MASTER THESIS

COMMUNICATION PLAN OF THE NEW WINE ROUTE OF DOURO AND PORTO

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ABSTRACT

This project is related with Port and Douro Wines Institute (*IVDP - Instituto dos Vinhos do Douro e do Porto*), regarding a new Wine Route designated as the "Wines and Wine Tourism Route of Porto and North of Portugal". The route is being developed in cooperation with "Porto and the North of Portugal Tourism Board" (*TPNP - Turismo do Porto e do Norte de Portugal*). This new route is the union of five wine regions of the North of the country (Vinho Verde, Távora Varosa, Trás-os-Montes, Douro and Porto). The main objective of this paper is to create a new communication plan to promote the Wine Route for new partners and attract new customers to the initiative. Additionally, due to the consequences of Covid-19 it is proposed to attract customers for Wine Tourism with online communication and tools. This report will also develop sub-objectives and propose new actions plans with (a) use of new marketing tools in the digital platforms for Wine Tourism, (b) gamification of the IVDP Wine Route with interactive content and map, and (c) development of new actions for the route that includes storytelling for communication plan. The proposed actions and results will show the advantages but also opportunities to develop a new success model for Wine Tourism in the region.

Keywords: Wine Route; Communication Plan; Action Plan; Storytelling; Wine Tourism; Interactive Content

List of Abbreviations

B2B - Business to Business
B2C - Business to Consumers
CCDR-N - North Regional Coordination and Development Commission (*Comissão de Coordenação e Desenvolvimento Regional do Norte*)
CIRDD - Interprofessional Commission of the Demarcated Region of Douro (*Comissão Interprofissional da Região Demarcada do Douro*)
CLTV - Customer Lifetime Value
CVR Távora Varosa - Viticulture Commission of the region of Távora Varosa
CVRA - Alentejo Regional Wine Growing Comission
CVRTM - Viticulture Commission of the region of Trás-os-Montes
CVRVV - Viticulture Commission of the region of Vinho Verde
DDR - Douro Demarcated Region (*RDD - Região Demarcada do Douro*)
Eurostat - European Union Statistics
GDP - Gross Domestic Product
INE - National Institute of Statistics of Portugal
IVDP - Port and Douro Wines Institute *(Instituto dos Vinhos do Douro e do Porto)*
IVP - Port Wine Institute (Instituto dos Vinhos do Porto)
IVV - Vine and Wine Institute (Instituto da Vinha e do Vinho)
PDO - Protected Designation of Origin
PPI2021 - International Promotion Plan IVDP 2021
ROI - Return on Investment
SPC - Promotion and Communication Department *(Serviço de Promoção e Comunicação)*
STEPPS - Social currency, Triggers, Emotion, Public, Practical value, Stories
SWOT - Strengths, Weaknesses, Opportunities, Threats
TPNP - Porto and North of Portugal Tourism Board (*Turismo do Porto e do Norte de Portugal*)
UNESCO - United Nations Educational, Scientific and Cultural Organization
UNWTO - United Nations World Tourism Organization
VAT - Value Added Tax

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1. INTRODUCTION

A new Portuguese Wine Route is being developed as the result of a collaboration between five different institutions and wine regions of the North of Portugal. The tourism board of the region, Porto and the North of Portugal Tourism Board (*TPNP - Turismo do Porto e do Norte de Portugal*) signed in 27th May the initial agreement with four different wine institutes responsible for their regional wines: Viticulture Commission of the region of Vinho Verde (CVRVV), the Viticulture Commission of the region of Trás-os-Montes (CVRTM), the Viticulture Commission of the region of Távora Varosa (CVR Távora Varosa) and the Port and Douro Wines Institute (IVDP). In this thesis, the first Chapter will be presented the description of the company, Port and Douro Wines Institute (*Instituto dos Vinhos do Douro e do Porto* – IVDP), including the duties and activities related with an internship in the Institute from March to June 2021. Following this section, the thesis is structured with Chapters including a literature review, the methodology, and the analysis and results with a new communication plan for the Wine Route in the region.

1.1 Description of the company

The Port and Douro Wines Institute (*Instituto dos Vinhos do Douro e do Porto* – IVDP) is a public institute with the mission to promote the quality control and the quantity of Port wines, regulating the production process, as well the defense and protection of Douro PDO and Port PDO (Protected Denomination of Origin) and the Geographical Indication *Duriense* (*I.G. Duriense*). Additionally, the Institute is responsible for promoting and communicating the image of the region and their wines (IVDP, 2021).

Originally created in 1933 under the name of the Port Wine Institute, the IVDP is the sole body responsible for the control, certification, promotion and protection of Port and Douro wines. It is a public Institute, one of the governments' indirect administrative organizations and overseen by the Minister of Agriculture of Portugal. The current organization was consolidated under the name IVDP after merging two organisms in 2003: The Port Wine Institute (*Instituto dos Vinhos do Porto - IVP*) and the Interprofessional Commission of the Demarcated Region of Douro (*Comissão Interprofissional da Região Demarcada do Douro - CIRDD*). The IVDP represents not only the public administration, but also the private sector represented by the economic agents such as shipping companies, exporters, and producers (Cardoso et al., 2007). On their website (2021), in accordance with the Law n. º 97/2012, the Institute has outlined several significant objectives including:

a) "Propose the strategic orientation and implement the wine policy for the Douro Demarcated Region DDR (*Região Demarcada do Douro - RDD*), namely ensuring knowledge of the entire production and trade sector and structure, including exports, and the actions that may be delegated by the Vine and Wine Institute (*Instituto da Vinha e do Vinho, IP - IVV*)";

b) "Promote the convergence of the interests of production and trade in the defense of the general interest of the RDD, by disciplining, controlling and inspecting the production and marketing of the wines

produced in the RDD, ensuring the file of vineyard plots in this region, controlling the census of winegrowers carrying out the appropriate checks for this purpose and determining the necessary corrections";

c) "Control, promote and defend the RDD's appellations of origin and geographical indication, as well as the remaining wines and wine products produced, elaborated or that transit through the RDD, without prejudice to the IVV's duties";

d) "Instruct the administrative offense processes and apply to the infractions detected, by its services or by other entities, the sanctions in which it has competence";

e) "Encourage the adoption of best practices in the field of viticulture and technological development";

f) "Promote and implement a policy for the treatment of by-products resulting from RDD's wine production, safeguarding the principles of economic and environmental sustainability, without prejudice to the duties of the IVV";

g) "Propose and implement the policy for the promotion and internationalization of Douro and Port wines".

The last duty is directly related to the main activities developed at the institute as it will be explained in the next sub-section.

1.2 Duties and activities

The duties are related to work in IVDP with the head of the Promotion and Communication Department (*SPC - Serviço de Promoção e Comunicação*), Dra. Ana Brochado Coelho, the responsible for the activities described above (g). The Wine Tourism perspective is a new trend for the Institute, and it is one of their main challenges and efforts for the next few years. The IVDP currently has two projects related to Wine Tourism. Firstly, there is a physical interpretation center in the branch office in Porto which is equipped to receive tourists as a starting point to discover Douro and Porto. Also, the main project related to tourism and the duties of this internship is the new Wine Route that is being created in cooperation with the Porto and the North of Portugal Tourism Board and other wine regions of the North of Portugal. During the internship it is proposed to create, as remote work, the development of the digital communication plan of this new Wine Route in cooperation with four wine regions of the North of Portugal (Porto, Douro, Minho, Trás-os-Montes).

The internship started on the 15th March and the information used as literature and bibliography are the draft regulations and papers related to the new Wine Route that it is being developed during the whole year of 2021 and after. The initial regulations are drafts to be approved by the five public institutes to create the project. Thus, for the beginning of the project it is vital to develop a study about the Institute, the region and (Wine) Tourism to show the context about Wine Routes in Portugal. This research has the purpose to create a new approach for communicating, in search for new members B2B (Business to Business) to join and cooperate together in the new initiative. Besides that, it is

proposed some actions for better digital communication with B2C (Business to Consumers) in the new website of the Institute.

A new project is important for to the whole region as to IVDP to cooperate and support the Wine Tourism in the region for the next years. It has the potential to benefit socially and economically the whole region, as it will be detailed in the next topics.

This thesis is structured in five Chapters. After the introduction, in Chapter 2 it is presented the relevant literature review about some important concepts related with heritage, Wine Routes, Wine Routes of Portugal, destination image and tools for communication. Then, in Chapter 3, it is stated the methodology to be used for the construction basis of the study, with significant information and data. After, in Chapter 4, the analysis and results of the project is developed with the aim to create a new communication plan, with focus mainly on digital initiatives to the Institute. The final Chapter 5 contains the conclusion presenting the pertinent discussions about the whole study related with the new Wine Route and Wine Tourism in the region.

2. LITERATURE REVIEW

This Chapter will show the literature oriented to natural and cultural heritage, Wine Tourism Routes, destination image and marketing management following with the communication plan concepts. This aims to create a vast and better understanding of the concepts, correlations and differentiations between authors and ideas, mainly related to wine regions to create action plans for the Douro and Port wine region.

To be better described with relevant concepts, it will be shown different tables and figures to structure some of the most important explanations and ideas related to Wine Tourism. The concepts will be from known authors in scientific journals and books with relevance for the topic.

Firstly, the natural and cultural heritage is an element that could be considered as a non-static object to be admired, being a vital element to development of experiences and changing the environment of the region (Belluso, 2018). The UNESCO World Heritage considers the heritage as the legacy from the past, that is lived today and what would be passed onto future generations (UNESCO, 2021). The World Heritage List of UNESCO considers some criteria to add new adherents to the list including the Alto Douro Wine Region, nominated in 2001 with three different ones in the official document of nomination and approval, as shows Table 1:

Table 1: UNESCO World Heritage List - Criteria

UNESCO General Criteria	Alto Douro Wine Region
"(iii) to bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living, or which has disappeared".	(iii): "The Alto Douro Region has been producing wine for nearly two thousand years and its landscape has been molded by human activities".
"(iv) to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history".	(iv): "The components of the Alto Douro landscape are representative of the full range of activities associated with winemaking - terraces, *quintas* (wine-producing farm complexes), villages, chapels, and roads".
"(v) to be an outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change".	(v): "The cultural landscape of the Alto Douro is an outstanding example of a traditional European wine-producing region, reflecting the evolution of this human activity over time".

Source: Adapted by the author from UNESCO, 2001 and 2021.

Moreover, in the same document the region is considered as an evolving and living cultural landscape in constant evolution and that the nomination stimulated the further development of tourism facilities and routes like for example the Port Wine Route, Medieval Routes and the Route of Romanesque (UNESCO, 2011). In addition, as studied by Sigala (2019), a World Heritage site is a unique brand that identifies it as an irreplaceable property.

A formal integration and network, with a joint theme concept of tourism resources and services related to a unique wine-growing area with an experimental and authentic experience could be labeled as a "Wine Route". (Ligero, 2021; Brunori & Rossi, 2000). Hall et al. (2012) indicates that a "Wine Route" consists of one or more designated itineraries that are signposted and communicated to customers via leaflet or maps. In the case of scientific research related to Wine Routes and experiences, the Table 2 shows some important concepts and definitions.

Table 2: Concepts and definitions related to Wine Tourism and Wine Route experiences

Concept	Definition	Author
Wine Routes as distinctive product for wine tourism regions and destinations	Distinctive characteristics with possibility to boost tourism with sustainability and uniqueness of origin.	Dimitrovski et al., 2019.
Wine Tourism Experiences and Marketing	Wine tourism experiences are critical for wine tourism development.	Hall et al.; Correia et al., 2019.
Sustainable Business	Wine Tourism is a unique touchpoint to connect the visitor directly to wine culture.	Filopoulos, 2021

Source: Own elaboration, 2021.

The three concepts observed are an important connection between customers experiences to the heritage, identifying and understanding the behaviors of customers. With the increased use of digital and social media, it is possible to better recognize influences and uniqueness of each place and culture (Correia et al., 2019). The wine tourism experiences are also a unique form to connect culture with education, respecting the environment during visiting it in a sustainably way (Filopoulos, 2021).

Sigala et al. (2019) argues that wine destinations can enrich wine tourism experiences with synergies between the wine and the local culture. There is the possibility of tangible and intangible benefits because wine tourism destinations have different aspects to provide, such as aesthetic, culture, edutainment, and ecological/sustainable values, creating opportunities for customers to know and connect more to the place of origin. At the same time, it can be open to new touristic products and communication aspects, such as social media and digital influence. Hall et al. (2002), suggest that the creation of a Wine Route is the most basic form of collaboration to the development of Wine Routes. This first creation can lead to a network and more formal joint cooperation, as illustrated in Figure 1.

Figure 1: Stages of Wine Tourism network development
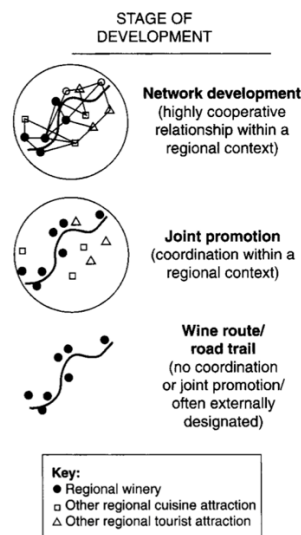
Source: Hall et al., 2002 (p. 207).

Thus, a lot of elements can count in the creation of a Wine Tourism Route, as the authors Cruz-Ruiz et al. (2020) represented using different authors and state-of-the art from 2006 to 2019, as shown in Figure 2.

Figure 2: Elements involved in the creation of a Wine Tourism Route - Authors (2006-2019)

Authors Elements	Tangible Heritage				Intangible Heritage			Natural Heritage			Services					Others		
	Historical/Traditional Architecture	Museums	Archaeological Heritage	Wineries Cellars	Gastronomy	Wine/Traditional Festivities	Crafts/Local Products	Environment	Landscape/Wine Landscape	Climate/Weather	Leisure	Wine Shops	Restaurants	Tourist Service Companies	Tourist Offices	Accommodation	Signage	Good Road Network
Alant and Bruwer (2009)	x			x	x	x	x		x	x	x	x	x			x		
Alonso and Liu (2011)				x	x								x		x	x	x	
Baraja, Herrero, Martínez Arnáiz, Plaza (2019)	x	x		x		x	x		x				x	x		x		
Baird, Hall and Castka (2019)				x	x	x	x			x	x		x					
Bruwer (2003)		x		x	x	x	x		x		x	x	x				x	x
Carlsen (2004)				x	x	x			x		x			x				
Charters and Menival (2011)		x		x					x				x			x		
Carmichael (2005)	x			x	x	x	x		x		x	x	x			x		
Cohen and Ben-Nun (2009)		x	x	x	x	x	x	x	x	x	x	x	x					x
De Uña-Álvarez and Villarino-Pérez (2019)	x			x	x	x	x	x	x		x		x			x		
Faugère, et al. (2013)	x	x		x	x	x	x		x	x	x		x	x	x	x		x
Ferrerira and Hunter (2017)	x	x		x	x	x			x	x	x		x	x		x		x
Festa, Riad Shams, Metallo and Cuomo (2020)				x			x		x	x	x		x			x		
Getz and Brown (2006)	x			x	x	x	x		x	x	x	x	x	x		x	x	x
Houghton (2008)				x		x					x	x	x					
Jeambey (2016)	x			x	x	x	x		x				x			x	x	x
Kirova and Vo Thanh (2018)	x	x		x		x	x		x		x	x	x				x	
Koch, Martin and Nash (2013)				x		x			x		x	x			x	x		
Marzo and Pedraja (2012)		x		x	x	x	x		x	x	x	x	x	x	x	x	x	x
Meraz and Ruiz Vega (2016)	x	x	x	x	x	x					x	x	x			x		
Mitchell and Hall (2006)				x		x			x		x		x			x		
Movellí and Fuste (2016)	x	x	x	x	x	x	x		x		x	x	x	x	x	x		
Plaza, Cañizares, Ruiz Pulpón (2017)	x	x	x	x	x	x	x		x	x	x	x	x	x		x		
Popp and McCole (2016)	x	x		x	x	x	x			x	x	x	x		x			
Privitera (2010)	x	x		x	x	x	x				x	x		x		x		
Scorrano, Fait, Iaia and Rosato (2018)	x	x		x	x	x			x	x								
Thomas, Quintal and Phau (2010)	x			x		x		x	x	x								
Ye, Hang and Yuan (2017)				x	x	x					x							
Wargenau and Che (2006)				x	x	x			x				x	x	x	x	x	

Source: Cruz-Ruiz et al., 2020 (p. 5)

Analyzing the authors in the Figure 1, Figure 2 and Table 2, reveals that there are several aspects to better understand the members, the consumers behaviors' and provide meaningful experiences to different segments in a Wine Route. Moreover, it is noted that Wine Routes can enhance the destination´s image by diversifying the tourism offer and its brand awareness (Timothy; Boyd, 2015). Some elements which are tangible, like a historical building should be communicated in a different format compared to services such as restaurants and leisure experiences. Even some interests related to sustainability and environment show a totally different perspective of customers that would like to connect experiencing a Wine Route or region. Consequently, it is important to analyze the knowledge of marketing and destination image to form a better literature about the topic. The following table (Table 3) focus on the destination image and its importance to understand how to better promote specific regions, such as wine regions.

Table 3: Concepts to identify and create a destination image related with Wine Tourism

Concept	Definition	Author
Image attributes of a destination related to wine tourists	The perception and the image of the destination can change during the process of information request or purchase.	Scorrano et al., 2018.
Consumer Perceptions of Country of Origin	The impact of the concept "country of origin" varies with the type of the product.	Kotler et al., 2016.
Tourism destination characteristics	Tourism destination, as a wine produced in a specific region, are strongly influenced by images and representation of place. Both rely on the reputation of similar brands in close proximity.	Hall et al., 2008.
Wine Destination representation	-Four characteristics: whole tourism destination; a sub-system tourism destination; a collection of several (Wine) Tourism destinations with a sub-system of various wine tourism destinations; -The performance of a (wine) destination is necessary to consider and enhance the management of wine-resources, management and support of tourism services and facilities.	Sigala et al., 2019.
Analysis of Destination Image for gastronomic positioning	The methodology for analyzing the image of a gastronomic tourism destination is related with three main focuses: Research and analysis of generating and desired markets; analysis of the customer journey; and analysis of marketing related to the destination.	UNWTO, 2019.

Source: Own elaboration, 2021.

In accordance with the above Table 3, the perception and the image of wine regions destinations can change during the process of awareness and purchase. The regions should be considered not only by material aspects but specially by some features, mostly immaterial ones that can make them unique (Scorrano et al., 2018). According with Kotler et al. (2016) some perceptions about the country of origin, or even the experience, can lead to decisions or influences in the whole process of choosing and buying a service. The whole region or peers may influence the reputation and the image. As a result, the image of a destination and the whole country can be sometimes more affected than by tourists visiting the destination, having an important value in other ways besides commerce (Hall et al., 2008; Kotler et al., 2016).

Thus, a wine destination may cross several borders, including geographical and administrative, that interrelate and are dependent on other aspects of the region structure. The whole region or sometimes the country can be related to a wine destination, as it is important to consider several aspects for competitiveness. Not only wine and tourism resources should be considered but also the marketing of the destination with collaboration and brand identity. The acknowledgement and management of the customers' demands, issues and perceptions should be investigated for a competitive experience for the wine region. Also, the uniqueness of each market and awareness influences the customer journey of consumption of a destination (Kotler et al., 2016; Sigala et al., 2019; UNWTO, 2019).

Therefore, the analysis and definition of a positioning, including desires for consumption and lifestyle is a key to identify drivers for tourism strategy to promote the unique experience for a gastronomy tourist destination image (UNWTO, 2019).

Godin (2009) believes a brand, or a new product or service, is nothing more than an idea and ideas that could be spread are the ones who can more likely succeed than others. With this analogy, it is important to create ideas into a marketing mix to develop better businesses. In the table below (Table 4) it is exposed the authors related to marketing management and business exploring some topics that are important on how to communicate better.

Table 4: Concepts and explanations for producing a communication plan related to Wine Tourism

Concept	Definition	Author
Customer Journey Behavior	The customer journey for a gastronomy tourist is related to phases during purchase, but also the travel itself.	UNWTO, 2019
Omnichannel marketing for new reality	Omnichannel marketing is the practice to integrate multiple channels of communication with a consistent customer experience. Indicates the possibility of several paths to communicate with customers in the digital area.	Kotler et al., 2017
Storytelling	-Stories provide a quick and easy conversation for people to acquire knowledge; a lesson can be transmitted in a story; -The six principles that can make contents "contagious" are: STEPPS (Social currency, Triggers, Emotion, Public, Practical Value, Stories).	Berger, 2013.
Gamification to customers	-Gamification is the use of game principles to non-game contexts and experiences; -Gamification converges several technologies of the digital world.	Kotler et al., 2017
Lifetime Value for winery visitors	-Major wine companies don't rely on wine tourism revenues; -Lifetime value of a customer is the future cash flows that a visitor can bring during his life to the company.	Lee, 2021.

Source: Own elaboration, 2021.

The concepts presented in Table 4 indicate that a communication plan needs to be analyzed in several perspectives. Firstly, the customer journey is complex, especially for a gastronomy tourist, starting when they discover it to finally travelling and talking about it (UNWTO, 2019).

Some phases could be explained to the segmented concept of the five A´s (Kotler et al., 2017):

- A1: Aware of product, being exposed to ads and brand past experiences = "Customers Know".

↓

- A2: Appeal to know more, when they process messages that are exposed and create attracted = "Customer Like".

↓

- A3: Ask about it after curiosity and to know better from peers, media and directly to brands (personal to social) = "Customers Convinced".

↓

- A4: Act to buy and use the service after being convinced. This would open doors to interact and engage with customers during and after the experience = "Customer Buy".

↓

- A5: Advocate about the experience it had. Customers may develop loyalty, passing to post-use and continuing the interaction with the brand spontaneously sharing the positive stories it experienced = "Customers Recommend"

Thus, an omnichannel marketing experience where customers directly or indirectly interact with brands and are constantly moving from digital to offline indicates the need to define touchpoints. The communication channels (social media, content websites, contact centers) and sales channels (e-commerce, exhibitions) need to be aware of this diversification and act in each stage. The increasingly mobile connection will lead customers' attention, being necessary to guide them through physical to multiple channels, where online and offline experiences will eventually coexist and converge. In many of the touchpoints a story can be shared with customers. Each story can interact with different people and markets, making people focus on the narrative. This would lead to understanding in a secondary way the information and lesson that could be present in stories (Kotler et al., 2017; Berger, 2013).

Another form to communicate and participate in the customer journey is related to the gamification concept. As shown in Table 4, the use of game principles applied to non-game experiences can create a better engagement in the relations with customers. The customers can be motivated by rewards or to be recognized and motivated by self-actualization (Kotler et al., 2017). A wine experience, online or offline, can provide edutainment, mixing an involvement to education related to a specific region, culture or wines, but also entertainment related to fun and a unique leisure adventure (Sigala et al., 2019).

This concept can converge several technologies of the digital world and be a smart method to understand customers, including asking for permission to collect customer data and interact with them with intention of both transactional and non-transactional relations. In addition, collecting data can lead to understanding habits and possibilities for funnel channel to potential customers/leads. As the digital world can achieve customers in several regions it is important to know the concept of "Customer

Lifetime Value (CLTV)", that is the "future cash flows that a visitor can bring during his life to the company" (Lee, 2021; Bejou et al., 2006). It is calculated in the wine tourism as:

= (Average Price) * (number of visits per year) * (average number of units purchased per visit) * (number of years) – (initial cost of acquiring and maintaining the customer).

The measurement of the expenditure for customer acquisition costs and customer retention costs in digital strategies can lead to revenues and better allocation of resources in the communication plan (Kotler et al., 2017).

In the next Chapter will be explained the methodology that will be used and followed by a communication plan as analysis and results to enhance the new Wine Route.

3. METHODOLOGY

The aim of the thesis is to understand and conduct a project to better communicate the new Wine Route of the North of Portugal, with a focus on the Douro and Porto region. Firstly, to accomplish it, it is necessary to investigate the context in which the IVDP and Douro and Porto region are related with. Thus, an exploratory study to collect and analyze secondary data is one of the main resources to this project. In addition, the important studies, descriptions, and explanations in the literature review will cooperate to the path for the analysis and results in the next chapter.

The methodology adequated in this academic project is related to qualitative and quantitative secondary data, collected by the official's websites and publications. The scientific research, specially related to collect and consider basis from several publications of known institutes. It starts with statistics from:

a) the National Institute of Statistics of Portugal (*INE*).

b) Eurostat (European Union Statistics).

Those statistics are important to show the context of services and tourism of Portugal, where Wine Tourism and Wine Routes are correlated.

Secondly, it is fundamental to form a comprehensive picture of the region that is located the Institute and initiatives proposed by others important Associations/Institutes. To complement this analysis, it was collected qualitative and quantitative studies regarding the North of Portugal and the Wine Tourism in the region, being used as comparison the most recent resources, such as:

c) Publications by the North Regional Coordination and Development Commission (*Comissão de Coordenação e Desenvolvimento Regional do Norte - CCDR-N*) related to "Norte 2030: Strategies for developing the North for the period of 2021-27 guidelines from European Union" and "Presentation of North".

d) Official data and publications from Tourism Board of Portugal, related to the tourism scenario of whole Portugal and specific the North extracted from "Travel BI by Tourism of Portugal" and "Tourism Strategy 2027".

e) Official publications by Porto and North of Portugal Tourism (*TPNP - Turismo do Porto e do Norte de Portugal)* as the "Tourism Marketing Strategy for the Porto and North: Horizon 2015-2020".

f) Official documents from the Gaia Municipality "New strategy for Promotion and acquisition of new tourists (2020-2025)".

g) The "Strategy 2020" from Porto Metropolitan Area.

Those statistics, official basis information from c) to g) are important to analyze data, goals, challenges, and possibilities for the region.

Despite having a long heritage related to wine production as Douro and Porto, a lot of data, information and references are expected about the Wine Tourism in the region. Instead, this domain is still a very recent field with not a lot of the information about Wine Tourism in the region, and not very structured, without real data and focused communication for a strategic plan in the area.

Furthermore, it is considered the most actual data, insights, and trends of internet information from the "Data Reportal" website. This is fundamental to study, explore, gather data and cross several materials not strictly related to wine tourism but to the economy sectors, infrastructure, digital data and tourism in general.

After this investigation of the main references below, it is used as a comparative reference to the literature review (Chapter 2), to ground the basis for the new hypotheses to propose an innovative communication plan. Some difficulties are noted, notably there are a lack of studies related to digital communication plans for Wine Tourism and that are focused on digital strategy. Thus, a primary data process to analyze and compare what the potential competitors of wine regions are doing in an innovative digital format is proposed. It researches their websites, social medias, mobile applications, and other communications tools. In that exploration the references to be analyzed are:

- Wine Routes of Spain
- Alentejo Wine Route
- *Coteaux, Maisons & Caves de Champagne*
- Climats du Vignoble de Bourgogne
- Bordeaux Wine Trip
- Great Wine Capitals
- Stellenboch Wine Route

- California Wines
- Napa County
- *Vignobles & Decouvertes*
- *Atout France*
- Tasmania Wine Trail
- Tourism Barossa Wine

Therefore, the results of the research are compared, crossed, and selected the adequate propositions for a unique communication plan which could accomplish better results for the IVDP in the Wine Tourism sector.

4. ANALYSIS AND RESULTS

For the analysis and results, it is proposed to create a communication plan related with the new Wine Route for IVDP. The structure of the communication plan follows the strategic model of Kotler and Keller (2016).

As mentioned in Chapter 1, it is proposed a study to analyze the context of Wine Routes of Portugal and the Douro and Porto region for creating a better digital plan for the new initiative.

4.1 Context

4.1.1 Description of the Douro region

The Douro could be simultaneously considered a river, a vineyard, and a wine. Situated in the North of Portugal, it crosses the country through to the Atlantic Ocean, where it runs in the city of Porto until the Spanish border. Created on 10th September 1756, the Douro winemaking region is the oldest demarcated and regulated wine region of the world. The Douro is one of the 8 sub-regions of the North of Portugal, with the following municipalities: Alijó, Armamar, Carrazeda de Ansiães, Freixo de Espada à Cinta, Lamego, Mesão Frio, Moimenta da Beira, Murça, Penedono, Peso da Régua, Sabrosa, Santa Marta de Penaguião, São João da Pesqueira, Sernacelhe, Tabuaço, Tarouca, Torre de Moncorvo, Vila Nova de Foz Côa e Vila Real (IVDP, 2021).

The total area of the region has 250.000 ha, protected by the mountains of Marão and Montemuro. Nowadays, the Demarcated Douro Region (*Região Demarcada do Douro – RDD*) has 44.005 ha of vineyards (18%), divided in three sections Lower Corgo, Upper Corgo and Upper Douro. (IVDP, 2021). Since 2001, 24.600 ha of the Alto Douro Wine Region were considered a World Heritage site by UNESCO as explained in Table 1 (UNESCO, 2001).

In Table 5 we could see the description of each sub-region in the vines area. The vineyards are worked by approximately 25.000 winegrowers with an average of 1,7 ha per grower. This will be important to understand a possible cooperation for networks in the communication plan and focus to achieve more partners (IVDP, 2021).

Table 5: Sub-regions of Douro Demarcated Region (DDR) – Total Area and Vineyards Area

Sub-region	Total Area	%	Vines	% (Vines Area DDR per sub-region/Total Area)
Lower Corgo	45.000	18	13.730	31
Upper Corgo	95.000	38	20.505	22
Upper Douro	110.000	44	9.769	9
Total	250.000	100	44.005	18

Source: IVDP, 2021.

The Alto Douro Wine Region, a UNESCO heritage site, accounts for less than 10% of the area of the region. It is home to 254 *quintas*, or wine estates as the Figure 3 shows. This is important to highlight the potential to explore the Wine ourism sector of the region with different offers, as it will be proposed in the communication plan.

Figure 3: *Quintas* and *casais* in the landscape of Alto Douro Wine Region

Source: Museu do Douro, 2021.

4.1.2 The North of Portugal

The North of Portugal is an important region inside Portugal with strong potential for internationalization and tourism development. It is home to 3,7 million people and 54% of the national working force, being also related to 29,7% (63,2 billion euros) of the GDP (Gross Domestic Product) of Portugal (INE, 2021). The region is situated and connected with the Atlantic coastline with the most international goods traffic to and from the European Union of the Iberian Peninsula, through the Port of Leixões. The Francisco Sá Carneiro Airport is also the most important of the Peninsula, in terms of traffic volume and connectivity, having the capacity for more than 6 million passengers per year with more than 70 destinations (CCDR-N, 2020). Despite this, the total area of the North of Portugal is approximately 23% of the whole area of the country, showing good opportunities for exploring the territory (INE, 2021).

In relation to wine production, the total of PDO (Protected Designation of Origin) wines are above the average production of Portugal as the Figure 4 shows.

Figure 4: PDO average production Portugal and the North of Portugal

Source: INE, 2021.

4.1.3 Portugal Tourism and the North of Portugal Tourism

The tourism sector represents 8,6% of the GDP of Portugal, with a continuous increase between 2015 and 2019, reaching revenues of 18,4 thousand million euros in 2019 (Travel BI Tourism of Portugal, 2020). It was chosen to show the 2019 data and not 2020 because of the huge impact of Covid-19 in travels, with restrictions from some countries that will be focused as target markets. The Table 6 shows the top markets related to Revenues and number of visitors of Portugal.

Table 6: Overview Revenues and number of visitors of Portugal – Top 6 (2019)

Country / Region	Revenues (10^6 Euros)	% of total	Number of visitors (10^3)	% of total
United Kingdom / Europe	3.285,8	17,8%	3.797,2	15,4%
France / Europe	2.599,6	14,1%	3.107,3	12,6%
Germany / Europe	1.983,3	10,7%	1.952,7	8%
Spain / Europe	1.949,0	10,6%	6.271,9	25,5%
USA / America	1.292,7	7%	941,6	3,8%
Brazil / America	734,9	4%	1.346,4	5,5%
Others	6.585,4	35,8%	7.210,4	29,2%
Total	18.430,7	100%	24.627,5	100%

Source: Own elaboration with data from INE and Travel BI Portugal, 2020.

Related with Seasonality, Germany and Brazil are the markets who suffer less in visits during different periods of year, with a rate of 30,9% and 30% respectively. Spain has the biggest seasonality rate of all, with 44,1% (INE, 2020).

Other important data that shows the scenario of tourism in the North of Portugal, extracted from the publication "Tourism Statistics 2019" and "North Region in Figures 2019" of INE (2021) are:

- In 2019, the North of Portugal achieved 10,8 million overnight visitors, with an increase in foreigners and nationals (+10,6%). The foreigners are the majority, representing 60,1%.

- The average overnights at the North were 1,8 nights, showing a result below the national average, which was 2,6 nights, even with an increase in the number of tourists if compared to the whole country. If the universe is related to international guests it increases to 2,1 nights, but still below the average of 3 nights in Portuguese territory.

- There is a high number of connections to the internet through broadband in households, reaching 74% of the population. As the communication plan will focus on digital strategy, it is important to note the access to the internet to be in the digital world. In another indicator related to the information society, the internet is used by 69% of individuals.

- Average expenditure per tourist in Portugal (general): 197,2 euros (+ 10,9%).

- Average domestic tourism expenditure (residents): 134,8 euros per tourist/trip.

- Rural Tourism Establishments – Northern Portugal: 38% of establishments and 35,3% of beds.

The Figure 5 shows the evolution (2015-2019) of the overnights in the North of Portugal, with the main international markets.

Figure 5: Evolution of overnights in the North of Portugal
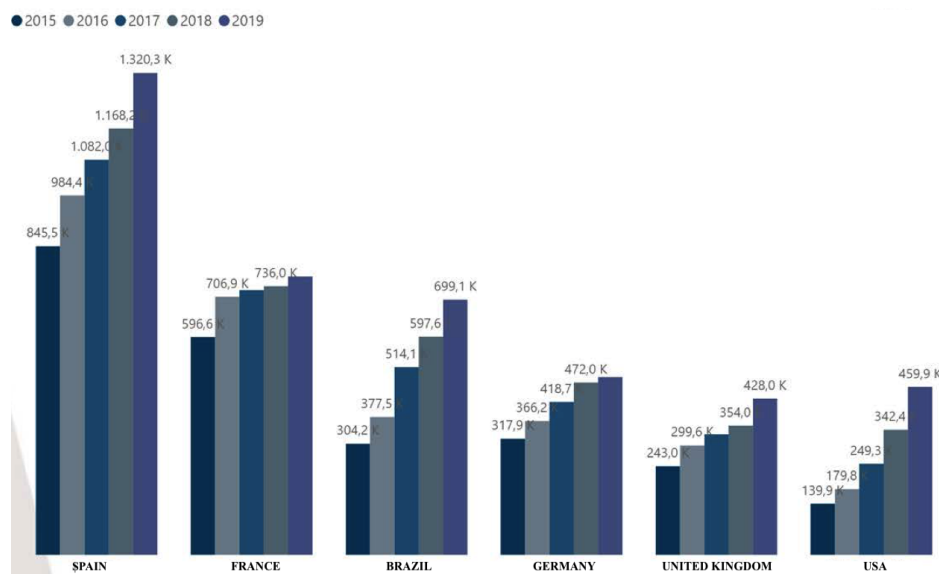
Source: Travel BI Tourism of Portugal; INE, 2020.

To reinforce the importance of the top markets shown in the figure 5, the city of Vila Nova de Gaia, an important district of Porto and related to Port Wine houses and tourism, also selected the same nationalities as target markets in the new strategy for 2020-2025 (Gaia Municipality, 2020).

4.2 Analysis for a new Wine Route

The aim of this research is to study and create a strategic plan for communicating the new Wine Route. Central to this is proposed new initiatives for communication for new partners to join in the first stage of the route but also communication actions with potential customers. It is relevant to

promote the region through wines as this culture converges cultural, natural and landscape heritage with the identity and uniqueness of the place.

4.2.1 Port Wine Route, All Around Douro and new initiatives

The Port Wine Route was the first Wine Route of Portugal developed in 1996, in which 54 partners joined in the first moment. In 2000, more members joined, reaching 69 partners in the route. In 2016, 67 members were related to it before the Wine Route failed (Simões, 2008; Dimitrovski et al., 2019). The majority (67%) in the Lower Corgo section (34 members), followed by Upper Corgo (16 members) and Upper Douro (1 member).

Figure 6, created by Dimitrovski et al. (2019) shows the process of development and major reasons for the failure of the Port Wine Route.

Figure 6: Port Wine Route development process
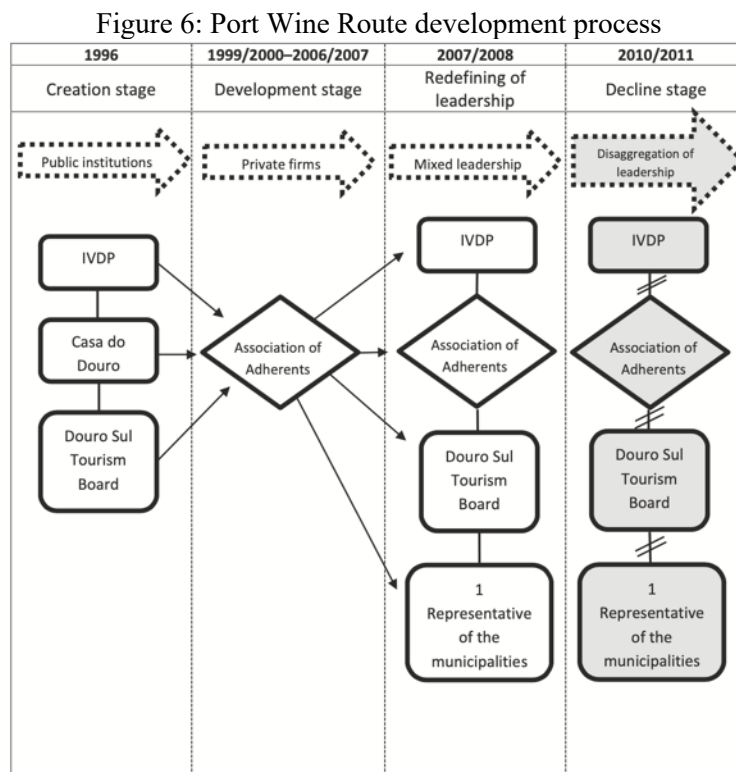
Source: Dimitrovski et al., 2019 (p. 318).

After this first initiative, in 2018 it was created a new Route, with the cooperation of a group of private wineries, called "All Around Douro''. It was made only as a physical pocket guide (Annex A1) in the English language with a private route formed by 16 *Quintas*. All of them were between Peso da Régua and Pinhão, showing a limited area of the DDR. The founding members were:

- Quinta do Vallado
- Quinta do Crasto
- Quinta das Murças
- Quinta da Marka
- Quinta Nova N.S. Carmo
- Quinta de La Rosa

- Quinta do Bomfim
- Quinta da Roêda
- Quinta das Carvalhas
- Quinta do Seixo
- Quinta do Panascal
- Quinta do Pôpa

- Quinta do Tedo
- Quinta Maria Izabel
- Quinta da Casa Amarela
- Quinta de Tourais

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It is important to highlight another initiative for comparison, called Soul Wines Douro Project. This project has the objective of cooperation with 55 wineries, with status of small and medium-sized enterprises with public funds and a business association to coordinate, called NERVIR. It is mainly focused on marketing initiatives to promote Douro wines and brands internationally with participation in wine fairs, events, and others (Soul Wines, 2021).

Until the new Wine Route was not officially launched, some other initiatives to B2C (Business to Consumers) were created as Annex A3 shows an interactive map in the new website of the IVDP, with more information and better communication for mobile.

The new Wine Route was launched officially on 27th May 2021 with all the information regarding the regulation and plans in the official website (http://www.portoandnorthwineroutes.pt). Those initial documents were approved by all five members, including several adjustments in the final version (Porth and North, 2021). In accordance with that, it was approved by the *SPC* (IVDP) a budget to create a more structured communication plan to develop actions related with Douro and Porto region. Thus, the following sub section is focused on the possibilities and a SWOT analysis with being followed by the detailed Plan in the Analysis and Results of this thesis.

4.2.2 SWOT

A SWOT analysis is considered to evaluate and monitor the external and internal environment for the basis of the communication plan, as shown in the Table 7 (Kotler, 2015).

Table 7: SWOT analysis

STRENGHTS	WEAKNESSES
• Recognized region (1st demarcated and regulated wine region in the world) • Brand Awareness • Diversified region with different offers • Privileged location with access (Airports, navigable Douro River, trains) • Region with unique gastronomy and diverse identities • Historical and living heritage (landscapes, history, archeology, methods) • Wine representation (number 1 in production of PDO wines of Portugal) • Joint marketing for the region • Commitment to the location of origin • New interactive website • Presence of heritage elements of recognized excellence • Wine culture as an aggregating element of cultural, natural and landscape heritage	• Concentration on different scale companies (large and small Quintas) • Retention of young labor force • Accessibility access to different areas – without structure • Inability to form a qualified team • Inability to retain tourists for longer periods with different proposals • Lack of organization in the sector without cooperation and joint actions • B2C Marketing about the region • Absence of an integrated strategy for the territory with weak cooperation network between companies, public and private agents
OPPORTUNITIES	THREATS
• Political and institutional cooperation in promoting and communicating for new members, creating a network and clusters. • Different experiences (large number of companies in the region). Possibility of establishing relationships with the local community and preserving authenticity • Potential to reach new markets • Knowledge of visitor profile data and trends, creating a database • Generating added value for consumers • Information and cooperation with other regions of the Route • Promotion committed to the tourism agency of the Porto & North region • Economic recovery of tourism sector • Brand identification and consolidation with quality. • Training and development labor skills • Mapping and promoting events in the region (seeking to reduce seasonality) • Price repositioning • Affirmation as a tourist destination with excellence • Safe Rural tourism as a solution for Covid-19 pandemic	• Reduced number of tourists due to travel restrictions and Covid-19 • Lack of cooperative activities between different companies in the region • Lack of sustainability • Standardization of experiences offered • Loss of customers for competing destinations (Wine Tourism and Beach & Sun) • Dependence on the foreign market and travel restrictions • Conflicts between the economic valuation of properties and the preservation of the UNESCO Alto Douro Wine Region

Source: Own elaboration, 2021.

4.3 Marketing Strategy

4.3.1 Objectives

For the project, there are two aspects related to the markets, with a focus on B2B (Business to Business) and B2C (Business to Consumers). As a joint objective for cooperation and community creation, many of the proposals can be used together, with content to generate brand-awareness about

the Douro and Porto brand. The unique selling point is the new digital communication plan with a strong organization, the IVDP.

4.3.1.1 B2B

The main objective of the B2B approach is to:

- Create a communication plan for the new wine route, seeking adherents from the Douro and Porto regions. Initially reach 10 new members and 7 partnerships with bodies in institutions (goal related to approved plan of IVDP – *Quadro de Avaliação e Responsabilização 2021*).[1]

There are several sub objectives to be managed:

- Creation of storytelling related to the route;
- Creation of new innovative products for communication (gamification with interactive entertainment/education);
- Achieve greater visibility of the route;
- Development of the region (number of visitors, partnerships, new tourism initiatives).

4.3.1.2 B2C

For the B2C, the main objectives are:

- Reach 10.000 access in the interactive map in the next 6 months period (website accesses)
- Double the followers on Instagram (to 30.000)
- Achieve more 10.000 followers on Facebook (to 60.000)
- Produce a newsletter to wine tourism for new leads
- Double the views on YouTube (to 200.000)

Also, in similarity with the B2B in the last sub-section, it is pursued as sub objectives:

- Creation of storytelling related to the route;
- Creation of new community with customers;
- Development of the region (number of visitors, partnerships, new tourism initiatives).

4.3.2 Competition

Nationally, in Portugal there are 16 different Wine Routes, in different stages of their product life cycle, as shows Figure 7. The most developed one is the Alentejo Wine Route, created in 1997. With 24 members in the beginning, the route has evolved to 73 members nowadays. With a website displaying some information about the wineries and propositions. There is also an interactive map with a selection box with filters for each interest of the customer. In addition to the website, there is a marketplace for selling the wines of the members, so that customers can buy from the Alentejo

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[1] Optimistic goal is to reach the initial adhesion of more than 51 adherents in the first stage of applications.

Regional Wine Growing Commission (CVRA). A brochure about all the members is presented on the website, with a clean design and more detailed information about each member. The two Wine Routes of Vinho Verde, and the Wine Route of Trás-os-Montes won´t be considered as competitors in this analysis.

Figure 7: Portuguese Wine Routes on the Project Life Cycle curve
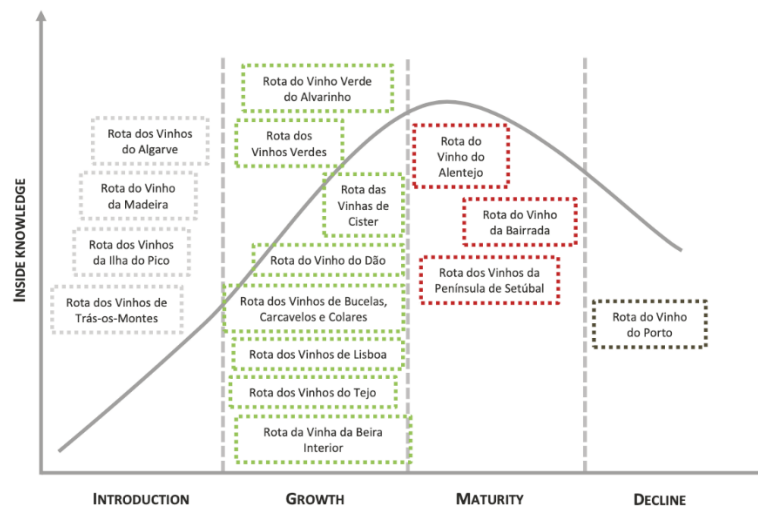
Source: Dimitrovski et al., 2019 (p. 322).

The main competitor related to wine tourism in the Western Europe context are Spain, with 32 different Wine Routes (Wine Routes of Spain, 2021). The main competitors considered are: "Rias Baixas Wine Route", "The Sherry and Jerez Brandy Route", "Wine Route Rioja Alavesa", "Wine Route Rioja Oriental" and "Wine Route Rioja Alta". It is a close destination, with a direct border and with similar kinds of styles related to wines.

Other important players worldwide are used as reference, with a correlation of their communication tools. The aspects defined to identify a unique element of each are shown in the Table 8:

Table 8: Communication elements on online platforms of Wine Routes

		Interactive Map	Design	Information / Brochure	Mobile friendly	Structure of selections / Filters	Strategic Plan / Call to action
1.	Alentejo Wine Route	X	X	X	X	X	X
2.	Coteaux, Maisons & Caves de Champagne	X	X	X	X	X	
3.	Stellenboch Wine Route	X		X	X	X	X
4.	Bordeaux Wine Trip	X	X	X	X	X	X
5.	Tasmania Wine Trail		X	X			
6.	Climats du Vignoble de Bourgogne	X	X		X		
7.	California Wines	X	X	X	X	X	X
8.	Tourism Barossa Wine	X	X	X	X	X	X

Source: Own elaboration, 2021.

4.3.3 Target Markets

In order to create the project, some priority markets were defined as targets. These were analyzed in accordance with: PPI2021 (International Promotion Plan IVDP 2021), the data about the tourist Revenues and visitors (section 4.1.4) and "Strategy for Tourism 2027" (Tourism of Portugal, 2017).

Firstly, the campaigns must be segmented and cover the main defined markets divided in two scopes. The first one is the markets IVDP indicates but is extremely important to analyze the data from international travelers regarding Revenues and number of tourists. The ones chosen after investigation are: Portugal, United Kingdom, Spain, France, Germany, United States and Brazil (1st). Some secondary target markets could be incremented in the distribution with specific actions in events IVDP will participate in, such as Denmark, Canada, Switzerland, Belgium (2nd).

The Portuguese market promotion will be a priority not only for Portuguese residents but also the international tourists that could be visiting the region and who don´t know about the possibility to visit the route.

Each campaign would be launched at a different time, as some of these countries could face seasonality problems. The creation of the ideal persona for B2B and B2C, as a reference, could be consulted in Annex A4.

4.3.4 Message, Strategy and Distribution
4.3.4.1 Message

This activity aims to increase the brand awareness, making the IVDP, the Douro and Porto region and its wines known to its audiences, in a massive, progressive, and consistent way. It should be interactive, with practical information and with valuable information/content. Mainly it will be made by digital marketing, with creation of content marketing, suitable to the importance of this area nowadays. This should be segmented with the promotion in four different languages to each target market: Portuguese, English, Spanish and French. As author Godin (2009) mentioned some years ago, the secret for example of Google Ads is that products are contextually relevant and presented to the most likely people to use them, as they know after you typed in a Google search a term that was interesting to that person. This is complemented by Godin (2018), with more influence in direct marketing with the rise of Facebook and Google, showing opportunities to achieve specific markets with the message.

The message should be related to 4 different perspectives, evolving a storytelling: To value the culture of the region ("Blend of places and people"); The variety of the products and experiences ("Blend of experiences"); Joint promotion ("Blend of companies"); Useful, Safe, Multimodal to revitalize the economy ("Blend of social economics benefits").

Moreover, some of the benefits to join and explore the Wine Route are considered:

○ Structured organization to develop and promote Wine Tourism

- "Visibility on the map" along with a strong promotion with IVDP and TPNP; approach new markets with brand enhancement
- Enhance members as premium destinations, along with the notoriety of their wines, strengthening the organization
- Differentiation and unique identity of the region, through promotion
- Protect the historic UNESCO cultural heritage and the landscape
- Promotion and exclusive access for members in the competitive national and international market
- Cooperation between members and development of better quality with value experiences for tourist's consumers
- Participation in actions, events, workshops, and social media with increased visibility

4.3.4.2 Strategy

It will be used for both B2B and B2C "Push" (35%) and "Pull" (65%) strategies for communication. The Push to create first the awareness of the Wine Route for adherents, but also to offer the possibility to join to cooperate, showing the benefits and objectives about it. On the other side in B2C it will be mainly used Pull strategies, so the customer will be pulled to follow the A´s (Awareness > Appeal > Ask > Act > Advocate) mentioned on the Chapter 2. As a lot of wine tourists are not in the Portuguese territory, the process of awareness to act would take more time and need more information to use the service. This Pull initiative will have a more long-term goal to the conversion of a client.

Another strategy to be used in association with storytelling that would apply to Pull strategy marketing, is the "STEPPS" principles by Berger (2013), mentioned in the Chapter 2. Regarding the first principle, the "Social Currency", some concepts such as learning about wine or travelling to unexplored places with exclusivity of a tour with locals that Wine Tourism can offer can leverage and give people ways to show their peers a different experience. The second principle would be to use "Triggers", designing products and experiences, online first and then offline in place with the people who already are customers. Thus, this could link to environmental status and create Douro and Porto as "Top of Mind" related to Wine Tourism in Europe. The third principle is "Emotion", which is one of the most important concepts to generate meaningful connection. This part can be explored in several ways and trying to create connections with nature, food, local culture and specially people. Also, the uniqueness of visiting the oldest demarcated and certificated wine region of the world and creating an especial bond to customers. This emotion can be shareable with others online and offline that would create the connection with our product. The fourth principle is "Public", which is related to making a product that could be placed as scalable and used by other peers and customers. Also, to start doing it as an online interactive experience to create desire for new customers, exploring and showing the uniqueness of the region for starting a dialogue/community with them. The fifth principle, "Practical Value", is important to highlight the different values and opportunities of several varieties of the region, offering huge diversification of experiences, packages and acquiring new knowledge while having fun

during travelling. To finish, the sixth principle is "Stories", where it can be developed the whole year with different markets and purposes, using nature, seasonal products, and experiences. The region should be messaged through all the histories people lived there, being integral and inseparable with those narratives.

4.3.4.3 Distribution

A new logo for the Port and Douro Wine Route was created for the Wine Route as Figure 8 shows. It should be used in campaigns, social media, communication on the website and other content marketing related to Wine Tourism to attract awareness and customers for the region.

Figure 8: Port and Douro Wine Route logo

Source: IVDP, 2021.

To complement and in accordance with the new Wine Tourism Route of the North of Portugal, all the communication of the joining partners also should expose the official logo, as shows the following figure (Figure 9), visually in online and offline communication so customers can visualize it.

Figure 9: New Logo "Wine and Wine Tourism Route - Porto and North of Portugal"

Source: Porto and North, 2021.

Regarding both different propositions shown above, Timothy and Boyd (2014), argues that if there are several Wine Routes in a region, each one should offer something unique, with specific characteristics and experiences. In the case of this communication plan, it is only focused on the Porto and Douro Wine Route territory, supervised by the IVDP.

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The distribution will be online due to the importance of the number of users in each target market as the following Table 9 shows:

Table 9: Global and target markets – Digital analysis 2021

	Global	UK	France	Germany	Spain	USA	Brazil	Portugal
Population (M)	7.830	68,05	65,35	83,84	46,75	332,0	213,3	10,18
Mobile Connections (M)	8.020	67,61	67,21	112,9	54,34	353,8	205,4	15,8
Internet Users (M)	4.660	65,32	59,47	78,81	42,54	298,8	160	8,58
Active Social Media Users (M)	4.200	53,00	49,60	66,00	37,4	240,0	150	7,80

Source: Own elaboration adapted from Data Reportal, 2021.

In all the countries there is a high penetration of mobile connections and internet users to be developed. The importance of social media is also remarkable, as a form to create content marketing to reach desired customers. This demands to adopt a strong and coherent digital presence with interactivity in the communication of Wine Tourism and ensures dissemination over the period on all platforms simultaneously, following target market segmentation.

4.3.5 Budget

The total project investment will be 71.000,00 € excluding VAT (Value Added Tax), approved by *SPC* of IVDP. It will be divided in two separated axis, as the following Table 10 shows:

Table 10: Budget divided in two axis

What	How much
• Planning, creation and implementation of an interactive map for the Tourism session on the new IVDP website. Use of platforms such as Platforms like (Google Maps, Mapbox, OpenMap).	Σ 20.000,00 €
• Planning, creation and management of digital campaigns, plus the management of social media networks and preparation of performance reports, with deliverables in: Realization of SEM, SEO and CRO strategies; • Ensure regular publications on social media: 1 monthly newsletter, 14 weekly posts on the Feed of Facebook and Instagram platforms, 2 daily Stories on Facebook and Instagram platform, 14 Twitter posts, 2 videos (3-5 min) on YouTube monthly, with 2 weekly posts on Shorts Beta; • Definition/planning of strategies to boost Digital Marketing; Creation of content marketing with images, videos, texts, email marketing, newsletter, blog for Facebook, Instagram, Twitter and YouTube; • Invest and controlling/reporting of campaigns and online activity according to identified KPIs Identification of online benchmarks for the wine sector and implementation of improvements for better campaigns searching to customers with high lifetime value; • Articulation with the promotion and communication service of the IVDP for the construction and strategic planning of the wine's promotional activity.	Σ 51.000,00 €

Source: Own elaboration, 2021.

4.3.6 Action Plan and Schedule

The action plan proposes six different phases to be made:

1) Situation Analysis;
2) Communication Development;
3) Implementation of communication;
4) Gathering information and feedback;
5) Remarketing/Retargeting to interact and attract new customers;
6) Monitoring.

The Figure 10 shows the action plan with a proposed schedule for the year 2021, including several different initiatives to be implemented.

Figure 10: Action plan and schedule - 2021

Phases	March 1-15	March 16-31	April 1-15	April 16-30	May 1-15	May 16-31	June 1-15	June 16-30	July 1-15	July 16-31	August 1-15	August 16-31	September 1-15	September 16-30	October 1-15	October 16-31	November 1-15	November 16-30	December 1-15	December 16-31
1. Situation Analysis																				
Current situation, trends, opportunities	█	█	█	█	█	█														
Presentation Communication Plan							█	█												
2. Communication Development																				
Creation of desired persona (B2C and B2B)					█	█							█	█						
Content marketing strategy for storytelling (review end of year)			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Definition, Creation and Launch of interactive map / Mobile friendly															█	█	█	█	█	█
Create an e-book of good practices in wine tourism 2021															█	█				
Create a sustainable guide for wine tourism 2021											█	█								
Create a monthly newsletter related to "Port and Douro Wine Tourism"									█	█	█	█	█	█	█	█	█	█	█	█
Create copywriting for publications, blog, email mkt, social media									█	█	█	█	█	█	█	█	█	█	█	█
Create a structure landpage for wine tourism new leads B2C and B2B															█	█	█	█	█	█
Webinars to communicate with B2B partners											█	█			█	█			█	█
Reinforce cooperation network campaigns with Tourism Board																				
Participation in events B2B (schedule PPI 2021)											█	█								
Capture of Image and Video production for launching Wine Route											█	█								
Image and Video production (360º VR Project)									█	█			█	█			█	█		
3. Implementation of communication																				
Campaign Safe Rural Tourism											█	█								
Campaign Video Launch Wine Route																				
Campaign Face Seasonality															█	█	█	█	█	█
Campaign Sustainability Award / Best practices																	█	█		
Publications Feed of Facebook and Instagram (2 daily posts each)									█	█	█	█	█	█	█	█	█	█	█	█
Publications Stories of Facebook and Instagram (2 daily posts each)									█	█	█	█	█	█	█	█	█	█	█	█
Publication Youtube Video (each 2 weeks + 2 weekly Shorts Beta)											█	█	█	█	█	█	█	█	█	█
Podcast - "Talk About Wine"							█	█	█	█	█	█	█	█	█	█	█	█	█	█
A/B Test related to storytelling design									█	█	█	█	█	█	█	█	█	█	█	█
App "Wine tourism Douro and Porto" Launch													█	█						
Strategy SEM, SEO and CRO									█	█	█	█	█	█	█	█	█	█	█	█
B2C - Campaigns Social Media									█	█	█	█	█	█	█	█	█	█	█	█
4. Gathering information and feedback																				
B2B - Events, Seminars, Round-tables, Presentations									█	█					█	█			█	█
5. Remarketing/Retargeting to interact and attract customers																				
B2B - Campaign Invitation to new members to join													█	█			█	█		█
B2B - Visits exchange with partners and potential new ones															█	█			█	█
B2C - On-going campaigns - Social Media											█	█	█	█	█	█	█	█	█	█
6. Monitoring																				
Monitoring campaigns in each social media									█	█	█	█	█	█	█	█	█	█	█	█
Develop a database with information and trends in the wine tourism market in the region							█	█	█	█	█	█	█	█	█	█	█	█	█	█
B2B - Communication publication first results Wine Route																			█	█
B2B - Conference in IVDP to celebrate 6 months of the Wine Route																			█	█

*Each colour change is a new action/content for the same initiative

Source: Own elaboration, 2021.

4.3.7 Controlling and Measuring

In accordance with the initiatives in the action plan, it is vital to control and measure the strategy chosen to promote each initiative. Without controlling and measuring each campaign there is no possibility to replicate or adjust to the best actions. Thus, a dynamic structure with permanent measurement to not only allow new partners to join but also to understand demands and needs from the companies and customers to reinvent for each challenge.

Moreover, for the B2B target it is structured a survey of 17 questions (Annex A6) about the results of the Wine Routes in Portugal, focused initially on the founding members of the initiative to understand the first steps of development, but also next steps for better development of the network for the future of the Wine Route.

In the B2C performance it is necessary to evaluate the goals, results, and achievements for the online platforms. A complete follow-up with the responsible agency/team regarding the campaigns should be measured every 2 weeks to adapt for focusing on the most important ROI (Return on Investment) in customers with higher CLTV (Customer Lifetime Value).

5. CONCLUSION

The Wine Tourism sector is a new business model in Portugal currently in process of changes that leads to the development of new innovative ideas. This impacts in several ways for the whole country of Portugal and the North region, especially the Douro and Porto regions, including social and economic benefits. The new Wine Route can generate direct impact in the image of the brand and region, resulting in more integration to the destination image worldwide. Despite the awareness of its importance, few players and companies know how to value the aspects of Wine Tourism in communication in the region. The more structured wineries, mainly big wine companies, use this and are investing in the area in the last years but the whole region could be better managed, in focus not only on economic revenues, but sustainability and respecting the heritage with a renovation to new models. The whole network development can create a highly cooperative network character in the region. This development and impact on the local scenario can impact the global scenario to the international recognition of the Douro and Porto, reaching brand awareness for "Top of Mind" related to Wine Tourism and its unique products, services and experiences offered in the region.

After analyzing the different analysis presented in this academic thesis and working in the IVDP, the author realized three important factors to achieve success in the Wine Tourism business, being them: Brand communication, Digital strategy, and Cooperation.

The brand of IVDP and wines of the region are already strong and respectful as the oldest demarcated and controlled wine region of the world (1756), being a recognized UNESCO Heritage Site. In accordance with this, it is necessary to communicate the benefits with the development of excellence content marketing for the digital world. By this way it is possible to achieve customers from all over the world and receive them with the same excellence the destination image can provoke. The importance of the digital communication strategy is essential to be a competitive destination of Wine Tourism, showing unique stories about the destination. It is important to make the connection and call to actions to customers to explore the incredible nature, land, wines, culture and people of the region.

On the other hand, it is extremely important to create a bond to cooperate in the region, promoting together the whole region network, enhancing the region as one and protecting the culture and landscape. The Porto and Douro area are the perfect scenario to explore wine and gastronomy as a unique destination. Those identities highlight the local people, making more true experiences to customers. Thus, a united ambient to structure the destination with a communication plan is necessary to achieve excellence on the new Wine Route initiative.

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ANNEXES

A1. Communication Wine Route All Around Douro

Instituto dos Vinhos do Douro e do Porto, IP

MATRIZ DE MERCADOS 2021

Critérios	Valor Total "Marcas Vendedores" Vinho Porto (TAM 09/2020)		Valor Total Categorias Superiores Vinho Porto (TAM 09/2020)		Volume Total "Marcas Vendedores" Vinho Porto (TAM 09/2020) (emCx 9Lt)		Valor Total Douro DOC (TAM 09/2020)		Evolução Total Mercado Valor (CAGR 2016/20 em %)		Preço Médio TAM 09/2020 (€ / Litro)		Evolução Preço Médio (CAGR 2016/20 em %)		Valor Ponderado	#	Tipologia
Ponderação	20,0%		15,0%		10,0%		20,0%		15,0%		15,0%		5,0%		100,0%	#	Tipologia
PORTUGAL	47 785 550 €	5	31 984 763 €	5	970 744	4	99 799 005 €	5	-0,20	2	4,51 €	2	0,26	3	3,90	1	Mercados Prioritários
E.U.A.	33 655 124 €	4	26 815 865 €	5	403 142	2	5 143 672 €	2	0,28	3	8,50 €	5	1,11	3	3,50	2	Mercados Prioritários
FRANÇA	46 387 746 €	5	12 050 007 €	4	1 285 192	5	2 146 797 €	2	-2,72	1	4,03 €	2	0,38	3	3,10	3	Mercados Prioritários
DINAMARCA	14 768 950 €	3	13 099 614 €	4	186 123	1	543 012 €	1	4,83	4	8,69 €	5	1,91	3	3,00	4	Mercados Prioritários
REINO UNIDO	29 376 890 €	4	31 984 763 €	5	513 798	3	5 035 761 €	2	-2,77	1	5,67 €	3	-0,36	2	2,95	5	Mercados Prioritários
BÉLGICA	20 095 694 €	4	4 719 494 €	3	488 775	2	2 955 197 €	2	3,99	4	4,49 €	2	-0,42	2	2,85	6	Mercados Secundários
HOLANDA	24 676 865 €	4	9 221 363 €	4	587 961	3	1 344 358 €	1	0,68	3	4,60 €	2	-1,09	2	2,75	7	Mercados Secundários
CANADÁ	8 808 736 €	2	9 019 329 €	4	104 886	1	12 321 078 €	3	1,99	3	5,39 €	3	-2,07	2	2,70	8	Mercados Secundários
ALEMANHA	8 269 712 €	2	4 471 633 €	3	157 198	1	5 267 101 €	2	5,30	5	5,39 €	3	1,82	3	2,70	9	Mercados Secundários
SUÍÇA	3 333 868 €	2	1 440 426 €	2	55 133	1	6 029 269 €	2	1,04	3	5,70 €	3	-0,80	2	2,20	10	Mercados Secundários
BRASIL	2 628 290 €	2	597 756 €	1	63 170	1	5 700 448 €	2	4,46	4	4,29 €	2	4,73	4	2,15	11	Mercados não Priritários
RÚSSIA	2 252 539 €	2	919 717 €	1	46 869	1	800 427 €	1	12,98	5	4,55 €	2	1,12	3	2,05	12	Mercados não Priritários
NORUEGA	1 701 492 €	1	1 714 660 €	2	16 838	1	1 741 811 €	1	10,05	5	4,70 €	2	-0,44	2	1,95	13	Mercados não Priritários
ITÁLIA	2 317 299 €	2	544 906 €	1	47 208	1	162 389 €	1	-1,70	2	5,63 €	3	2,46	3	1,75	14	Mercados não Priritários
POLÓNIA	674 228 €	1	463 283 €	1	13 198	1	1 999 213 €	1	7,70	5	3,68 €	1	-0,87	2	1,65	15	Mercados não Priritários
SUÉCIA	1 112 013 €	1	899 717 €	1	17 709	1	1 332 096 €	1	6,84	5	3,80 €	1	-12,82	1	1,60	16	Mercados não Priritários
AUSTRIA	907 419 €	1	380 057 €	1	15 081	1	212 806 €	1	-7,33	1	6,84 €	4	1,61	3	1,55	17	Mercados não Priritários
ESPANHA	2 907 776 €	2	583 282 €	1	68 686	1	312 155 €	1	-7,51	1	4,87 €	2	2,66	4	1,50	18	Mercados não Priritários
IRLANDA	1 236 998 €	1	629 720 €	1	20 739	1	299 433 €	1	-4,81	1	6,04 €	4	-2,05	2	1,50	19	Mercados não Priritários
REP. CHECA	743 157 €	1	412 836 €	1	16 365	1	122 659 €	1	-3,99	1	4,94 €	2	-0,58	2	1,20	20	Mercados não Priritários

A3. Draft Model for Tourism Section / Interactive Map presented to web developers (Desktop and Mobile)

Turismo   VISITAR
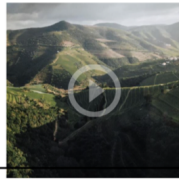
QUINTA DA CASA AMARELA

Sobre

A QUINTA DA CASA AMARELA SITUA-SE NA MARGEM ESQUERDA DO RIO DOURO, A MEIO CAMINHO ENTRE AS CIDADES DA RÉGUA E LAMEGO, NO CORAÇÃO DA MAIS ANTIGA REGIÃO DEMARCADA DO MUNDO - O DOURO, NA MANCHA CLASSIFICADA PELA UNESCO, COMO PATRIMÓNIO DA HUMANIDADE. ENCONTRA-SE NA POSSE DA MESMA FAMÍLIA DESDE O ANO DE 1885. A CASA DE HABITAÇÃO, RECONSTRUÍDA E AMPLIADA NO 1º QUARTEL DESTE SÉCULO, EMPRESTA O NOME À PROPRIEDADE, EM VIRTUDE DA COR AMARELA COM QUE SE ENCONTRA PINTADA.

A QUINTA É CONTINUADORA DAS TRADIÇÕES MULTICENTENÁRIAS DA REGIÃO NA ARTE DE BEM PRODUZIR O VINHO DO PORTO E O VINHO DE DENOMINAÇÃO DE ORIGEM DOURO. A TRADIÇÃO É, DE FACTO, PRESERVADA NA QUINTA. COMEÇA LOGO PELA VINHA, COM UMA IDADE MÉDIA SUPERIOR A 45 ANOS, INSTALADA EM TERRAÇOS SUPORTADOS POR MUROS DE PEDRA, ONDE A PLANTAÇÃO ACOMPANHA AS CURVAS DE NÍVEL E CUJA DENSIDADE MAXIMIZA O APROVEITAMENTO DA ENERGIA SOLAR E AS FRACAS DISPONIBILIDADES DO SOLO XISTOSO, EM TERMOS DE ÁGUA E NUTRIENTES. EM VINHAS COM ESTAS CARACTERÍSTICAS, A RENOVAÇÃO É LEVADA A CABO COM MUITO CUIDADO E PONDERAÇÃO, TENDO EM VISTA NÃO PROVOCAR DESEQUILÍBRIOS SÚBITOS NA QUALIDADE DOS MOSTOS. AS CASTAS PREDOMINANTES SÃO AS CASTAS NOBRES DO DOURO: TOURIGA NACIONAL, TOURIGA FRANCA, TINTA BARROCA, TINTA RORIZ, TINTO CÃO, TINTA AMARELA E OUTRAS.

Atividades

TODOS OS PROGRAMAS DE ENOTURISMO ESTÃO SUJEITOS A RESERVA ANTECIPADA, ATRAVÉS DO E-MAIL ENOTURISMO@QUINTACASAMARELA.PT, E A CONFIRMAÇÃO POR PARTE DA EQUIPA RESPONSÁVEL. A VISITA STANDARD DE ENOTURISMO À QUINTA INICIA-SE NORMALMENTE NA ZONA DE RECEÇÃO DA UVA; CONTINUA PELAS RECENTEMENTE RENOVADAS ADEGAS DE VINIFICAÇÃO; PASSA PELA INOVADORA CAVE DE BARRICAS, ONDE OS VINHOS DAS CAMAS SUPERIORES ESTAGIAM; MOSTRA A VINHA VELHA, UMA DAS VINHAS MAIS EMBLEMÁTICAS DA REGIÃO, ONDE É FEITA UMA BREVE DESCRIÇÃO DOS MÉTODOS DE VINICULTURA; LEVA OS VISITANTES AO LABORATÓRIO, ONDE SÃO REALIZADOS OS RIGOROSOS CONTROLOS DE QUALIDADE DE TODOS OS NOSSOS VINHOS; TERMINANDO NA CASA CENTENÁRIA, LOCAL ONDE É REALIZADA A PROVA COMENTADA DE CINCO DOS NOSSOS VINHOS INCLUINDO BRANCO, ROSÉ, TINTO E, POR FIM, O TRADICIONAL VINHO DO PORTO. NORMALMENTE, O LATE BOTTLE VINTAGE). OS VINHOS QUE SÃO PROVADOS E COMENTADOS NA PROVA SÃO USUALMENTE DAS ÚLTIMAS COLHEITAS DISPONÍVEIS NO MERCADO. A DURAÇÃO DA VISITA E PROVA COMENTADA É DE SENSIVELMENTE 90 MINUTOS E TEM UM VALOR DE 29 EUROS POR PESSOA.

Sustentável   Harmonização   Kids

Museu

QUINTA DA CASA AMARELA
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Travessa de Riobom 405 Riobom
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T: +351 254666200 | +351 962621661 | +351 965047650

www.quinta-casa-amarela.com
GPS: 41º 08' 22" N/7 º 48 ´ 03.4" W

VER MAPA

············· **Descubra mais** ·············

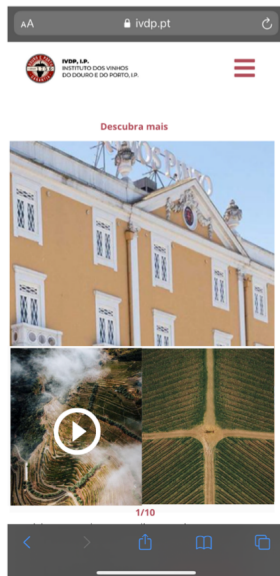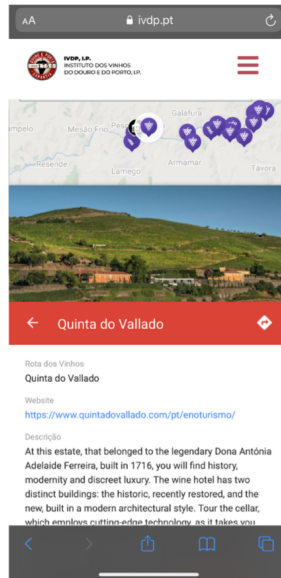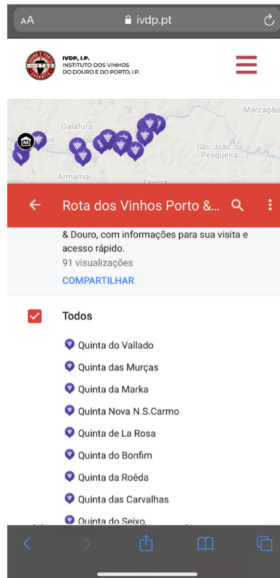| Sede	Delegação	Telefones	Email
Rua dos Camilos, 90	Rua Ferreira Borges, 27	+351 254320130	ivdp@ivdp.pt
5050-272 Peso da Régua - Portugal	4050 Porto - Portugal	+351 222071600	

IVDP, I.P.
INSTITUTO DOS VINHOS DO DOURO E DO PORTO, I.P.

ACESSO DIRETO
IVDP IP
Contactos
Política de Tratamento de Dados

ACESSIBILIDADE

REPÚBLICA PORTUGUESA | AGRICULTURA   COMPETE 2020   QREN QUADRO DE REFERÊNCIA ESTRATÉGICO NACIONAL   UNIÃO EUROPEIA Fundos Europeus Estruturais e de Investimento

INSTITUTO DOS VINHOS DO DOURO E DO PORTO, I.P. © 2021 | POWERED BY: pontopr   AUTENTICAÇÃO.GOV.PT   #ESTAMOS ON

Topo ^

Annotations (right margin):
- Campos para informação geral e sobre o programa de turismo. Produção do texto em português e inglês.
- Filtros para cada selecção
- Webseries da propriedade
- Galeria de fotos do aderente

A4. Creation of Persona for B2B and B2C

B2B Persona

B2C Persona

A5. Questionnaire for further research and measurement of results of the communication plan - Wine Tourism Douro & Porto

The 17 questions that make up the questionnaire are divided into three distinct sections (Context / Wine Routes and Cooperation / Future of Wine Tourism) involving only the theme of Wine Tourism (challenges, cooperation and future). The questionnaire aims to better develop the region and the results after 6 months of implementation.

- o   I declare that I have read the information about this survey and objectives of the studies, and I agree to answer the survey with consent for collection of my data.

_____
Name / Company / Job Position

_____
Email

1. What goals do you want to achieve with the wine tourism activity you develop? (Put as many options as applicable)
    - o   Complementing the wine sales business
    - o   Attract customers to *Quintas*
    - o   Get more revenue
    - o   As an instrument to promote the brand
    - o   As an instrument of regional cooperation
    - o   Others
2. What is your biggest challenge to ATTRACT visits from potential customers? (Put as many options as applicable)
    - o   Communication Tools
    - o   Location of the Quinta (lack of public transport or roads
    - o   Support from managers of the company
    - o   Regional tourism support
    - o   IVDP support
    - o   Others

2.1 What type of communication do you use (or did you use) to ATTRACT customers? (Put as many options as applicable)
    - o   Production of digital content (blog/newsletter/photos/videos)
    - o   Production of graphic material on physical media
    - o   Website development
    - o   Production of digital brochure
    - o   Production of physical brochure
    - o   Ads / Posts on Facebook
    - o   Ads / Posts on Instagram
    - o   Communication in Tourism Information Offices
    - o   Participation in fairs / events
    - o   Media / Specialized communication channels
    - o   Others

2.2 There was any investment in hiring companies or human resources for the development of communication? If so, which one?
    - o   < 1.000 €
    - o   Between 1.001 € and 5.000 €
    - o   Between 5.001 € and 10.000 €
    - o   > 10.001 €
    - o   Only time investment
    - o   None of the options

2.3 What other measures do you implement (or had implemented) to ATTRACT customers?

_____

3. What was the biggest challenge to implement your Wine Tourism project? (Put as many options as applicable)
- o Physical structure
- o Human Resources Profile (team trained for the tourism sector)
- o Lack of options on the propriety to complement the visiting program
- o Lack of regional options to complement the visiting program
- o Others

3.1 What have you done to solve these challenges in the implementation? (Put as many options as applicable)
- o Creating experiences
- o Training the team in another language
- o Training the team in history, wines, region, etc.
- o Regional integration with partners, complementing the experience
- o Improvement of the propriety structure

4. What do you most aspire to in your Wine Tourism activity? (Put as many options as applicable)
- o Increase number of visitors
- o Consumer recognition
- o Recognition by professionals
- o Increase of sales
- o To communicate better
- o Attract new consumers

5. What are your biggest challenges to communicate your wine tourism offer?
- o Communication of the Douro region
- o Communication of the Porto region
- o Northern Portugal Communication
- o Communication with travel agencies and partners
- o Communication with the Tourist Information Offices
- o Others

6. What is the target customer profile you want to attract?

_____

7. Which element do you consider to be the most differentiating factor for Wine Tourism in Douro and Porto? (Choose only one option)
- o Innovation in wine tasting
- o Landscape / Location
- o Gastronomy
- o Art & Culture
- o History
- o Others

8. Which of the following products, other than wine, do you offer to your customers? (Put as many options as applicable)
- o Craftsmanship / Local culture
- o Oil
- o Cheese & Smoked
- o Harvest Activities
- o Walking routes
- o Bicycle
- o Accommodation
- o Gastronomic experiences
- o SPA
- o Birdwatching
- o Adventure (4x4, Horse riding, Boat)
- o Tasting with elements other than wine
- o Others

9. What was the motivation behind the creation of the former"All Around Douro" private route?

_____

9.1 Have the initial objectives been achieved? If so, which ones?

_____

10. How do you characterize your experience as a member of the Douro and Porto route?

_____

10.1 Has the leaflet of the Route achieved the expected results? If so, which ones?

_____

11. Could you mention any successful initiative(s) that you have already carried out related to the network under the "All Around Douro" route? What about the new route?

_____

12. Can you identify any possible initiative (s) implemented that failed related to the expectations?

_____

13. Are you in favor of the creation of the new wine tourism route in the North of Portugal?

_____

14. Do you participate in any other institutions in the wine sector, gastronomy, regional or international tourism? If so, which ones?

_____

15. What do you consider to be a success factor in the wine tourism activity? (Put as many options as applicable)
   o Social Media Exposure
   o Number of Visitors
   o Number of sales of products on the propriety
   o Regional Integration
   o Brand recognition
   o Personal customer satisfaction
   o Repurchase online

16. How do you see your wine tourism business in the next five years?

_____

17. Regarding other wine tourism networks/institutes/companies that you know, which one do you most identify with?

_____