1. Introduction

1.1 *About The Company*

'Lima and Smith LDA' is a Portuguese wine group owned by Marcelo Lima, a Brazilian, and Anthony Smith, a British man. Marcelo and Tony first bought Quinta de Covela in 2011 after the previous owners went bankrupt due to real estate investments. This acquisition marked the creation of the partnership. Since then, Marcelo and Tony started to produce at other properties in the Vinho Verde and Douro Valley to complete the Lima and Smith portfolio, relaunching the brands Tormes and Tecedeiras.

1.2 *Quinta de Covela*

Quinta de Covela is located in Sao Tome de Covelas, Portugal. Covela comes from the word "cova", which means little cave or dimple. It is thought that the area was given this name due to its interesting topography, which is dimple-like. The area was populated in the 12th century by priests and monks. Now, the village is quite small, totaling a population of about 518 people. The property homes a winery, 3 villas, an old Romanesque building, a chapel, a garden, a restaurant, and a tasting room. The estate totals 45 hectares of land, with mostly forest and 15 hectares under vine. The oldest vines are from the 1980's.

Quinta de Covela technically belongs to the Vinho Verde, which is Portugal's largest single demarcated wine region (www.vinhoverde.pt). The topography of Covela is very similar to the Douro Valley with its terraces, in contrast to the rolling hills of the Vinho Verde. The sub-region also has other geographical elements more in common with the Douro region, like climate. They see more sunshine and have warmer, dryer and hotter temperatures than the rest of Vinho Verde. One of the issues that Quinta de Covela faces in the market is that although their wines say "Vinho Verde" on the bottle, their wines are not the typical Vinho Verde light, fizzy, and cheap style. This is due to the fact that their terroir most resembles Douro. For these reasons, and more, producers here are looking to create and promote a new sub-region: Douro Verde.

The property grows both native and international grape varieties. On the property, the vineyard blocks have different sun exposures, and for that reason they have different grapes located on different parts of the property to reach their greatest potentials. For example, Touriga Nacional is located by the river and south facing hills because it needs the most sun. Chardonnay and Gewurztraminer need less solar radiation and only see the morning sun. The whole Quinta is farmed organically and the wine production falls in line with the same philosophy. This goal was achieved after 7 years, due to the difficulty to acquire the certificate being the pioneers in the area.

The wines are of higher quality at very good value. The winery produces 90,000 L with a legal yield limit of 12 tons/hectare, but normally they do 4 tons/hectare. They produce the wines in various ways depending on the intended style, and utilize different techniques and

materials. Some of the wines are fermented in barrels, and others in stainless steel tanks. The prices are quite standard and match those in the Portuguese market.

The main markets are Portugal, but Quinta de Covela does export 65% of their production. The main exporting countries are: Brazil, Germany, Switzerland, UK and USA.

As far as wine tourism is concerned, Quinta de Covela is open to the public. Guests can call to book a number of different experiences at the winery, which range from standard tours and tastings all the way to Segway or Horseback Riding adventures on the property. The on-site restaurant adds another element of hospitality to cater to their visitors. Quinta de Covela's philosophy to wine tourism is, "everything is customizable", stated by co-owner Tony Smith.

1.3 *Tormes*

Lima and Smith also produces wine for another property in the Vinho Verde wine region under the name "Tormes". The vines actually belong to one of their partner companies, "Fundação Eça de Queiroz", which is a museum dedicated to the prolific 19th Century Portuguese author. It is the only museum in the region, and offers a number of different experiences, one of which includes on-site dining at their restaurant Tormes. During harvest time, the grapes are transported to Quinta de Covela and made there. Covela has been producing and commercializing wine for them since 2018. Apart from their partnership in wine, they help each other with wine tourism. The two companies have a great relationship with one another and send guests to each other to diversify their experience offers.

1.4 *Quinta das Tecedeiras*

The Tecedeiras label was acquired by the Lima and Smith group in 2013- just a few years after Quinta de Covela. Tecedeiras means "weavers" and came from the fact that, "nuns who once lived here [gave this property its name thanks to] their flax spinning and weaving" (www.quintadastecedeiras.pt). It is located in the Douro Valley region of Portugal, which is the first ever demarcated and regulated wine region, dating back to 1756 (UNESCO, 2001). The Douro is known for its deep history of producing wine and olive oil. The estates totals 67 hectares, of which only 9 are planted under vine. The property has a mix of new and older vines- some of which are more than 80 years old. Quinta das Tecedeiras' wine is "sold in several markets worldwide - from South America [to] Asia" (www.quintadastecedeiras.pt). They pride themselves on their international success which is shown through awards and global recognition. Quinta das Tecedeiras is not currently open to the public.

1.5 *Target, Communication Strategy and USP*

Lima and Smith's target demographic includes Baby Boomers and Generation X, both men and women from 35 to 75 years old. They focus their communication strategy on medium to high class consumers who are successful, educated, and cultured; and have a strong interest in wine, travel, and leisure activities. "Our clients tend to shy away from typical, mainstream,

“supermarket” wines. They like to be seen as “mavericks”, daring to be different, while still being discerning and well-educated”, managing partner, Tony Smith, said.

The communication strategy includes social media, email marketing, web content, WOM (word of mouth), limited specialist press advertising and accolades. There are 3 websites under the portfolio: one for Lima and Smith LDA, one for Quinta de Covela, and one for Quinta das Tecedeiras.

The company’s **USP** (unique selling point) is: wines that are responsibly made, priced at a good value with rich history and heritage from well-known Vinho Verde and Douro Valley wine regions. As mentioned previously, the wines coming from Quinta de Covela are organically certified. They intend to increase their organic presence in the coming years by launching more organically certified wines. Covela also offers high-end wine tourism with the possibility of renting a villa on site.

1.6 Positioning and Competitors

Lima and Smith is positioned as a quality and environmentally responsible oriented wine group located in Northern Portugal that offers a range of different wines and experiences. The company offers a broad range of wines over its three vineyard sources: from a regular, classic Vinho Verde to limited editions of under 1,000 bottles. These specialty wines are not guaranteed to be released each year, some are only available in exceptional years.

Their competitors include: Quinta do Vallado, Niepoort, Quinta De la Rosa, Quinta Nova, Quinta da Romaneira, Lavradores de Fetoria, Wine&Soul, Poeira, Quinta do Vale Meão, Quinta da Pacheca, and Quinta do Crasto in the Douro Valley and Anselmo Mendes, Aphros Wine, Paco de Teixeira, Quinta da Aveleda, and Quinta do Ameal in the Vinho Verde region because they are targeting the same target and have the same positioning.

1.7 This Project

The main purpose of my professional internship with ‘Lima and Smith LDA’ was to help magnify on a particular strength, bring added value to the company, and diminish a threat. My responsibilities included doing a SWOT (Strengths, Weaknesses, Threats, and Opportunities) analysis, data analysis, market research, developing the project, and collecting data. To accomplish these tasks, much research and planning were done, as well as group meetings attended via Zoom or Microsoft Teams. After taking a look at the SWOT analysis, I decided to propose improving the digital strategy by transforming the websites to enhance the wine tourists’ online experience. I believed it would increase brand credibility, further engagement, and overall consumer experience, as well as increase sales and quantity of tourism. From there, I put together a proposal by researching the benefits and measuring the performance of the websites with the use of Google Analytics, in which I met with a tech team to train on using. I also looked at the websites of the competitors in order to get a deeper understanding of Lima and Smith’s positioning. Once the project was approved, board members of Lima and Smith and I met with 2 web design companies to determine the best fit. In the end, the group chose a Portuguese company named ‘Brandelicious’. Unfortunately, because of restrictions issued by

the Portuguese government, there were mandatory stay at home laws in-place and I was unable to meet with the team physically during the development of this project. This is where Zoom or Microsoft Teams meetings came into play. Although the circumstances were not ideal, I was able to be a part of the planning, watch the transformation from the inside, and obtain a deeper understanding of the process. Additionally, I created a survey in an effort to gather qualitative data, an insight on the consumers' experience, as well as suggestion for how the company can improve.

1.8 The Importance of Online Presence Engagement, Product Messaging, Services Marketing, Web Design, and Convenience with Tourism

In today's climate, online presence is becoming more and more important. As of January 2020, there are 4.54 billion active internet users (Statista, 2020). There is no denying that digital communications technologies have become a normal part of everyday life. In fact, consumers now expect companies to have online presence, enhancing the overall brand credibility (Dwivedi, Yogesh K., et al., 2020). Many companies have already adapted and used these communication platforms to reach more people from all over the world. The most successful of them have properly implemented strategies with digital campaigns on social media, include key performance metrics, and do web analysis to maintain and increase user interaction (Chaffey, Dave, and Mark Patron, 2021). If done properly, expanding on online presence can be a great way to gain trust with consumers, increase market campaigns, and get more overall exposure.

When creating a website, one should consider why a person would want to visit the website. For many visitors, the reason would be for research purposes. For example, a foreigner who plans on visiting Northern Portugal to go wine tasting and has no knowledge of the winery offers in the area could turn to search engines. SEO is one of the factors that can help bring new visitors to a website, and in-turn to a company. Search engine optimization (SEO), can be defined as, "a mechanism which allows the searcher to get most appropriate results of his online search" (Bhandari and Bansal, 2018). In many ways, SEO can influence many variables, including bringing new visitors to Lima and Smith company. For example, when a person types certain keywords like "Vinho Verde", "winery", and "visit" into a search engine, a good SEO would supplement company's marketing efforts and increase online presence and engagement by ensuring that Quinta de Covela would be one of the top websites to appear in the search. This would also lead to an increase in total amount of visitors. This can be achieved through the use of many factors, like paid advertisements, sponsoring, and quality keywords. The keywords are part of the coding of a website. Although SEO is helpful in attracting new visitors, it may not be so important for the visitors who already know the brand because they can directly search for the domain. Having good SEO can be a key factor in attracting more wine tourists to one's website.

The next thing a brand should consider is what the visitor will be able to achieve once they are on the website. Having an engaging website with the maximum amount of points for connection can almost guarantee an increase in time spent on a page, or even time spent during a session. According to an article titled "Consumer Engagement in the Tourism Industry: New Trends and Implications for Research", engagement is "a sense of involvement stemming from the ample response to stimuli, and can emerge either alone or when participating in a

social space” (Taheri, Babak, et al., 2019). Increasing engagement on a website can look like having more information, storytelling and allowing the visitors to connect with the brand, history, the people behind the scenes, the location, and the experiences that they can choose from (ideally with more visuals). Visuals, like pictures and videos, are important because they can give the visitor a glimpse of what the experience could look like. It can be enticing. Not only is engagement important for a website, but also in tourism in general. Recent trends in tourism research show that tourists are looking for more than what meets the eye. An article titled “Consumer Engagement in the Tourism Industry: New Trends and Implications for Research” supports this by analyzing the link between tourism and engagement in 9 different studies in various tourism sectors (Taheri, Babak, et al.). Each study was in agreement with the fact that, “tourism has shifted from passive consumption to a more engaging service space” (Taheri, Babak, et al., 2019). Visitors, whether on a website or at a winery, seem to have more interest when there is more to interact with.

Another important aspect to consider when planning a website and digital strategy is communication, and in particular product messaging. Research done in 2018 in Michigan (USA) supported the fact that product messaging can influence a wine consumer’s behavior. The article states that, “reading a product message about wines can change tourists’ value of a wine and increase WTP (willingness to pay) for a bottle of that wine” (Eustice, Crystal, et al., 2018). This study also found that the messaging that was most impactful to consumers was that about awards and medals that a particular wine earned. Wineries can use these strategies to improve their communication and marketing and translate that to the digital strategy. On a website, this can look like including accolades and awards on the home page or in the products sections.

With the increase in importance of online presence, also comes an evolvement in business’ digital and marketing strategies. Much research has been done in investigating different marketing techniques on social media platforms in the wine industry. Social media can be networking sites (Facebook, Twitter, Instagram...etc.), blogs, online photos (Flickr, Yahoo Images), Vlogs, and just accessing information from mobile devices. A study in 2016 looked at the impact of social media practices on wine sales in US wineries (Thach, Liz, et al., 2016). They found that 87% of wineries included in the sample perceived an increase in sales due to social media practices. Web design can also have a big impact on marketing strategy (Paun, Goran., 2019). Social interaction is a very important component of engagement, but one of many.

Web design and overall website quality can also have a big impact on consumer perception and behaviors. More and more wineries are hiring people to focus solely on digital strategies and upkeep with fast advances in the digital world and technologies. This can include maintaining an up-to-date website. An article in Forbes Magazine in 2019 stated that, “the standard for web design is no longer just function or visibility; it’s all in the details that lead to how a user will engage with your brand”. If done properly, with intention, a web design can significantly improve marketing campaigns. A report done in 2019 also found that having an up-to-date, informative and aesthetically pleasing website helps to build confidence with potential customers (*Smarter With Gartner*, 2019). Another study looks at this in relation to travel and online booking. This research was done in an effort to analyze the effect of website design quality on booking/reservation perspectives for a luxury hotel in Turkey (Elci, Alev, et al., 2017). This particular study showed that perceived positive aspects in a web design (like user friendliness, positive perception of system quality and design, and good images) incited feelings

of confidence, trust, and satisfaction; whereas system flaws and faulty images left bad impressions about system quality and may have discouraged visitors from returning to the website. In conclusion, there is much evidence that supports the fact that a website's quality is a success factor for tourism.

Lastly, trends indicate that with such a widespread use of technology in today's society comes a greater reliance on it. This is seen in a study done in 2013 in the tourism sector. Tourists are able to access travel information and share their experiences through the use of many different online programs. The article says that, "as the volume of content in these outlets rises and the display of information becomes more creative and user friendly, tourists' reliance on online sources is likely to grow" (Cohen, Scott A., et al., 2013). Research indicates that travelers want to be able to book tourist experiences easily with the click of a button on their computers, tablets, or mobile devices. Technology can be used as a tool to enrich lives with convenience and this can be successfully translated to wine tourism.

2. Materials and Methods

2.1 SWOT

A complete SWOT analysis is shown below. The intention is to have a comprehensive picture of where Lima and Smith LDA stands in order to expand on the strong points and reduce or rid of the weaknesses or threats. The idea was to choose a topic to propose for this project from the weakness or threats in order to overall benefit the company.

Table 1 SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Recognition of wines from Vinho Verde and the Douro Valley regions. - Proximity to the city of Porto (very attractive city that receives a lot of tourism). - Success in domestic (Portugal) and international markets. - Well-known for their quality and good value. - Offer a range of wines from different regions in Northern Portugal- including domestic and international grape varieties. - Benefit for a good and efficient human framework. - Unique history and heritage. 	<ul style="list-style-type: none"> - Outdated websites lacking marketing of wine tourism services. - Poor positioning on wine route. - Poor SEO. - The winery does not utilize their organic certification in digital marketing. - No e-commerce. - The company had to let a lot of employees go due to halt in tourism from pandemic. - Only offer wine tourism at one of the wineries. Don't have the structure for it yet.

<ul style="list-style-type: none"> - Efficient communication team. - Significant wine tourism offers, as well as hospitality (Covela Villa and off-site cook who prepares meals to order). - Experiences (tastings, events) can be accessible to almost all age groups of legal drinking age. - Company is willing to customize for their consumers' needs. - Good partnerships which attract more wine tourists and diversify experience options. - Responsibly made wines: sustainability, organic farming and lots of biodiversity. - 5/5 star rating on Tripadvisor: very good recommendations. 	
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Online purchasing is increasing worldwide (Coppola, 2021). - Portugal was awarded the World's Leading Destination at the World Travel Awards in 2019 (Luxury Travel Magazine, 2019). - Consumers prefer convenience when it comes to planning an experience or a trip (Cohen, Scott A., et al., 2013). - Worldwide rapid growth in wine tourism market since the 1990's (Carlson, Jack, 2004). - Growing trend of experience tourism. - Possible integration of Quinta de Covela with Douro Valley/Verde wine routes or complementary. - Online experience offers are becoming more and more of interest to consumers. - Efforts and campaigns by all sorts of entities to bring more tourism to Douro Verde sub-region. 	<p>THREATS</p> <ul style="list-style-type: none"> - A lot of competitors with nicer and more updated websites, with better SEO. - Unknown newly named tourism region: Douro Verde. - Climate Change.

2.2 Google Analytics

After doing the SWOT analysis, it was evident that digital strategy was an area that could use improvement, specifically in regards to the websites. In order to put the observations into data and numbers, I took it upon myself to look into the analytics from the 3 web domains via Google Analytics. From there, I found a lot data which indicated room for improvement- in which I used to back my proposal of this project. The goal was to assess certain parameters and see which areas were weak and needed improvement. The parameters include: number of visitors, traffic channels and the origins, trends of active users, and how much time the visitors would spend on each page. It is important to consider that the data might not be completely reflective, as it was taken between the time of December 1st 2020 to March 1st 2021. During this time, the world was battling a pandemic, and travel and tourism were heavily restricted. Nonetheless, the data is included below:

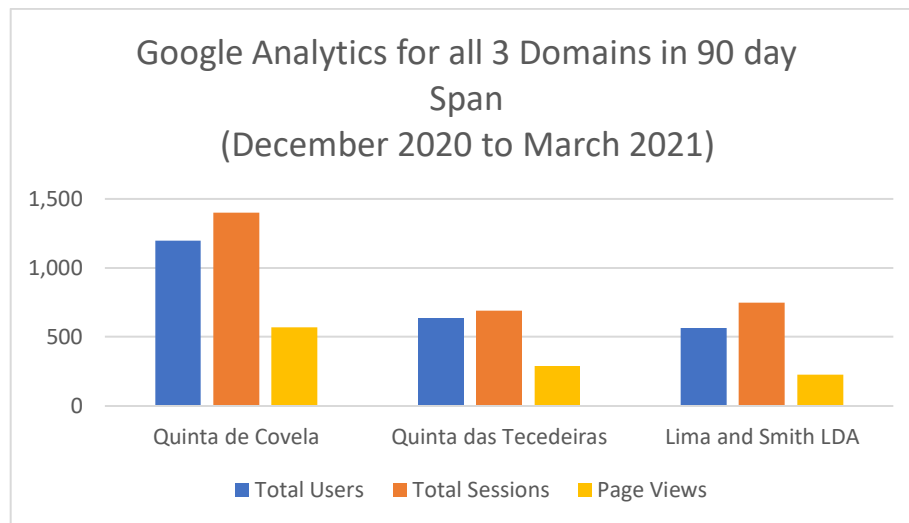


Figure 1 Data collected from Google Analytics to see key performance metrics of the 3 sites: Quinta de Covela, Quinta das Tecedeiras, and Lima and Smith LDA.

Table 2 Data on time average time spent on pages and sections on all 3 domains obtained from Google Analytics from December 2020 to March 2021. (m = minutes, s = seconds)

	AVERAGE SESSION DURATION	AVERAGE TIME SPENT ON PAGE
Quinta de Covela	1m 58s	35s
Quinta das Tecedeiras	2m 00s	25s
Lima and Smith LDA	1m 23s	38s



Figure 2 Online Traffic on Quinta de Covela at same time frame.

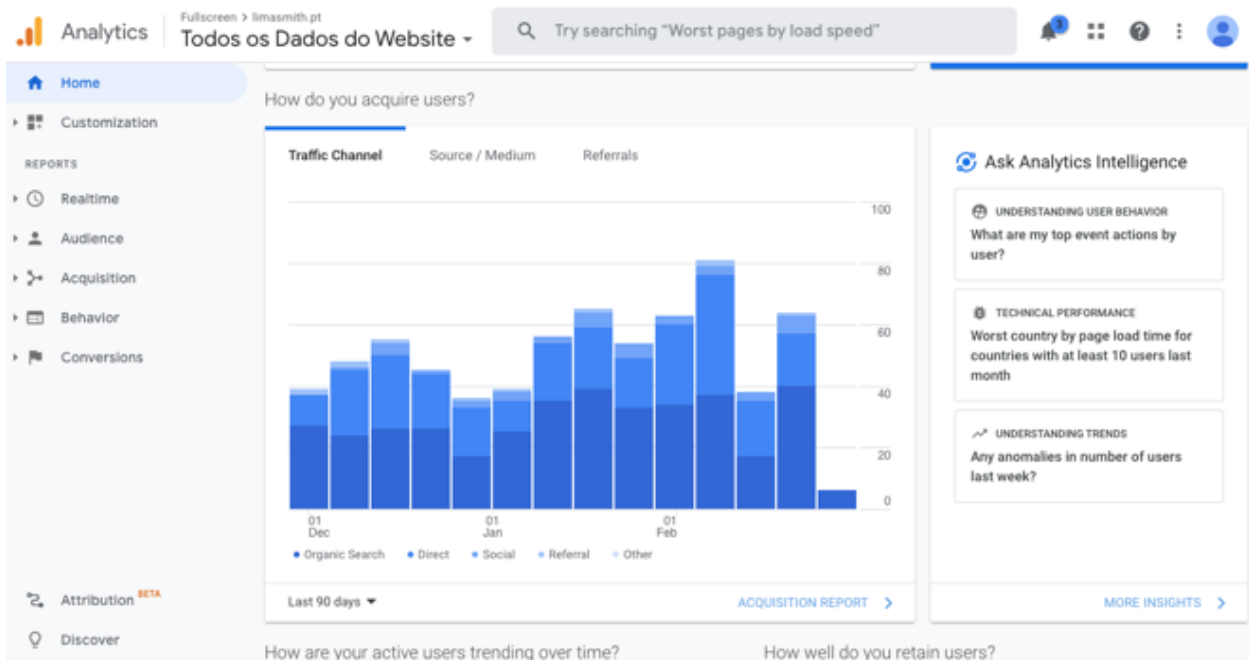


Figure 3 Online Traffic on Lima and Smith website during the same time frame.

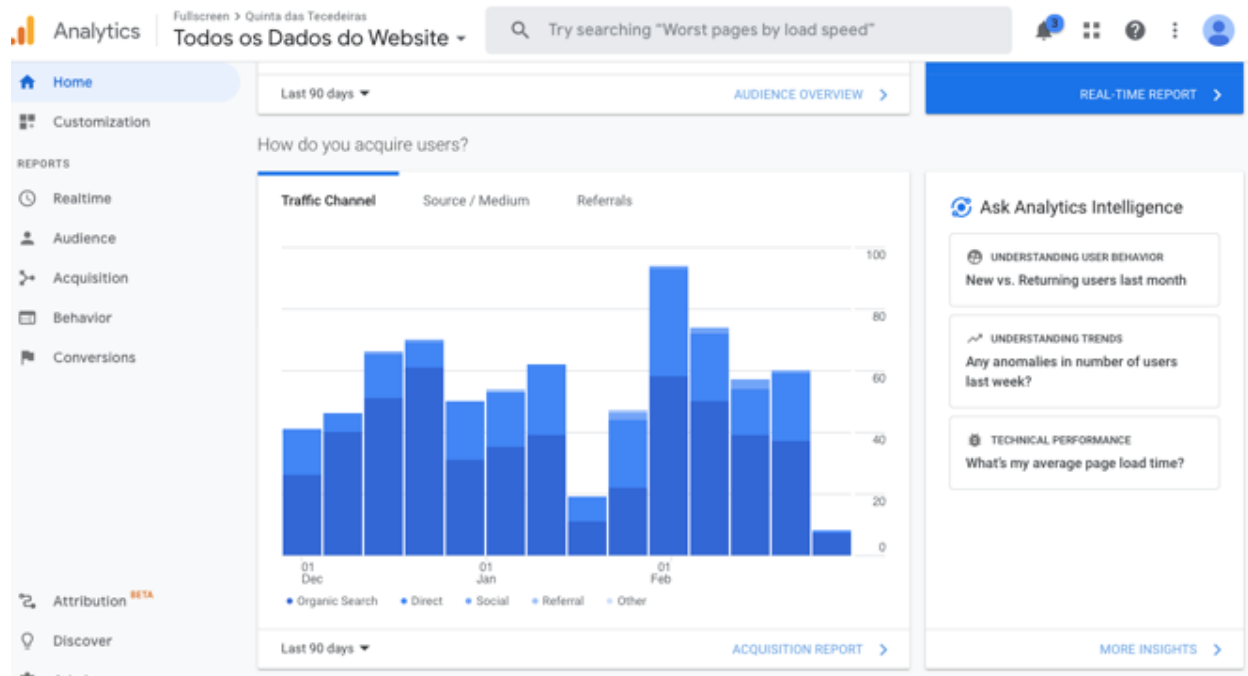


Figure 4 Online Traffic for Quinta das Tecedeiras during same time frame.

The data shows that the time that users spent on the websites including both on a page or total session time was quite low; in addition to the number of visitors. The data giving the traffic and it's sources is quite useful in determining how visitors are finding the website. In this case, for all three websites, the "direct" method was high, with the exception of "organic search" being the highest for Lima and Smith Website. This also indicated that there is a clear opportunity to increase SEO and try to enhance longer stays on the website by having more information and points for interaction.

2.3 Market Research

Research of the competition was performed including all of Lima and Smith's competitors to see their positioning in their online presence. The data can be seen below:

Table 3 Market Research Online Presence of Competitors

WINERY	REGION	ONLINE PRESENCE	WEBSITE	SOCIAL MEDIA	WINE TOURISM ONLINE MARKETING	ONLINE STORE	ONLINE BOOKING PLATFORM
Quinta do Vallado	Douro Valley	YES	✓	✓	✓	✓	✓
Niepoort	Douro Valley	YES	✓	✓		✓	

Quinta de La Rosa	Douro Valley	YES	✓	✓	✓	✓	✓
Quinta Nova	Douro Valley	YES	✓	✓	✓	✓	
Quinta da Romaneira	Douro Valley	YES	✓	✓			✓
Lavradores de Feitoria	Douro Valley	YES	✓	✓			
Wines&Soul	Douro Valley	YES	✓	✓			
Quinta do Poeira	Douro Valley	YES		✓			
Quinta do Vale Meão	Douro Valley	YES	✓	✓			
Quinta da Pacheca	Douro Valley	YES	✓	✓	✓	✓	✓
Quinta do Crasto	Douro Valley	YES	✓	✓	✓		
Anselmo Mendes	Vinho Verde	YES	✓	✓			
Aphros Wine	Vinho Verde	YES	✓	✓			
Paco de Teixeira	Vinho Verde	YES	✓				
Quinta da Aveleda	Vinho Verde	YES	✓		✓	✓	✓
Quinta do Ameal	Vinho Verde	YES		✓	✓	✓	

A benchmark was performed to assess website appearances and digital marketing efforts from a few local competitors and Lima and Smith's position in the market. The websites from Quinta do Vellido, Quinta da Pacheca and Quinta da Aveleda were included. Selection was made following their performance of the websites and online presence. These are 3 of the competitors that are believed to offer not only good wines, but also an entire online and purchasing experience. Indeed, one can argue that people like convenience when interacting online. Quinta do Vellido is a really good example of that. On their website, you can find all of the information on the company, their philosophy, and the wines; as well as having the luxury of booking an experience or buying wine directly from the website. Quinta da Pacheca's website excels because of their utilization of images and storytelling. They also have an online booking platform for their wine tourism services, their hospitality services, and the option to stay in their on-site villas. They allow online purchases directly on the website, and include accolades and awards in product messaging. Their web design is clean and updated with lots of pictures. Lastly, Quinta da Aveleda is a good example of a winery in which offers good wines at

a great price, a number of different wine tourism experiences, includes services marketing and product messaging in their digital strategy, and gives the visitor the luxury of convenience in booking with having platform to make reservations.

2.4 Web Design

When choosing a web design company to outsource for the completion of this project, price and quality were the 2 determining factors. We met with two local companies. The first being the company who was previously used to design the website years ago, and a second competitor who was offering a better value. In the end, we decided the latter option, which was a web design and communications company by the name of 'Brandelicious'.

In the initial meetings with the company board and Brandelicious, we put together a plan and came up with a list of attributes to have in the new website. Planning and research would take place in the beginning, then we would design the layout and content, followed by content upload, development, and launch. Following the launch, the Brandelicious team agreed to perform tests to measure the success. The launch was predicted to happen by the 5th of April. The list Lima and Smith provided to Brandelicious which contained all the components to have on the websites included: e-commerce in the Lima and Smith domain, CTAs (call to actions), all websites linked, product detail, wine tourism experience detail, an online booking platform for the experiences and Covela Villa, a link to social media (Instagram), adding a search button, improving SEO and a layout update with a clean scroll through of products. In order to increase SEO improvement, all websites will have SEO authorization and both English and Portuguese key words will be used. The online shop would have an age confirmation pop-up, include all products and services sold by the company including wine, olive oil, and experiences, would allow shipping to EU (European Union), but would have a section where one could search for distributors if residing outside of EU. The websites would have both English and Portuguese versions. The purpose of this primary meeting was to lay out the basic additions and necessities, and to set key milestones.

Part of the research and planning period involved the market research, looking at competitors and getting inspiration. Some of the inspiration was from listed competitors provided by the Lima and Smith team; however, others were from websites that the web design team thought were excelling in their online presence. The inspiration boards can be seen in the Annex (A1).

The following step was to assemble the architecture and structure of the websites. This was done to not only give structure and organization to the domains but to show the link between the 3 websites and the online shop, which was on the Lima and Smith site. When a visitor clicks on the online store at the Covela and Tecedeiras sites, it will redirect them to the Lima and Smith's shop. At the online store, one will be able to view all products offered by the company, including wines and olive oils. The architecture of the online shop can be seen below:

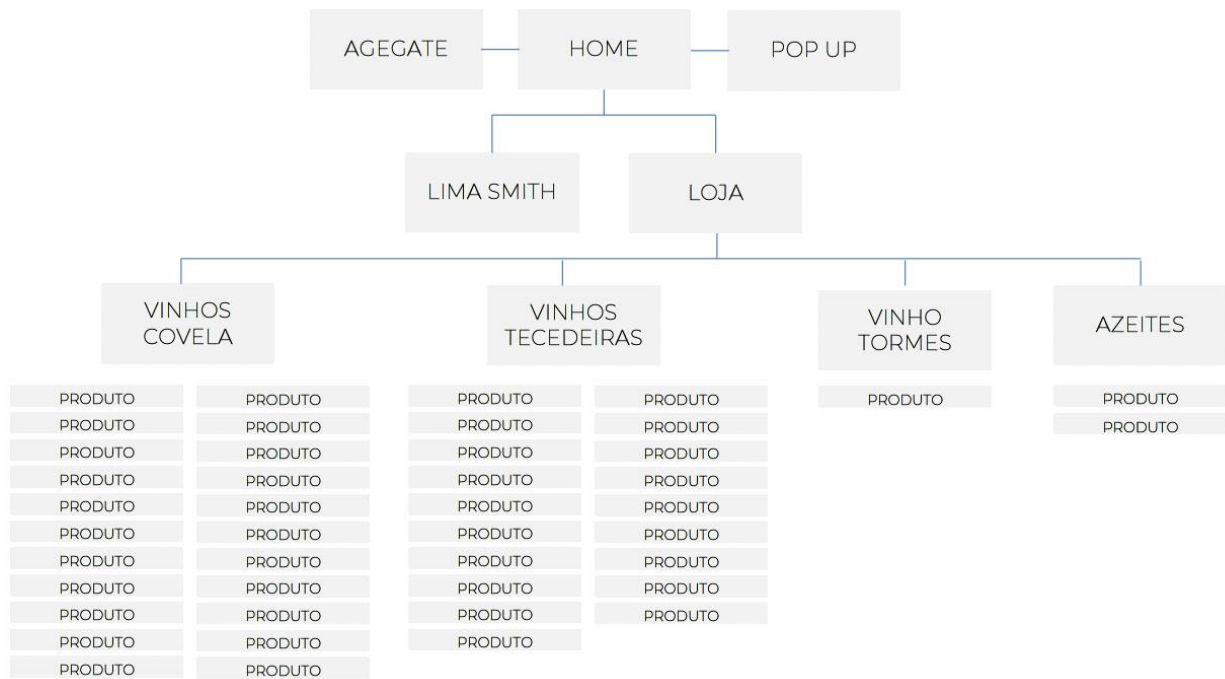


Figure 5 Architecture and structure of online shop.

To better illustrate how this happens in detail, flow charts were created:

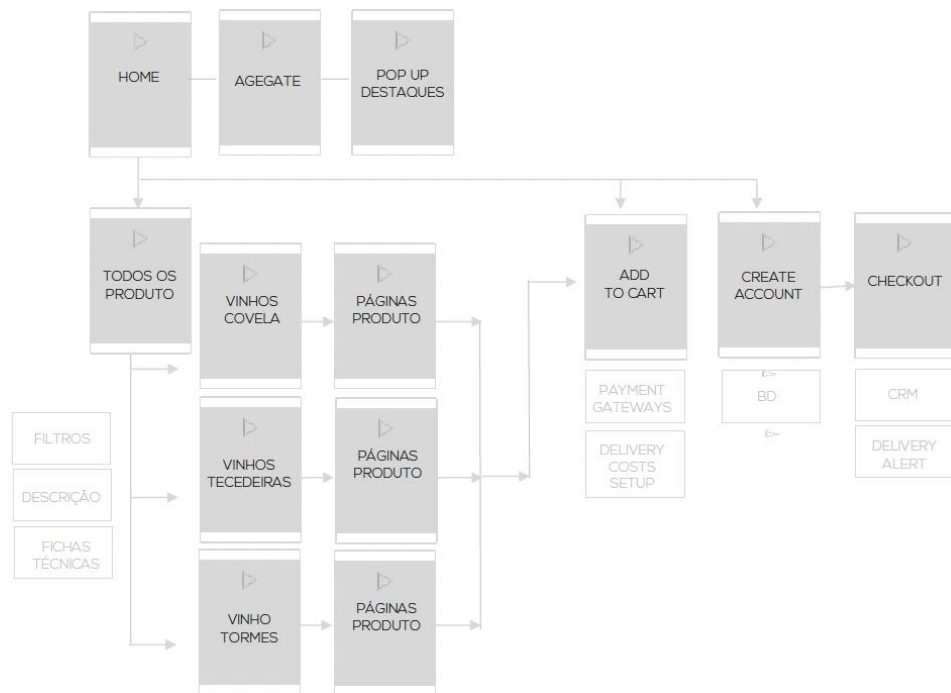


Figure 6 Flow chart of online store.

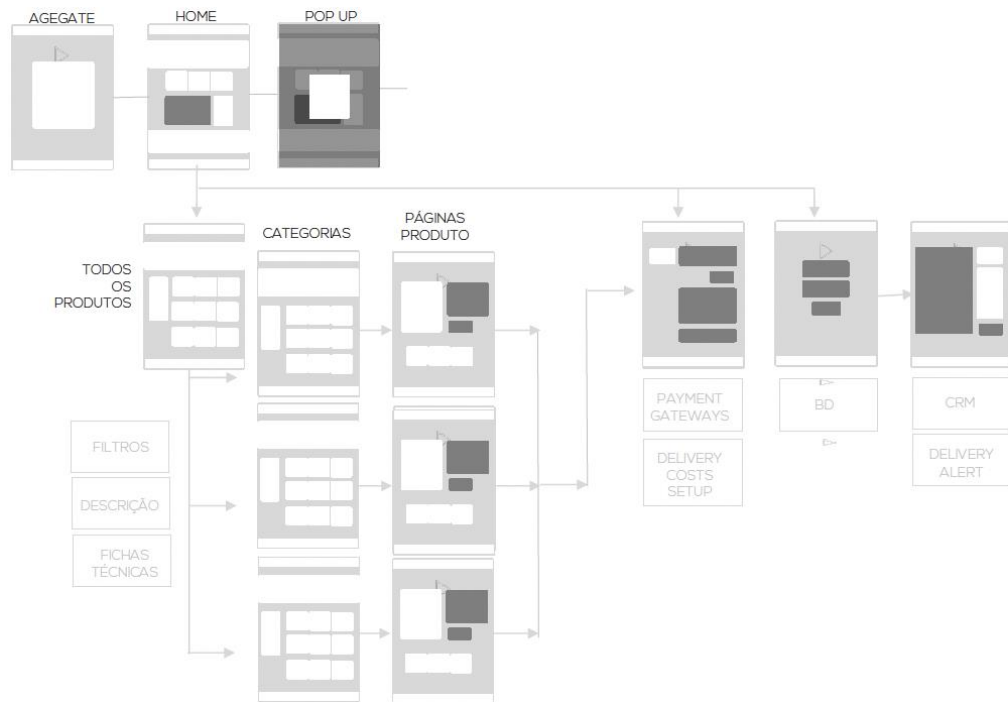


Figure 7 Flow chart of online store with indicated basic structure and layout of page.

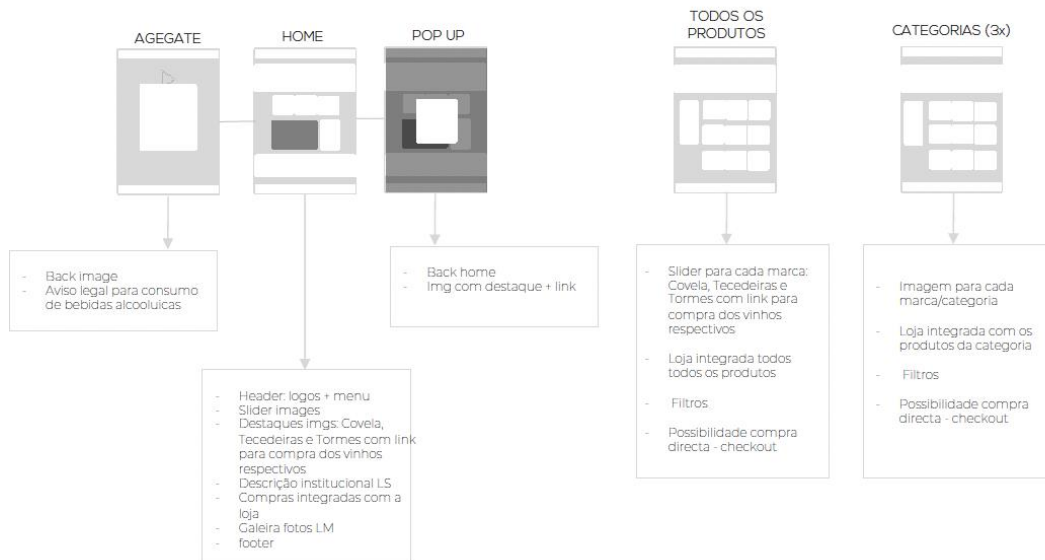


Figure 8 Flow chart indicating each function that will happen on each page with specificities.

Additionally, when entering each of the sites, there will be a legal notice for consumption of alcoholic beverages. The home page will include the brand logo and a header with a menu, slider images, highlighted images (for Lima and Smith it will include links to the two winery domains and images of the wineries as well as a link to buy the wines), a description of the wine group, an icon and link to the online shop, gallery photos, and a footer. An additional image will pop up with a link to go back to the page after adding products to the cart. Once the visitor clicks on the online shop link, it will direct the visitor to a page that will entail all of the products. There will be a slider for each brand with links to purchase of respective wines, will have an integrated store with all products, filters to help narrow results, and a possibility to buy directly or checkout. There will also be an option to shop by category with an image displayed for each. It will be an integrated shop with category products, will have the option of filters, and the possibility to buy directly or go to checkout. Upon checkout, the visitor will be given the option to create an account or to checkout as a guest.

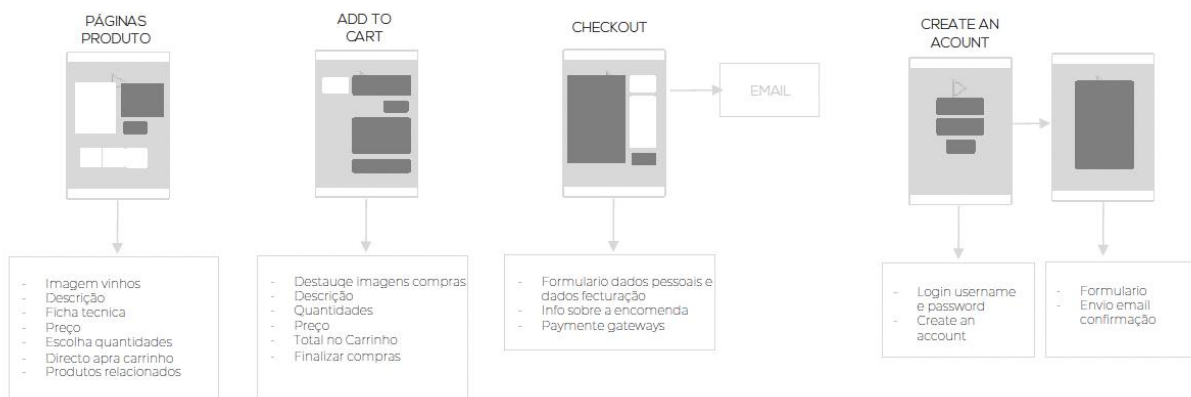


Figure 9 Flow chart for checkout and option to create an account in online store.

Next, the development step occurred. The system software that was used to design the websites is WordPress. The web design team decided to use this software because it is the software that they are familiar with and use for their other projects. During the programming, some of the main SEO keywords that the company decided to use for the Lima and Smith domain with the online shop are: “vinho verde”, “casta avesso”, “enoturismo”, “agricultura biológica”, “vinhos douro”, “loja online vinhos”, “white wine”, “douro wine online shop”, “douro wines”, and “wine online shop”. Both English and Portuguese keywords were utilized. The web design team ultimately made the decision on which keywords to include based on their own analysis of competitors and other successful winery and wine shop websites. For the online shop, “WooCommerce” was used which is included on WordPress platform. The key

features included in using this platform are payment gateways with SSL (secure socket layer) and intelligence login. The online booking platform was customized and developed from scratch by Brandelicious team designers and coders. The reason for this is because it will be easier to manage the reservations if customized. While WordPress does have some interesting plugins for this, they are quite limited in terms of options one can create (for example, number of product and payment methods). When it came to planning the websites' design, the content included short paragraphs, subtitles and subtopics, lists, relevant words in bold and avoiding using repeating words. The goal for titles were to use as many keywords as possible, but not to exceed 65 characters, as this increases CTR (click-through rate). For the meta description, the team found it important to use keywords and CTAs (call to actions). In an attempt to further increase SEO, keywords were used in the file names of images and captions. For the news in the media and social networks sections, links are used connected to sites of external media. The goal of this is to influence inter-connectedness and generate community. Sufficient planning was taken place to ensure all details were accounted for. Following that was the coding and the launch, which was done entirely by the Brandelicious team, and completed for the Lima and Smith domain and online shop on May 20th (2021). The Quinta de Covela website is scheduled to be completed mid June, and the Quinta das Tecedeiras with an unknown estimated date following that.

After the launch of all of the sites, the Brandelicious team will be measuring key performance metrics through Google Analytics. The parameters will be measured against those taken before the website changes, and will include: number of visitors, traffic channels and the origins, trends of active users, and how much time the visitors would spend on each page, among others. The goal is to see if their efforts were effective and whether or not adjustments will need to be made. These alterations can look like changing keywords and texts in order to increase SEO effectively. Optimizing search can be a process of trial and error and may take time to test and achieve successfully.

2.5 Questionnaire

In order to measure the impact, wine tourists who visited Quinta de Covela were asked to take a questionnaire. The initial step in creating the questionnaire was defining the goal. The main function was to be able to set up precise statistics, and a more qualitative part of this study. The topics that were covered were perception of online presence, satisfaction with current offers, and thoughts on new developments that could potentially lead to proposals. The hypothesis to be tested is: online presence, and having an updated website, is important to wine tourists. The title of the questionnaire is "Digital Strategy and Wine Tourism Feedback Survey". The questionnaire totaled 15 questions. It was created on an online website called "Survey Planet". The reason for choosing this website is that it is reliable, did not limit number of questions, and allowed for open ended answers free of charge. Some questions were multiple choice, whereas others were essays. The reasoning for including the open ended answers was to study respondents' verbatims. It started with questions allowing to collect basic information (age, proession, gender, where they live, etc.), followed by questions more pertaining to the subject of this study. A part of the purpose of this survey was also to go further and ask questions allowing to make proposals for the development of the digital

strategy linked to wine tourism. The survey asked the visitors their perceptions on the following questions:

QUESTION NUMBER	QUESTION	QUESTION TYPE
1	How old are you?	Multiple Choice
2	What is your gender?	Multiple Choice
3	Where do you live?	Open Ended (Essay)
4	What is your type of professional activity?	Open Ended (Essay)
5	How did you find Quinta de Covela?	Multiple Choice
6	Why did you visit the winery?	Open Ended (Essay)
7	How satisfied are you with your experience at Covela?	Multiple Choice
8	Do you have any suggestions for improvement?	Open Ended (Essay)
9	How important is the website to you when deciding which winery to visit when visiting a particular wine region?	Multiple Choice
10	What does a pleasant website look like to you?	Open Ended (Essay)
11	What do you think a website of a winery should offer?	Open Ended (Essay)
12	How important is it to you to have a website that is updated and user friendly?	Multiple Choice
13	How likely would you be interested in participating in a virtual visit or tasting?	Multiple Choice
14	How likely would you be to follow Lima and Smith's Instagram page?	Multiple Choice
15	How likely would you be interested in coming back to Quinta de Covela to take part in a different wine tourism activity?	Multiple choice

Table 4 Questionnaire

The hope is to use this as a tool for the winery to develop its digital strategy and for this study to understand the importance of online presence.

In an effort to be more sustainable, I decided to generate a QR code to place in the winery for wine tourists to ingress. The strategy behind this decision was to use less resources

and provide easy access, as the guests can get hold of it directly on their mobile devices. Images depicting the placement of the QR codes are revealed in the Annex (A2). The strategy developed in regards to the placement was done by owner Tony Smith. Mr. Smith carefully chose with intent three places in the winery in eye-view where visitors would see it. It was printed on a sheet of paper incorporating the logo and the messaging: “Enjoy your visit to Covela?”. The three locations that Mr. Smith chose were two places in the display case in the tasting room and the third place was outside on the picnic tables where guests tend to enjoy sitting when doing a tasting.

3. Results and Discussion

The analysis of the context and specific goals of Lima and Smith LDA lead to the convenience for improving digital strategy and transforming the websites. The intention of this project is to magnify the strengths and diminish the weaknesses in terms of online presence, communication, marketing, and wine tourism. After identifying the vast number of advantages that this activity would suppose and planning, the development began. One of the biggest challenges that the winery faced at this time in terms of wine tourism was not receiving any visitors due to a nation-wide mandatory lockdown. The winery had to completely halt all tourism and hospitality efforts from January 15th to April 5th (2021). Nonetheless, the team worked hard and managed to complete part of the project just after the targeted launch date. Unfortunately, there was not a great amount of time for a sample to be collected from the questionnaire, as it was only accessible once the winery reopened to the public. Another issue that was faced by the web design company was time. The team was unable to meet the deadlines. The Lima and Smith domain including the online shop was launched on the 20th of May. By the end of this internship (June 2021) only the Lima and Smith domain was updated. Due to this, only that website can be further analyzed in the results.

3.1 Lima and Smith Website Transformation

Images depicting the transformation from the old to the new website are included in the Annex (A3). Unfortunately, only snapshots were only taken from the Quinta de Covela former website, as that was the main domain that was going to be compared in the results section of this paper. The reason for this was because it is the domain that has the wine tourism services and thus was the intended highlight of this project. Since only the Lima and Smith domain was completed, images of that website are used to show the results. Although they are not portraying the same websites, the images are still being used as a reference to the older and new layouts and designs and to see what changes were made.

As you can see in the images (A.3.1), the previous Covela website was by no means poorly made, but merely a bit static and outdated. The other two websites carried a similar style. It did lack marketing campaigns and some information- especially in regards to the wine tourism offers. Information on the products was available on the old website, but not so inviting. In regards to the new Lima and Smith website, it was somewhat successful in terms of meeting the requirements that were in question. In the top right corner of the home page, there are multiple icons which can be seen in *Figure 10*. The website offers both English and

Portuguese versions, links the company's social media (Facebook and Instagram), has an option to sign into or create a personal account, and includes e-commerce features. One of the aspects that was asked for, which is missing, is a search button. There is a menu on the top left corner including links to the Home page, information on Lima & Smith, Contacts, and the Shop. In the middle of the menu bar is the Lima Smith LDA logo. The Lima and Smith new website does have links to the Covela, Tecedairas, and Tormes wines that are all sold in the online shop; however, it does not provide links to the individual websites. Upon entering the website, there is an age

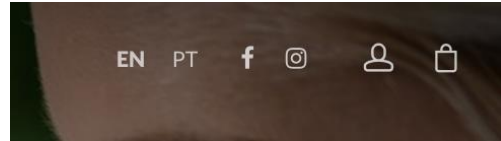


Figure 10 Icons on top right corner of Lima and Smith new home page.

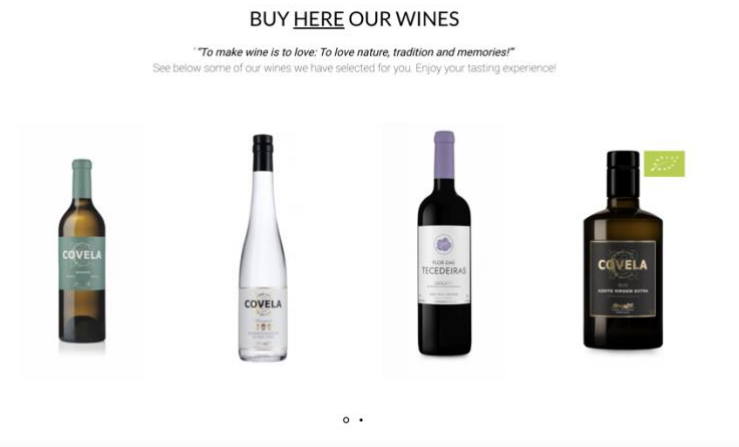


Figure 11 Scroll-through of products on Lima and Smith home page.

confirmation pop-up, as seen in the Annex (A.3.2). The new website has more information and clearly has a more modern and updated layout. The text on the homepage includes certain important keywords that are bolded to catch the attention of the visitor. It undoubtedly includes an online shop and offers e-commerce, which improves Lima and Smith's positioning. The home page has a clean scroll-through of products sold by the company and CTAs, which can be seen in the Annex, as well as Figure 11.

It is also important to note that products that are organic display the green certified organic symbol, as seen with the Covela olive oil bottle in Figure 11. The website also includes a Free Shipping promotion on orders over 60 euros within mainland Portugal. Towards the bottom of the Home page is a mini gallery with beautiful pictures of the Covela wines and property, as well as quote: "Our wines are a result of precise yet low-intervention winemaking. Our work in the cellar serves mainly to highlight the terroir, balance and intrinsic characteristics of our grapes" (<https://www.limasmith.com/en/>) (A.3.2).

In the online shop, all products produced and offered by the company are displayed. The products can be filtered by brand (Covela, Tormes or Tecedairas), type of product (white, red, port, rosé, distilled brandy, or olive oil), or by vintage. There is also an option to filter by price ranging from 10 euros to 70 euros. Each products has its own individual product page that can be accessed once a product is clicked-on by the user. Each products has its own detailed description with the product name, price, image, tasting notes (if applicable), serving instructions, and option to purchase also in display (Figure 12). This page includes a technical sheet, information on the production of the product, and the winemaker's name. For the wines,

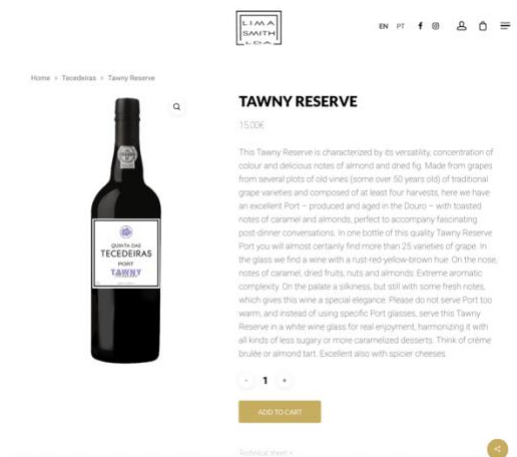


Figure 12 Product details.

chemical data is shown per 0.75 L bottles incorporating: alcohol level (% vol.), acidity (g/L), pH, total sugar (g/L), total SO₂ (mg/L). The website does not include a section where one could search for distributors if residing outside of EU, and as of now is only offering shipping to Portugal.

3.2 Questionnaire Results

Additionally, results from the questionnaire were gathered. The results of the questionnaire are unstable because of the small number of respondents. Although the meaning of my approach was relevant, the way to implement it was not. It is important to consider all factors that could have led to such a reaction. One of which is the interest of the choice to use a QR code rather than the paper method. It could be possible that the visitors are of an older generation and are unfamiliar of QR codes and how to use them. Another issue could have been the messaging accompanying the QR code. It appears that the messaging is not clear and could have been misleading to the subject of the questionnaire. People may have thought that the goal of the questionnaire is to note their experiences with the messaging: “Enjoy your visit?”. Although the placement of the questionnaire or QR code in a strategic place is important, it is not enough and more should have been considered. It must be accompanied by a verbal or written incentive. Moving forward, it would be helpful to rewrite the messaging and use something more obvious pertaining to the subject of the survey. Another issue that was posed was the fact that the majority of the open-ended questions were unanswered, unless it pertained to personal information. The reason for this can be narrowed down to a few possibilities, one of which could be preference. People may prefer simple answers where they don’t have to put as much input and thought. Another could be the phrasing or wording of the questions. Nonetheless, for the purpose of this study, the results will be included. This study includes 3 samples; however, one respondent didn’t answer any of the questions, thus will be disregarded from the results. Results can be seen in below:

Table 5 Respondents' Profile (n = 2)

	FREQUENCY	PERCENTAGE
Age		
18-24 years old	0	0.0
25-34 years old	0	0.0
35-44 years old	0	0.0
45-54 years old	1	50.0
55-64 years old	1	50.0
65-74 years old	0	0
75 years or older	0	0
Total	2	100.0
Gender		
Male	2	100.0
Female	0	0.0
Other	0	0.0

Total	2	100.0
Place of Residence		
Lisbon, PT	1	50.0
Porto, PT	1	50.0
Total	2	100.0
Professional Activity		
Wine Producer	1	50.0
Economist	1	50.0
Total	2	100.0

Table 6 Respondents' Opinion and Perception (n = 2)

	FREQUENCY	PERCENTAGE
How did you find Quinta de Covela?		
Google Search	0	0.0
Social Media	0	0.0
Yelp	0	0.0
Travel Agency	0	0.0
It was Recommended by Someone	1	50.0
Other	1	50.0
Total	2	100.0
Why did you visit the winery?		
Tour and Tasting	1	100.0
Total	1	100.0
How satisfied are you with your experience at Covela?		
Extremely Satisfied	1	50.0
Very Satisfied	0	0.0
Somewhat Satisfied	0	0.0
Neutral	1	50.0
Not Very Satisfied	0	0.0
Not At All Satisfied	0	0.0
Total	2	100.0
Do you have any suggestions for improvement?		
Zero Responses	null	null
How important is the website to you when deciding which winery to		

visit when visiting a wine region?	0	0.0
Extremely Important	0	0.0
Very Important	1	100.0
Somewhat Important	0	0.0
Not So Important	0	0.0
Not At All Important	1	100.0
Total		
What does a pleasant website look like to you?		
Zero Responses	null	null
What do you think a website of a winery should offer?		
Zero Responses	null	null
How important is it to you to have a website that is updated and user friendly?		
Extremely Important	0	0.0
Very Important	0	0.0
Somewhat Important	1	100.0
Not So Important	0	0.0
Not At All Important	0	0.0
Total	1	100.0
How likely would you be to participate in a virtual visit or tasting?		
Very Likely	0	0.0
Likely	1	100.0
Neither Likely nor Unlikely	0	0.0
Unlikely	0	0.0
Very Unlikely	0	0.0
Total	1	100.0
How likely would you be to follow Lima and Smith's Instagram page?		
Very Likely	1	100.0
Likely	0	0.0
Somewhat Likely	0	0.0
Neither Likely nor Unlikely	0	0.0
Unlikely	0	0.0
Very Unlikely	0	0.0

Total	1	100.0
How likely would you be interested in coming back to Quinta de Covela to take part in another wine tourism activity?		
Very Likely	1	100.0
Likely	0	0.0
Somewhat Likely	0	0.0
Neither Likely nor Unlikely	0	0.0
Unlikely	0	0.0
Very Unlikely	0	0.0
Total	1	100.0

It is important to consider what did not work, and what changes could be made to have more success going forward. If the study was longer, different question styles could be tested to see what respondents react well to. We could exam different questions to try to achieve a higher success rate. In order to combat the issue with the QR code, we could offer the option of taking the survey via paper method or online (offering both options). A plan could be made to have on-site staff communicate the survey and its purpose, asking visitors if they could complete it. The QR code could be displayed with different messaging. One example of messaging that would be more accurate to the subject of the questionnaire is: “Please take our online questionnaire on perception of online presence”. With these changes made, it is advised to keep the survey active and continue the test to achieve desired results. With more time, hopefully there will be more wine tourism and a greater sample collection. Measurements of effectiveness, changes, and adjustments may still need to be made along the way; however, the winery can use this survey to improve their digital and wine tourism campaigns and strategies.

The final step of the initial plan of this project included measuring key performance metrics post-completion on the websites to infer if there were any significant improvements in the data. Due to the project not finishing entire completion by the end of this internship, and also due to the short amount of time from the launch of the Lima and Smith LDA domain and the end of this internship, results won’t be able to be obtained.

Conclusion

Completing a project as big as this feat is never an easy task. The competitive world where we are immersed in demands maximum dedication and excellent ideas to achieve success in every business. Lima and Smith LDA is a group that has built three incredible brands wineries full of values, history, quality, and responsibility. They are pioneers in organic winemaking in their area and continue to push the limits. Their dedication to fulfilling their customers’ desires is what is most impressive. Following this same philosophy, both the Lima and Smith and Brandelicious teams aimed to the top, improving each day and working towards reaching goals. In this context, a digital transformation was undertaken. Lima and Smith agreed to take on the task of upgrading their websites and adding ecommerce in Spring of 2021. Apart

from the economic benefit, this transformation will profit the company in four ways: increase marketing efforts, improve communication, help bring new customers and wine tourists to the winery, and supply more online presence and engagement with visitors. After intense work of research and planning, measuring data, design, and coordination, the Lima and Smith website with the online shop was developed and launched with success. The new website was more modern, easy to navigate, interactive, had thought-out keywords, and had more points for interaction including rich content and pictures. Thus, leading to an achieved goal. Unfortunately, the other two websites will not be launched for another few weeks. The questionnaire, made with the intended purpose to gather more qualitative feedback, was posted all over the winery. Due to many factors, the results were unstable. Clearer messaging and incentive is needed to gather any helpful intel. Furthermore, to optimize the effectiveness of this digital transformation, it is crucial to check the performance indicators on a regular basis and correct them, if needed.

Acknowledgements

I would like to mention the incredible attention, kindness, and openness received during my internship with Lima and Smith LDA. I received the best treatment possible from each person that I had the pleasure of working with. I felt truly accepted and valued there. My professional tutor, Anthony Smith, was always available and ready to provide a truly enriching experience. I would also like to thank my academic tutor, Dr. Nashidil Rouiai, who checked on me and helped me throughout every step of the internship. What is more, is that she was an outstanding teacher in terms of guiding me and helping me find my way through this project, and I am very appreciative of her effort to explain different matters to me. Another important mention to Maria Martinho, head of creative marketing at Brandelicious, who took the time out of her very busy schedule to meet with me and allowed me to get an insider's view throughout the entire project. For all of these, and more, I will be extremely grateful for my working experience at Lima and Smith LDA.

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ANNEXES

A1. Website Design Inspiration Boards:

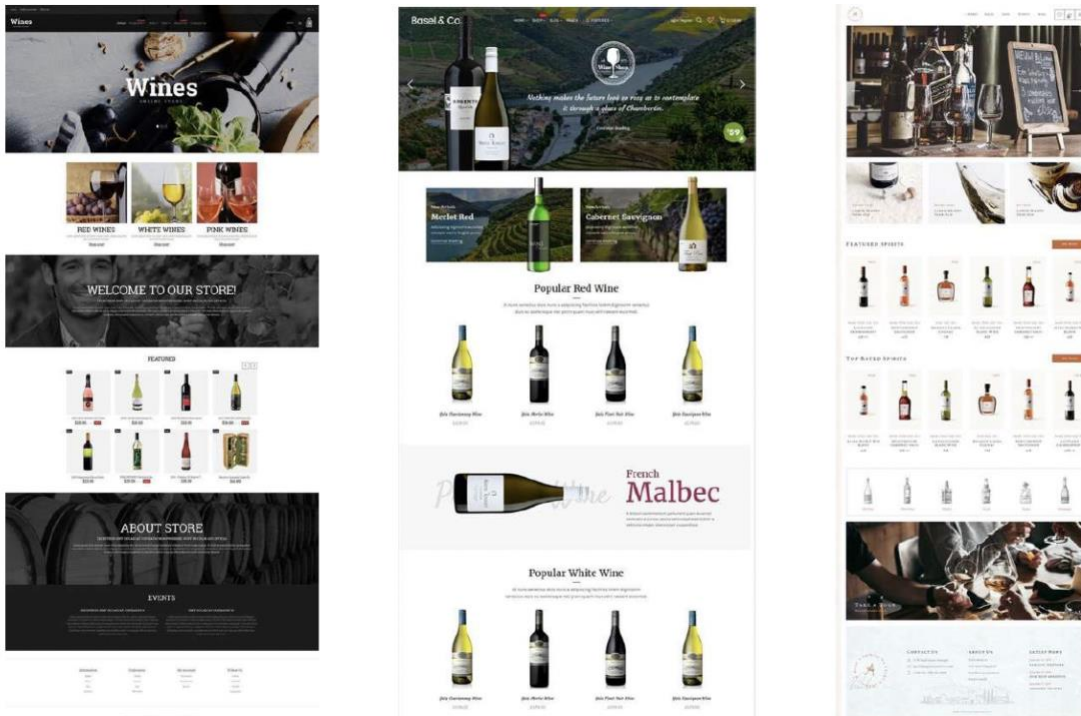


Figure 1 Inspiration Board for Layout and Design taken from competitors.

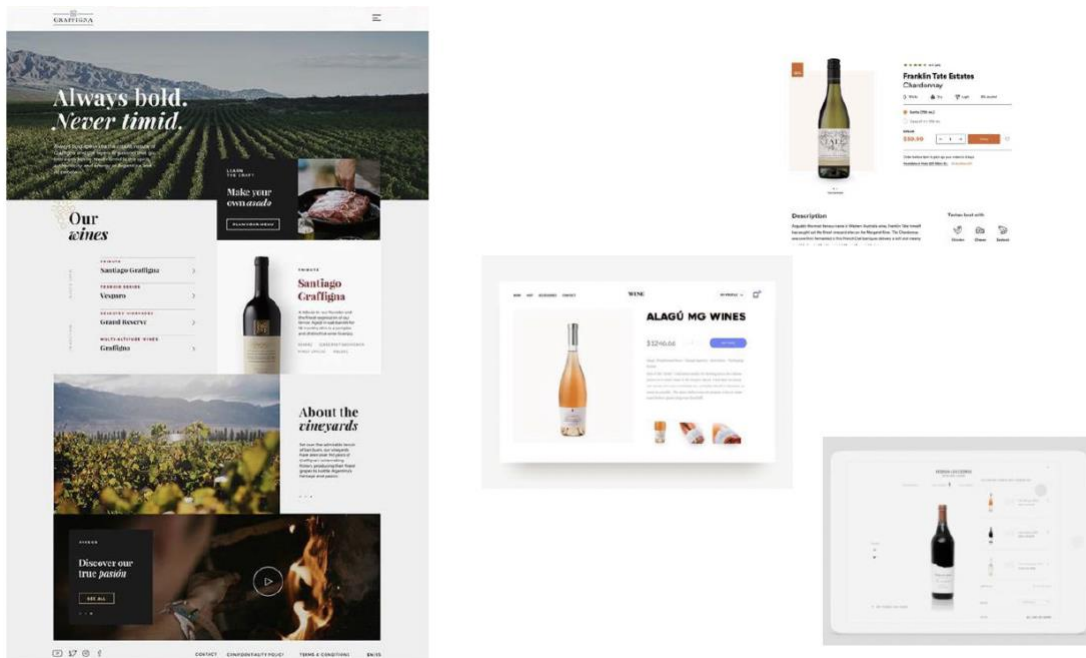


Figure 2 Inspiration Board for Layout and Design for Online Shop taken from competitors.

A2. QR Codes strategically placed in winery:



Figure 3 Questionnaire QR code placed in display cabinets in tasting room at Quinta de Covela.



Figure 4 Questionnaire QR code placed near displayed wines in tasting room at Quinta de Covela.



Figure 5 QR code for Questionnaire displayed on picnic tables outside of tasting room at Quinta de Covela.

A3. Transformation of Old to New Websites

A.3.1 Old Website



Figure 6 Old homepage of Quinta de Covela website.

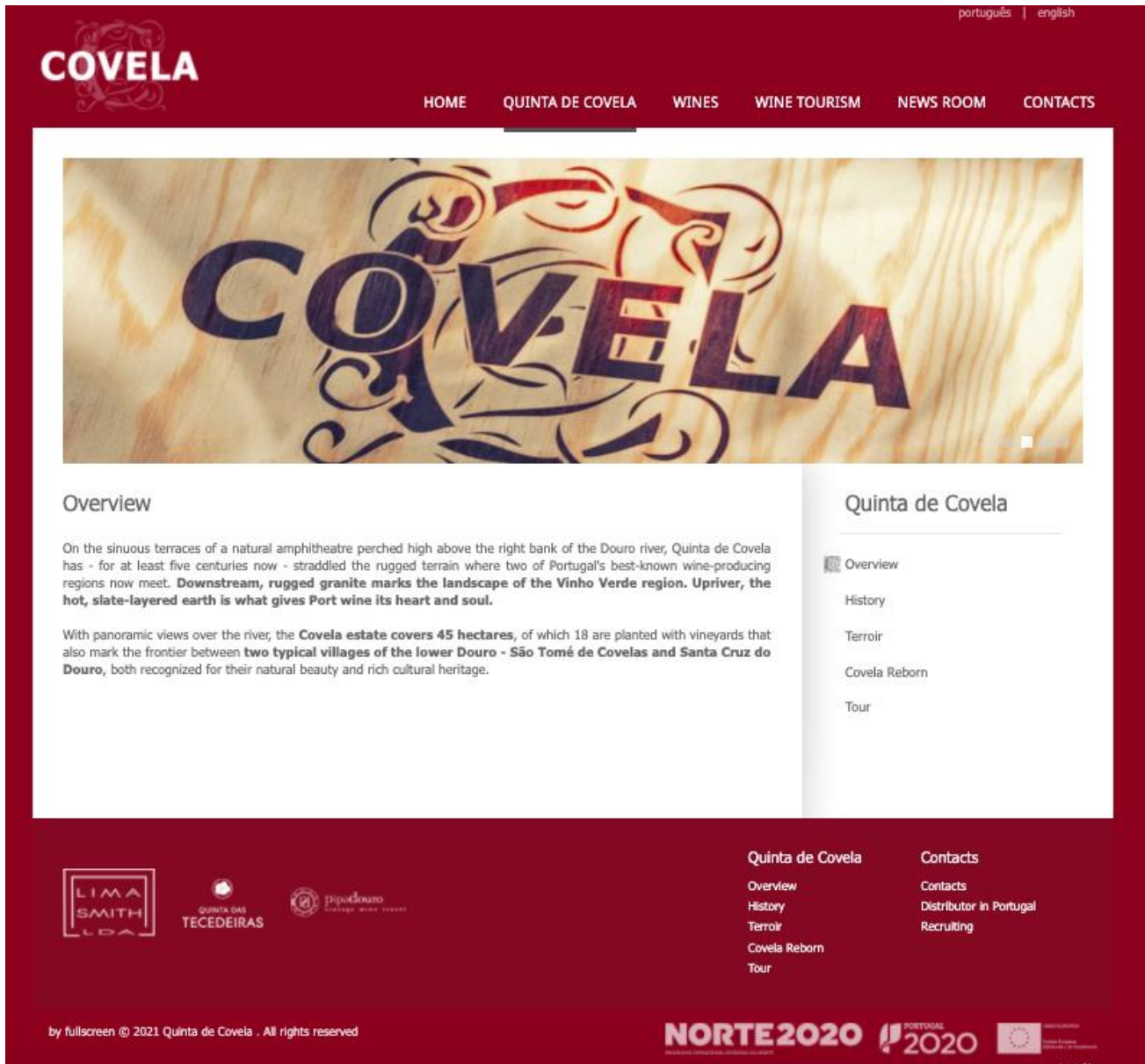


Figure 7 Old Overview page of Quinta de Covela website.



LEATHER National Edition Avesso

Quinta de Covela's first-ever Vinho Verde. National Edition, or National Edition, refers to the Awesso grape, 100% Portuguese and native to Covela's sub-region. A dynamic, yet elegant Verde positioned alongside the best Alvarinhos and Loureiros.

For more information [download the specification file](#).

Share

Wines


- LEATHER National Edition Avesso
- COVELA National Edition Arinto
- RIVER ROSE
- COVELA Avesso Reserva
- COVELA Choice White
- COVELA Reserva White
- FANTASTIC WHITE LEATHER
- COVELA Choose Red
- COVELA Reserva Red
- COVELA Fantastic Red
- COVELA - Extra Virgin Olive Oil

Figure 8 Old Wines page of Quinta de Covela website.


portugues | english

COVELA

HOME QUINTA DE COVELA WINES WINE TOURISM NEWS ROOM CONTACTS



Quinta Walk-about



Due to the COVID-19 situation, visits to Quinta de Covela are currently limited to pre-booked tours and tastings in small groups. The quinta shop remains open, but with limits on the number of people allowed inside at the same time. Thank you for your understanding.

Notes
Visits by prior appointment only

To book your tour and tasting:
visit@covela.pt
(+351) 910 502 696

Wine Tourism

- Quinta Walk-about
- Wine Tasting
- Customized Visits

Figure 9 Old Wine Tourism page of Quinta de Covela website.

A.3.2 New Website

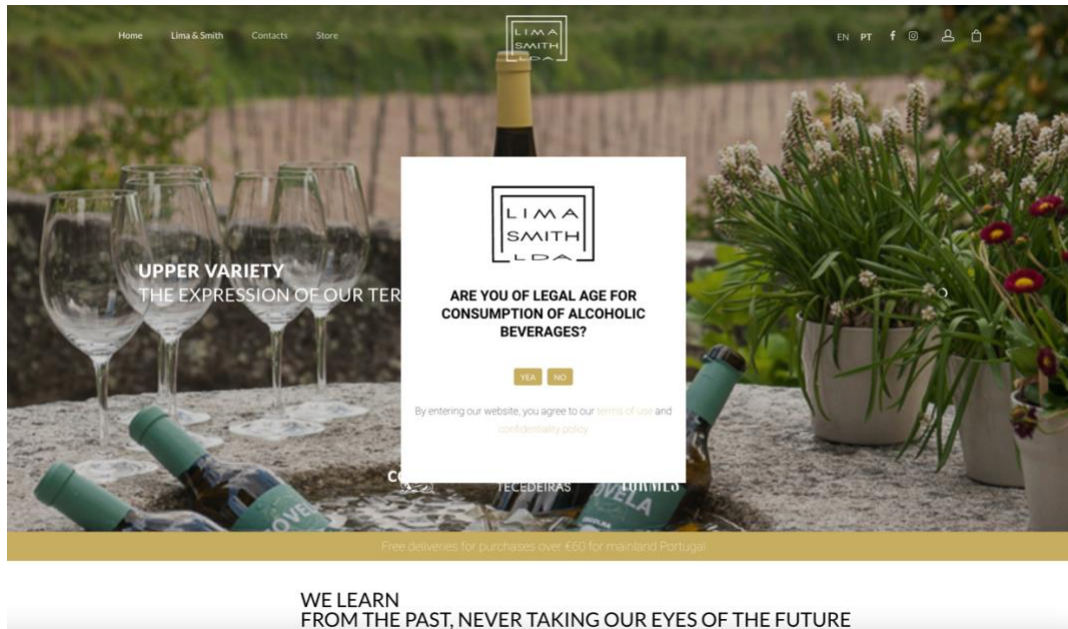


Figure 10 Home page of new Lima and Smith website (pt. 1).

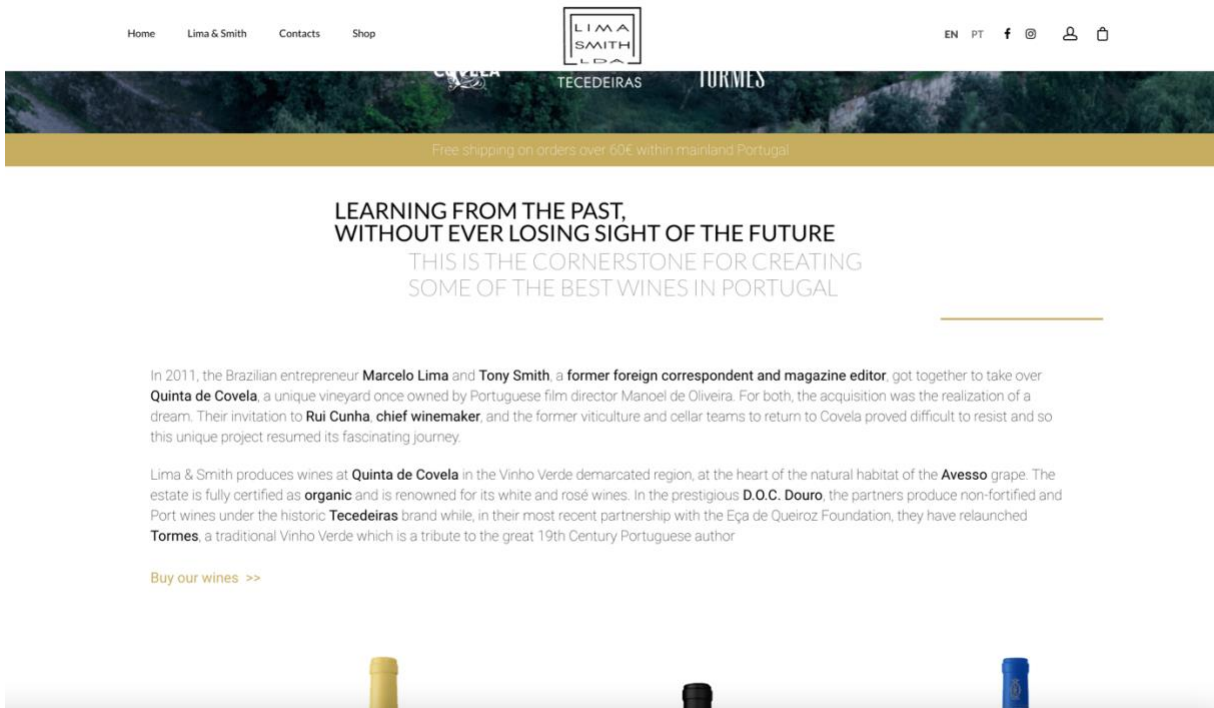


Figure 11 Home page of new Lima and Smith website (pt. 2).

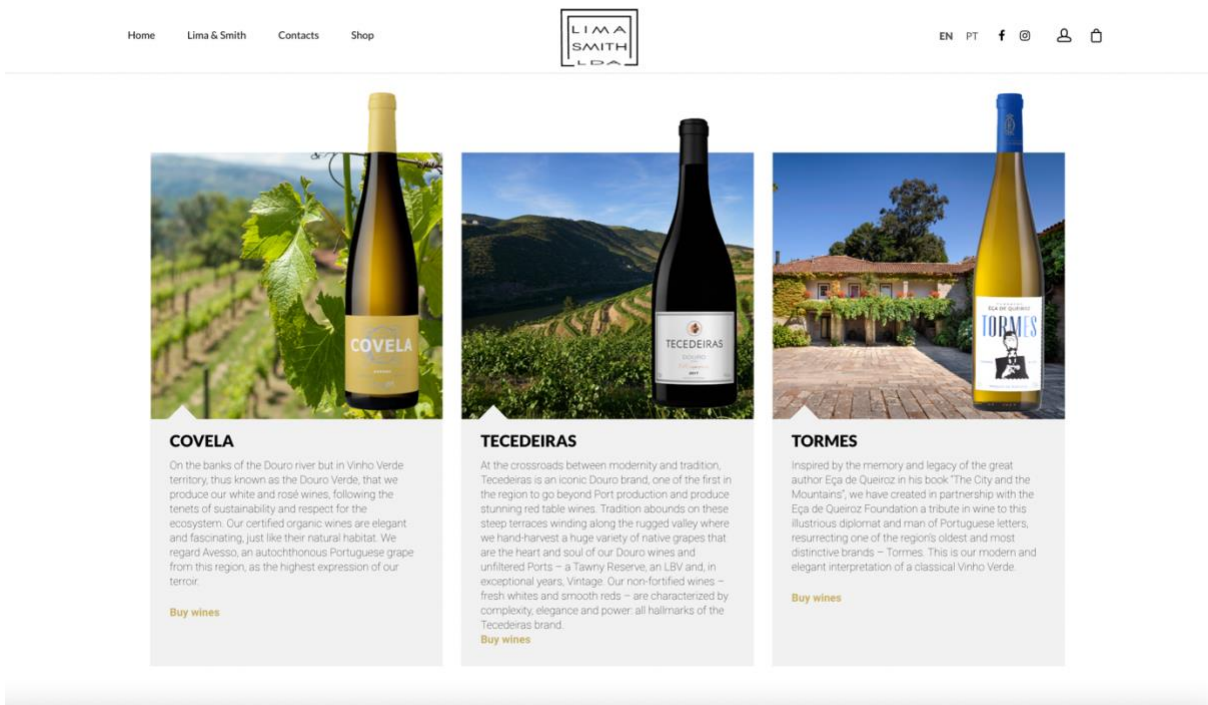


Figure 12 Home page including display of different brands on new Lima and Smith website.

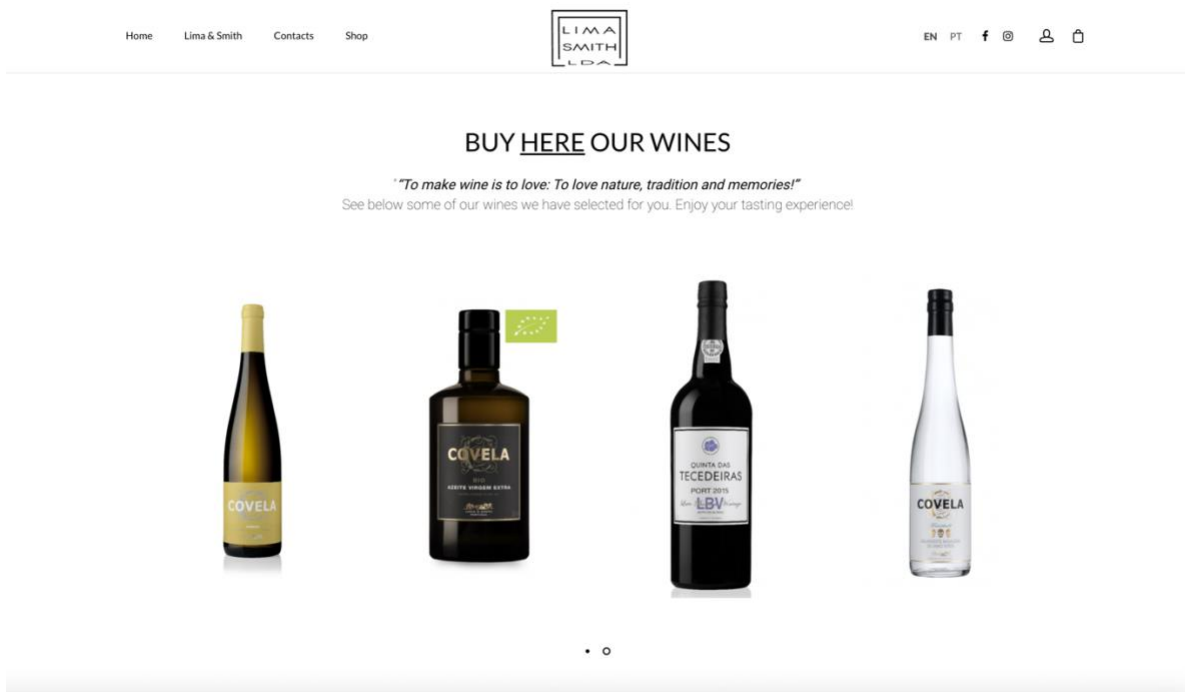


Figure 13 Scroll of products on new Lima and Smith homepage on new website.

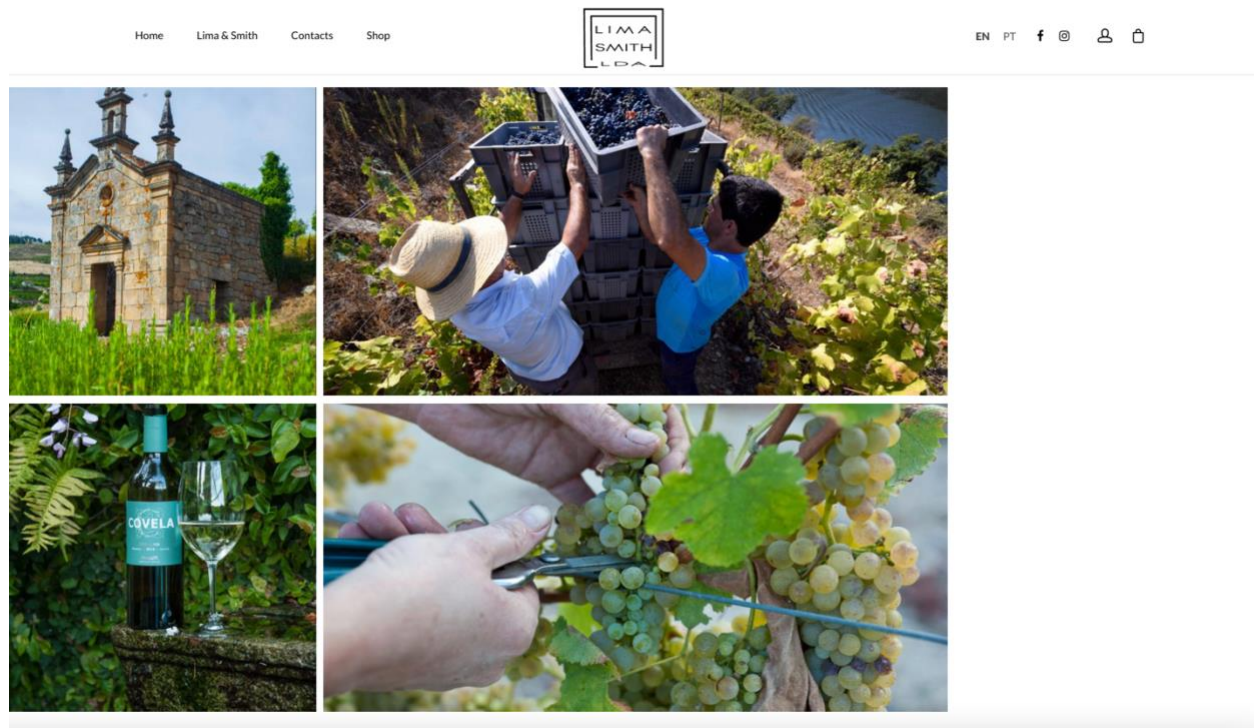


Figure 14 Gallery section on new Lima and Smith homepage.

A.3.3 New Online Shop

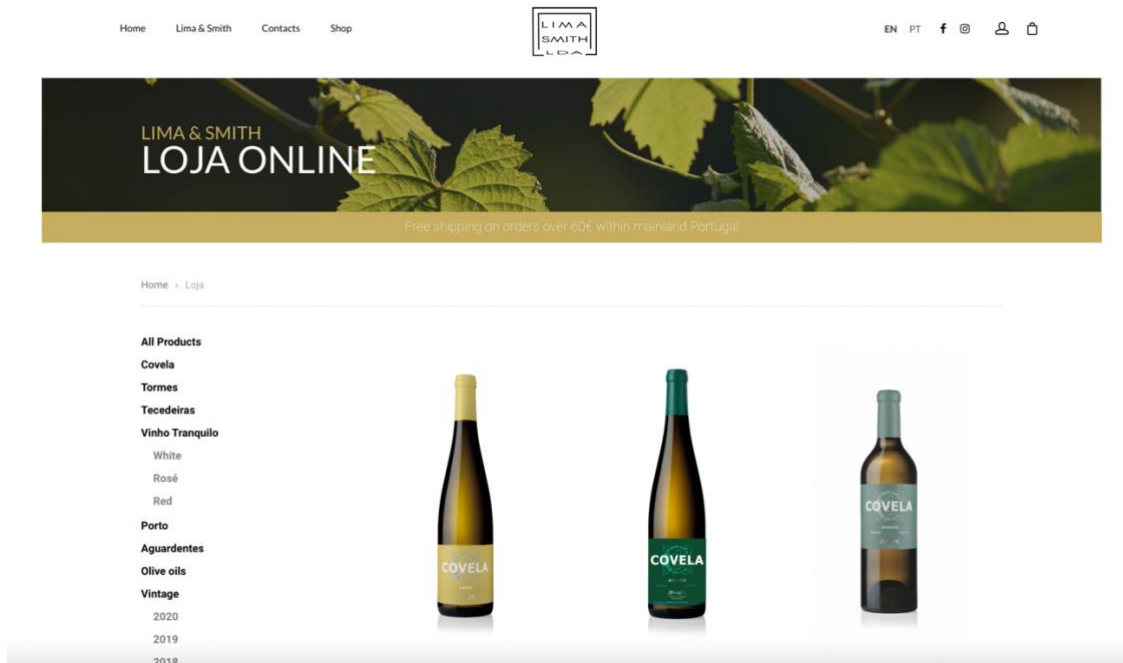


Figure 15 New online shop at Lima and Smith website.

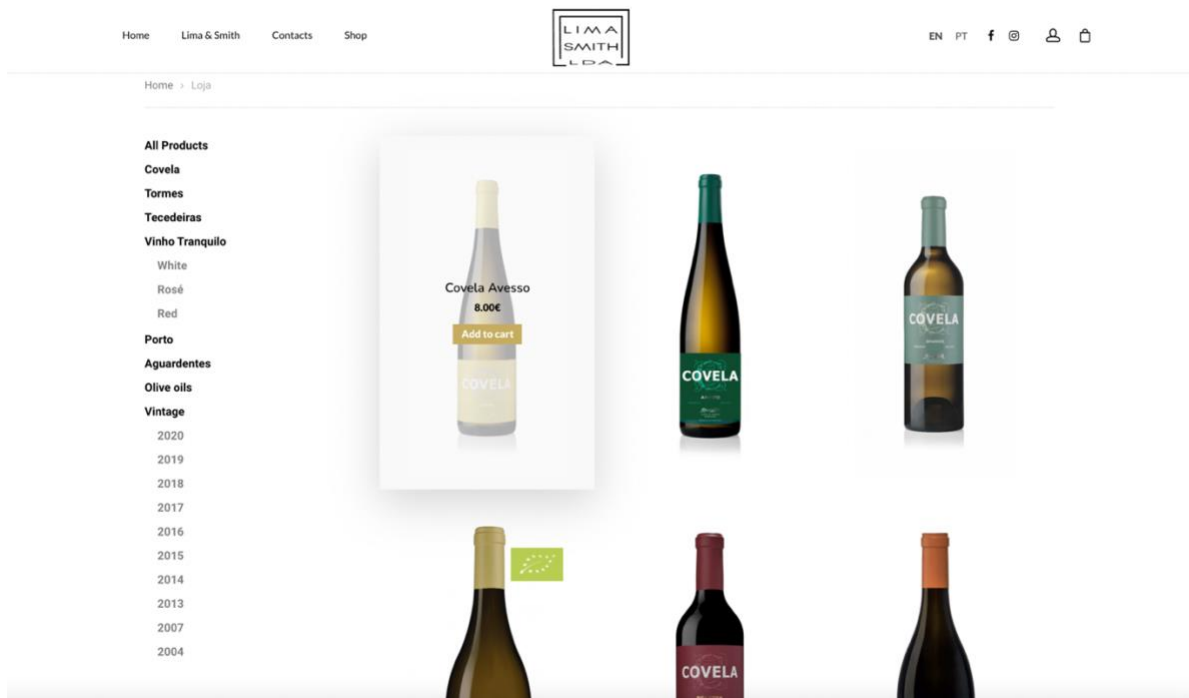


Figure 16 Add to cart option on new Lima and Smith online shop products page.

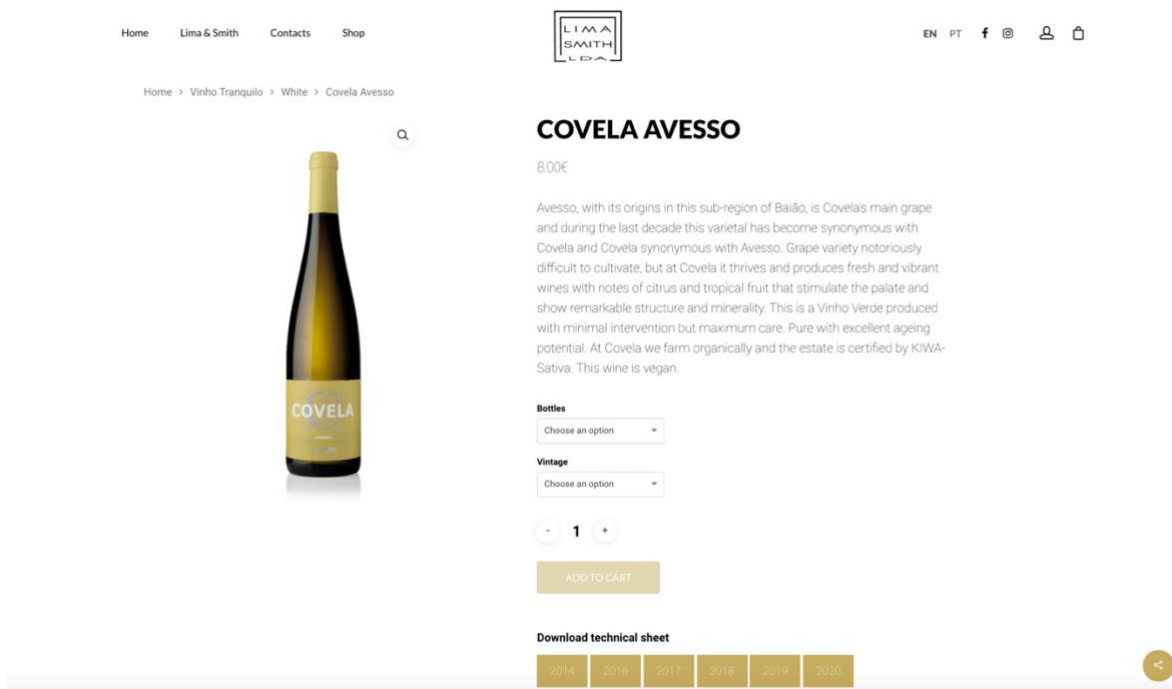


Figure 17 Product description and purchasing options on new Online Shop including technical sheets.