



**MASTER THESIS**

**DIGITAL MARKETING CONSULTING: HOW TO AUDIT THE  
ONLINE PRESENCE OF A WINERY AND THE CASE OF  
BODEGAS LOLI CASADO**

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## **ABSTRACT**

The covid-19 pandemic has caused a great shift in the way in which the world communicates and the wine industry is no exception. Now more than ever, it is crucial for businesses to have a strong online presence and digital marketing strategy. The student has used qualitative data along with hand-on working experience at a consulting firm for Spanish wineries to create guidelines for an auditing service. The audit is broken down into a step by step process with concrete examples from the audit of Bodegas Loli Casado. This audit analyzes the strengths and weaknesses of a winery's digital communication by getting to know the client, setting objectives, completing an external analysis, followed by an internal audit of its communication, and finally, creating suggestions for improvements. The results of the audit showed the kinds of improvements that can be made. Time restraints did not allow for all recommendations to be implemented but the project shows the potential effects each recommendation could have if implemented.

**Keywords:** Digital marketing, social media, public relations, Search Engine Optimization

## **List of abbreviations:**

**CRM**

**SEO**

**OCM**

## **1. INTRODUCTION**

### **1.1 *Description of the company***

Exitalia de Eventos S.L. is an international consulting firm located in Albacete, Spain. The company provides several different consulting services to over 40 Spanish wineries. The primary service provided by Exitalia is the handling of European subsidies aimed at the wine industry, particularly the OCM subsidy that provides financial support for the promotion of wine in countries outside of the European Union. Exitalia also offers strategic commercial consulting based on personalized objectives of each client. Exitalia analyzes the situation of each international market and works with their clients to define measurable and reachable objectives. They then create a promotional plan in line with the needs and budget of the client and assist them in the execution and evaluation of effectiveness. Due to COVID-19, Exitalia recently saw the need to diversify their strategic services, aiming to specialize less in in-person promotional activities and focus on digital marketing. The development of this digital marketing consulting service is the focus of the student's work.

Exitalia was founded in 2005 and was originally in the event management industry. When the economic crisis of 2008 arrived, the company shifted to the wine industry because of its growing potential and importance, particularly in the region of Castilla La Mancha. It has proven to be a strategy that is resilient to tumultuous times as they continue to grow even while the world is faced with a global pandemic. Exitalia's team is currently composed of 15 people and continues to expand. The structure of the company includes a Chief Executive Officer, a Chief Financial Officer, five Junior Consultants, and seven Senior Consultants. Each consultant handles three to five clients and the consultants are divided into different levels depending on the total economic value of their clients. The student's work is contributing to the creation of a new department related solely to marketing and public relations and is mostly unrelated to the processing of the OCM subsidy.

### **1.2 *Duties during the internship***

The student's duties include four services related to marketing and public relations that are offered to Exitalia's clients. There are six clients under the responsibility of the student, two of which are from Rioja, two are from Ribera del Duero, and two are from Castila - La Mancha.

#### **1.2.1 *Contact with wine journalists***

An important aspect of Exitalia's marketing services is wine journalism. The student contacts wine writers, magazines, and contests to submit samples of clients' wines for review. The primary countries of focus are the United States, the United Kingdom, China, and Japan. In

cases where clients are not requesting subsidies, European journalism is also included. There are selected contests and magazines considered influential for each country.

The United States places strong importance on reviews from top wine critics and magazines. These include, but are not limited to, *Robert Parker's Wine Advocate*, *Wine Spectator*, *Wine Enthusiast*, and *Wine and Spirits Magazine*. Wine samples are also sent to wine contests such as *Finger Lakes International Wine Competition*, *USA Wine Ratings*, *The Sommelier Choice Awards*, and *Texsom Wine Awards*. Bloggers and influencers are also considered key players in the wine trade service and are another priority for the public relations service. The student is in charge of researching potential influencers, bloggers, and other wine journalists and contacting them in order to create collaborations. Once the collaborations are established, the student must organize the shipments from the winery to Exitalia's office, arrange the samples, and prepare the packing lists and other necessary documents required by customs. Fostering an ongoing relationship with the press is also an important component of this line of work.

### **1.2.2 Familiarization trips**

Another service that Exitalia's marketing department offers is the organization of familiarization trips. These trips are requested by regional organizations or groups of wineries that are looking to make connections abroad. The trips can be organized for different reasons. For example, if a region is looking for exposure, they invite wine writers and influencers on a free trip to the region to visit wineries, restaurants and cultural sites and later write about it. Familiarization trips can also be for importers or distributors, both current and potential ones. Perhaps several wineries are seeking importers from a particular country and thus a trip is organized to introduce them. On occasion there are important importers and distributors in a particular market who have the potential to become an ambassador for the region to increase popularity and sales of the wine and a trip is organized to teach them about the winery, its surroundings, the area's gastronomy and history. The student organizes every detail of the trip, including flights, accommodation, transportation, and visits. This duty has not been fully explored by the student given the current travel restrictions due to the pandemic.

### **1.2.3 Digital Marketing Audit**

The focus of this paper will be the new digital marketing audit service that the student is in charge of developing. This includes an internal analysis of the winery's current digital communication, an external analysis of competitors and target market, and suggestions for improvements.

## **2. METHODOLOGY**

The methodology of this project is qualitative research. The student gathered information about tested ways of performing a digital marketing audit. The research consisted of studying the details that should be observed in an audit and adapting this concept to develop a service based on the client's needs. The student compiled information from several sources to determine the most efficient way to carry out a digital marketing audit for a winery, from sources such as Coyne 2020.

Apart from this research, the student took a course provided by the company about how to perform a digital marketing audit taught by Marina Francisco, a digital marketing specialist focused on the wine industry. The 6 hour course included information about the theoretical layout of an audit and a practical aspect of studying a website's SEO. The student consulted frequently with Marina Francisco about the auditing process and the project was, in part, a culmination of these conversations. Marina Francisco's dissertation about the influence of digital marketing on buyer decisions of frequent wine consumers was also consulted for this project.

There was a practical component of learning through the hands-on work completed during the internship, particularly through contact with clients and understanding their needs as well as constant collaboration with the experienced team at Exitalia. While working at Exitalia, the student used several tools for measuring the performance of online communication channels. These tools include SEMRUSH, a paid software that creates data for SEO statistics of a selected website and also suggests improvements for bettering the positioning on search engines. Another tool is SocialBlade, which tracks social media statistics and analytics. Several Google tools were used as well, such as Google Trends for understanding search trends and keywords to include in a website and Google Analytics to analyze a website's traffic. Wine-searcher.com is another tool that provides analytical data about wine products, their prices, and their search history over time in different markets. These tools are used throughout the project to draw conclusions and create a larger picture of the online presence of the client.

## **3. THE PROJECT**

The COVID-19 pandemic has caused a great shift in the wine industry's promotional tactics. For example, trade shows have been cancelled for two years in a row and border restrictions make it impossible to organize familiarization trips for press or importers. The entire world's communication has undoubtedly shifted to digital platforms. Wineries need to rely on their digital presence to speak for them in place of in-person interactions. More than ever, wineries are faced with the need to strengthen their digital communication strategies. The new digital

marketing service developed by the student is composed of a digital marketing audit as well as consulting for digital marketing improvement. In order to improve a winery's digital communication, it is crucial to understand its current performance. For this reason, the audit is performed before giving any recommendations. Based on the results of the audit and the resources available to the client, the student can suggest improvements to set in place and improve the client's digital marketing. For this project, the student is using the case study of a client named Bodegas Loli Casado in Rioja Alavesa.

### **3.1 Getting to know the client**

When beginning an audit, one must get to know the client. It is crucial to understand how the winery operates by asking a series of questions. It is important to know the winery's history, where the winery is located, how many employees they have, the languages in which they communicate, the sources of income, the countries to which they export if any, their current digital marketing and communication strategy, if they have a website or a web developer, if they have social media accounts and how they are managed, what other kinds of marketing they utilise, and if they have a budget for improvements.

A tool that can be used to better understand the client is a business model canvas. This tool gives a guideline for the questions that need to be asked in order to thoroughly understand how a client works. The business model canvas contains nine boxes, each with a different topic.

The student got to know the client by creating a form that asked the questions necessary to create a business proposal as well as through a video call interview.

In the case of Bodegas Loli Casado, the winery is owned and operated by the family. It was founded in 1920 by Loli Casado's grandfather who produced bulk wines. Later, it was handed down to Loli's father, who was the first to begin bottling the wines as well as aging in oak as has become the standard in Rioja. Her father named this line of wines "Jaun de Alzate" after a book written by the famous basque writer Pio Baroja. The winery then came into Loli's hands in the year 2000. She and her husband have worked to create a modern winery with new technology while preserving the original winery as a museum. They also created a line of more internationally palatable wines named "Polus" after one of the characters in the *Jaun de Alzate* novel. This line of Polus wines has allowed Bodegas Loli Casado to find international success in several different export markets.

Bodegas Loli Casado has 20 hectares of its own vineyards and produces 140,000 bottles annually. They produce classic Rioja wines with blends of Tempranillo, Mazuelo and Graciano as well as monovarietal wines of these grapes. They also produce white wine from Viura. The winery's sales are approximately 70% domestic and 30% international, with main markets as Switzerland, Germany and the United States, particularly California and Ohio.

They would like to continue to grow internationally into more states in the United States as well as Japan and China.

The only full time employees of the winery are Loli Casado and her husband, Jesús. Loli and Jesus handle everything from production to sales. They have one employee in the cellar for several months of the year and they hire people to work in the vineyard seasonally such as for harvest and pruning. Loli and Jesús have two sons who work elsewhere but assist with some of the operations in the winery. Their oldest son created the current website in April 2020 along with an online store. Their youngest son carries out some of the social media marketing aspects such as content creation and posting. They also work with an influencer who helps them to run their social media accounts.

### **3.2 Setting Objectives**

The second step in any audit is to lay out the objectives. The audit is done to understand the winery's strong points and the points that can be improved. It is necessary to know what the desired outcome of the process will be. To do this, the student must become familiarized with the clients goals. It is crucial to know what the winery is currently doing and what they hope to do in the future. Some examples of possible objectives are:

- To create brand awareness
- Generate sales opportunities
- Generate dialogue with clients
- Raise the value of your product
- Enter new markets
- Strengthen the presence in current markets

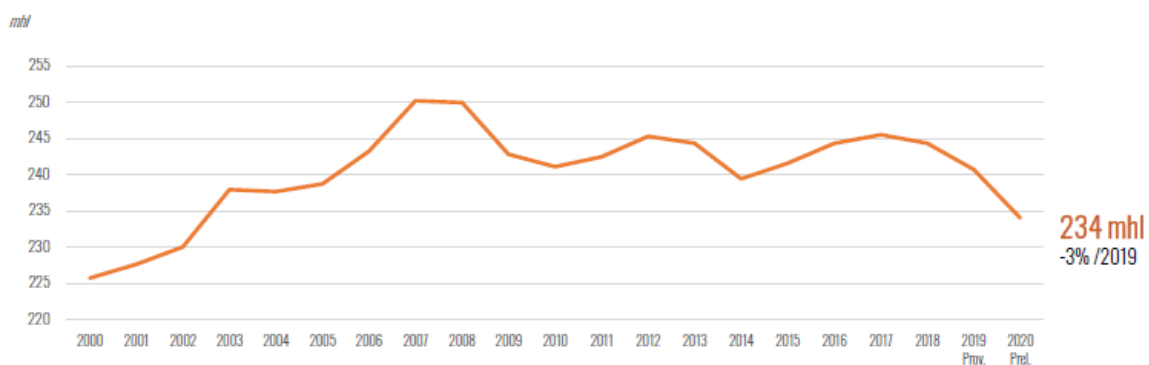
In the case of Bodegas Loli Casado, there are two main objectives. The primary goal of improving their communication is to diversify their streams of income. The idea is to strengthen their wine tourism, their online sales, and enter new markets abroad. The markets abroad which they wish to penetrate are new states in the United States, as they are currently only in California and Ohio, and they wish to enter Japan and China as well. In regards to their online sales, they currently sell about 200 bottles per month on their website's store but hope to increase this as well as enter new e-commerce sites. The other objective is to become a reference point for their region, Rioja Alavesa, and to be known not only for their high quality wines, but also their wine tourism and digital presence. They wish to become a winery that is aimed at the upper middle class with prices that reflect this. In order to meet these goals, the next step is to perform an audit that will display all of the things the client is doing correctly and all of the things that have room for improvement.

### **3.3 External Analysis**

The external analysis takes into account all of the relevant information from the external world that is pertinent to the case.

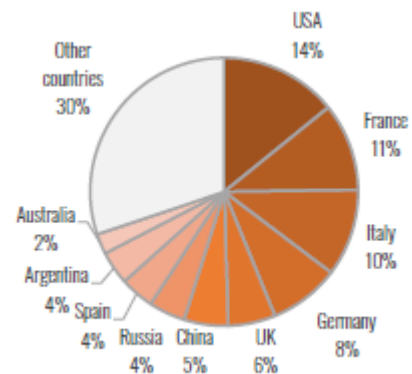


In the external analysis for Bodegas Loli Casado, information from the OIV's *Report on the State of the Vitivinicultural World* is included. Information on the state of the world of wine pertinent to this case includes statistics and trends from 2020 and the predictions for the future. Based on the OIV's findings, as seen in Figure 1, global consumption decreased 3% in the year 2020, similarly to the decrease that occurred in the financial crisis of 2008-2009. This was due in large part to the closure of the HORECA channel in many countries because of the pandemic. Another trend that is causing this decline is the lowering consumption of wines in China in the past several years (State of the Vitivinicultural World 2021).



**FIGURE 1:** Evolution of global wine consumption: Graph from the OIV 2020 State of the Vitivinicultural world Report (OIV, 2021)

In regards to the highest consuming countries in the world, the United States takes first place with 14% of total global consumption. Figure 2 shows that the top five countries are USA, France, Germany, Italy, Germany, and the UK. These five countries make up 50% of total global consumption. The first ten countries make up 70% of global consumption. This is pertinent to Loli Casado's case because it allows for a focus on markets with high consumption that will allow for an efficient diversification of her exportation.

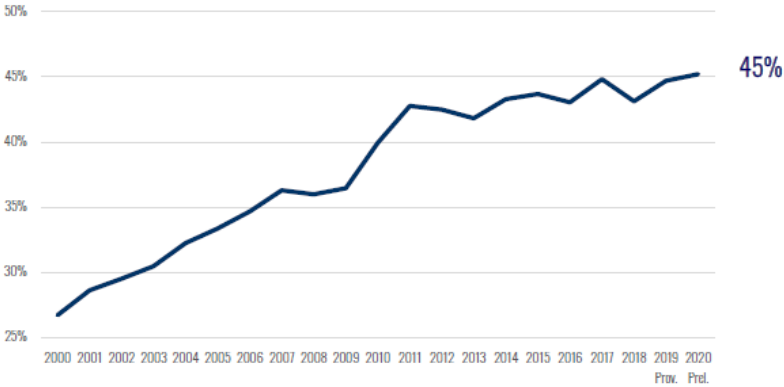


**FIGURE 2:** Wine Consumption by Country (OIV, 2021)

The year 2020 also saw changes in the formats in which wine is sold. For the first time in 20 years, there was a decrease in the amount of wine bottled in the 750ml format. There is an increase in other formats of selling wine, particularly bag-in-box. The bag-in-box format saw a 12% increase in volume and a 7% increase in value. This means that more wine is being sold in bag-in-box but at lower prices than before.

There was not a noticeable shift in the volume of wine exported in 2020 in comparison to the previous year. However, there was a 6% decrease in the value of wine exported, meaning that prices were lower than the previous year. This is in line with the tendency that in times of crisis, premium wine sales suffer while value wine sales thrive.

The market internationalization index is 45 and the trend is a continuous increase for the past few years as can be seen in figure 3. This index shows the amount of wine consumed that has been exported and imported. An index of 45 means that almost half of all of the bottles consumed globally have crossed at least one country’s border before consumption.



**FIGURE 3:** *Market internationalization Index and its evolution over time (OIV 2021)*

Trends and tendencies in the market can also be useful when it comes time to make recommendations for the client. There are many trends that have come into fashion over the course of the last year, some of which are temporary while others are here to stay.

Due to the pandemic, people were forced to switch their consumption from the on-channel to off-channel. Restaurants, bars and hotels are regular places for wine consumption but many have been closed for months at a time during the pandemic depending on the region in the world in which it is found. People are consuming more wine in their homes than before and are also interested in being able to purchase from home to avoid entering crowded stores and supermarkets. This has caused a steep increase in wines sold in e-commerce. Wines are delivered directly to people without the need to expose oneself to leaving their homes. In fact, according to a Live-Ex report on the State of the Fine Wine Market in 2020, “Google Trends saw significant growth in search terms such as “buy wine online” and “wine delivery.” This is a trend that is here to stay. Digitalization continues to grow in all aspects and wine sales are no exception.

Another trend that has seen a lot of traction and will continue to grow is different formats of packaging. There has been a steep growth in the bag-in-box format over the past year, primarily in the 1.5 liter format. This is a convenient size that allows for storage in the refrigerator door and keeps the wine fresh for up to several weeks. This kind of convenience

is what drives the new formats of wine packaging. A similar thing is occurring with canned wines, though on a smaller scale. Canned wines are convenient for storing in the fridge and taking on the go. Easily transportable formats that do not require a wine key to open are popular among the younger generations that value convenience more than a luxury product as wine is seen by older generations. The perspectives of these different formats are changing globally because high quality wine producers have begun to sell their wines in this way, proving that high quality wine does not need to always come in a bottle. Another factor that benefits these formats of packaging is the environmental impact. These formats are much lighter than glass bottles, therefore lighter to transport, thus reducing the carbon footprint of the wines.

Environmental impact has affected the wine industry in more than just its packaging formats. The past several years have set a large importance on sustainable wines. This includes sustainability not just of the environment and the company, but the people of society as well. Consumers want to buy products that they feel good about purchasing and consuming. Organic and biodynamic wines that respect the earth by adding fewer harsh chemicals and additives are already a very strong trend that continues to grow. Vegan wines are also seeing a growing importance. These wines appeal to different lifestyles and markets that cannot be ignored. This is an aspect that provides double benefit. It is good for the world and good for sales.

Another tendency in regards to interest and consumption include the growing affinity for wines that are representative of their regions. Many consumers are tired of trying the same international varieties with no sense of place. There is a growing interest for wines that speak of the culture of their homeland, through representation and storytelling. This could benefit Bodegas Loli Casado because of their strong basque heritage. The wines are named after an important book in basque literature which could create a very interesting marketing strategy that has not yet been explored by the company. This can also translate to the grapes which are used to produce wines. Consumers are looking for interesting ancestral varieties and grapes that grow autochthonously in a region. In the case of Rioja Alavesa, Tempranillo, Graciano, Mazuelo and Viura are all grapes that are representative of the region and compose the wines of Bodegas Loli Casado. Another way to express a region's style is through traditional practices of winemaking. Rioja Alavesa is also known for its carbonic maceration wines which could be an interesting new product for Bodegas Loli Casado.

### **3.3.1 External Analysis of the appellation**

In order to get a full picture of a company's environment, it is important to not only look at the macro factors of the market but the micro factors of its immediate surroundings as well. Understanding the situation of the appellation, the resources it has, the image of the region

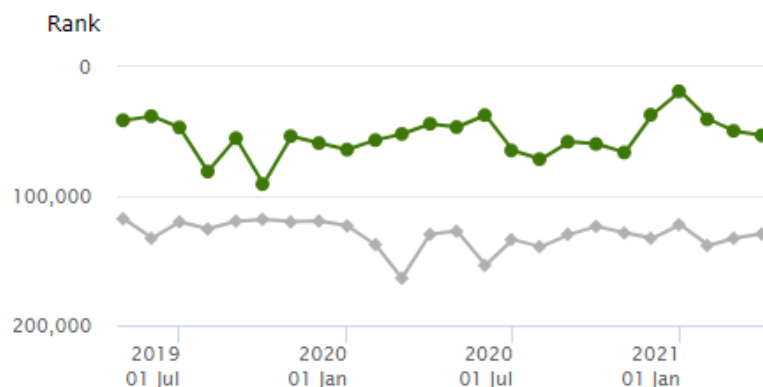
worldwide, the organization, positioning and other factors that can affect the winery is a crucial part of an audit.

The Denominación de Origen Calificada Rioja (DOCa Rioja) has a strong brand name with important brand recognition world wide. The DOCa Rioja has come up with a five year marketing plan to strengthen the brand's presence in international markets. According to Meininger's Wine Business article, *Rioja's Ambitious 5 year plan*, the sale of Rioja wines has grown 8% within the United States in the past year. The hope is that 40% of the denomination's total production will be exported within the next five years. Other important avenues that DOCa Rioja wants to focus on are wine tourism and sustainability. Wine tourism is an important source of income for the region as it supplies not only wineries, but restaurants, hotels, and other businesses as well. It stimulates several areas of the economy and further helps to prevent the diaspora from rural Rioja to larger cities in Spain. It is important to point out that the original objectives laid out by Bodegas Loli Casado are aligned with the objectives of the region's five year plan. Sustainability, though not one of the core factors of Bodegas Loli Casado's objectives but rather a means to accomplishing them, is the conversion to organic vineyard practices to ultimately receive organic certification from the European Union. The fact that the DO's objectives line up with Bodegas Loli Casado's objectives means that they will be working in the same direction which will facilitate their achievement.

A winery's positioning within its region can provide insight on its current standing and what can be achieved. In the case of Bodegas Loli Casado, the winery has been featured in Tim Atkin's *Rioja 2021 Report*. Tim Atkin creates a ranking system of the wineries in La Rioja every year using a system similar to that of French grand-crus. There are 6 "crus" in Tim Atkin's report of La Rioja (Atkin, 2021). Within this classification, Bodegas Loli Casado is ranked as a 5th cru. This is a huge honor for a family business like Loli Casado as there are almost 700 wineries in the region. Qualifying as a 5th Cru in Tim Atkin's report is a great accomplishment, but also allows for room to grow and improve.

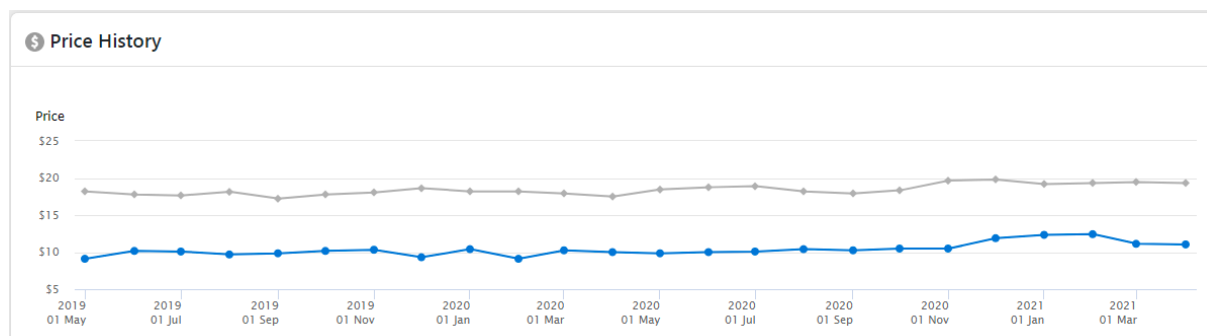
*Wine-Searcher* is particularly useful for understanding a winery's positioning by finding points of sales for specific wines, the ratings, prices, and search history over time. When we search for Bodegas Loli Casado's wines on Wine-searcher.com, we are able to see its comparison with other red blends from La Rioja and how the price history and popularity have evolved over time. Though it does not take into account the different ageing levels of joven, crianza, reserva and gran reserva, it allows the user to get a clearer picture of how the wines compare to others in the region.

Jaun de Alzate Crianza is the winery's most popular wine on the Wine-searcher. The website creates a rating based on the frequency a wine is searched in comparison to others, a rating closer to one is better because it means that it was searched more times.



**FIGURE 4:** Evolution of the search ranking over time. The green is Jaun de Alzate Crianza and the gray is an average of red wine from Rioja. (Wine-Searcher.com 2021).

In the case of Jaun de Alzate Crianza, it is ranked as #53,047 whereas the wines of Rioja average around #129,24 as seen in figure 4. This means that Jaun de Alzate Reserva is receiving much more attention than the average Rioja wine and Figure 4 shows us that it has always been popular. In January, a peak can be observed, around the same time Tim Atkin's report of the region was released.



**FIGURE 5:** Price history of Jaun de Alzate Crianza (in blue) and the average Rioja red wine (in gray) (Wine-searcher.com 2021).

The price history for the Jaun de Alzate Crianza shows that the current average price is \$11. The average price of a red wine from Rioja is \$19. Figure 5 shows that the price of this wine has always been lower than the average. As mentioned before, this could be in part due to the fact that it is a crianza while the more aged wines have higher prices. At the same time, we can assume that more younger wines are sold because they are usually less expensive and easy to drink. Therefore, it is safe to assume that Jaun de Alzate is priced too low.

### 3.3.2 Competitors

Looking at the competitors gives a stronger understanding of the client's positioning in the market. The student selected competitors based on several factors. The first factor is the product. The competitors are ones with similar wines to Bodegas Loli Casado, of a similar

quality or quality which they want to achieve. The second is their digital communication. Competitors were chosen based on the quality of their website, social media, and SEO in order to see where Bodegas Loli Casados stands and where it can improve. Each of the competitors is also in the Rioja Alavesa region, which allows for the client to understand its positioning within its environment. The competitors chosen for Bodegas Loli Casado are Paco Garcia, Zugober, Bodegas Altún, and Luis Cañas. These companies can act as inspiration for Bodegas Loli Casado when updating their current communication strategies.

Bodegas Paco Garcia stands out for its strong brand image and brand recognition. They have the famous hand print of Paco Garcia as the logo and it is instantly recognizable. Their products are quality wines in the same price range as Bodega Loli Casado. The student analyzed their web page which has a simple scandinavian style design. The website's content is direct, easy to read, and includes all of the necessary information. A point of interest is their "Movimineot Paco Garcia" which is a sort of wine club that promotes brand loyalty using discounts and other incentives for its members. Their social media pages were analyzed and it was found that their most used platform is Instagram, where they have 3,600 followers and an engagement rate of 5.86%. Facebook is also frequently used where they have 5,000 followers but less interaction. The winery has a twitter and youtube account that have not been used in the past two months. Their content seems to be professionally made and in line with a strategy.

Bodegas Zugober is recognized for its traditional yet modern touch, having influence from the youngest generation of the family's winemakers that is evident in their communication. They have a diverse range of wines, all with tasteful labels that speak to millennial consumers. Their website is in a static format, meaning all of the information is in one page that can be scrolled through or specific areas can be reached by clicking the selected topic. This is a way that clicks can be reduced in order to increase usability. The images of the wine bottles are large, easy to read, professionally digitized, and display the wines in an attractive way. At the end of the static page, there is a contact form that facilitates communication between the winery and the consumer. Their most used social media page is Instagram, with 760 followers and a strong engagement rate of 6.44%, though there does not seem to be a clear strategy. Therefore, Zugober is considered a strong competitor in terms of its brand image and website but not social media pages.

Bodegas Altún also has a strong communication strategy that is influenced by its youngest generation. Their wines are much higher priced than those of Bodegas Loli Casado, though they are from the same region. This winery has created the image of a high quality product for upper class consumers, which is one of the objectives of Bodegas Loli Casado. Their webpage is static similarly to Zugober. The first image we see on Altún's web page is a beautiful, large picture of their landscape which invites the user to continue using the page.

The page also presents detailed interactive maps of their vineyards which is a great tool that allows the user to engage with the site. They have also adopted an idea similar to a wine club, where members receive their shipments in attractive wood boxes rather than simple packaging as well as early access to their new releases. Bodegas Altún has high engagement rates on their social media pages, particularly instagram where they have 1,000 followers and an engagement rate of 8.61%.

Bodegas Luis Cañas is a referential winery of the region, and though it is larger in size than Bodegas Loli Casado, much can be learned from them. Luis Cañas website style is a bit outdated but has an attention grabbing video at the top of the homepage that is a good way to keep the user on the page. Bodegas Luis Cañas also has a wine club to promote brand loyalty and it has several different tiers. The page's SEO is very strong because they use paid keywords to increase web traffic. Bodegas Luis Cañas has a strong following on social media with 12,000 followers on instagram and 15,000 followers on twitter. Despite having high follower numbers, their engagement rate is 3.3% which indicates that they could possibly be purchasing their followers. They post very frequently on these two pages and have a clear strategy across both channels.

These competitors each have their own strengths and weaknesses and can serve as learning tools for Bodegas Loli Casado. Many of these sites also have clear, clean simple styles with white backgrounds that facilitate legibility. In almost each winery, we see clear examples of wine clubs as a tool for fidelization. They also make use of contact forms on their webpages. In terms of social media, the majority have strong follower counts with varying levels of engagement, but the ones with clear strategies prove to prevail. All of these points can be used by Bodegas Loli Casado as implementations to improve their own digital communication.

### **3.3.3 Benchmarking**

Benchmarking is a tool that allows for a deeper understanding of other products in one's immediate environment. A blind tasting is done to determine how the wines compare and which are best adapted to the target market. In this comparison, prices are taken into account, be it the same price range, lower, or higher, to understand the value of the products. A tasting grid is used to analyze the wines and later quantify the results. Not only are the similarities analyzed, but the differences as well. It is important to find what differentiates the client's brand from others in order to create a competitive advantage. In this way, the client is able to find a niche in the market that has yet to be filled or find a demand that is not satisfied by mass produced wines in the market (Porter, 1979). Positioning within the client's environment is a defining element that requires taking into account six criteria (Mora, 2016). The elements to take into account when defining positioning are:

- Simplicity in communication

- Attractiveness based on price, innovation, and design
- Differentiation and what makes the brand stand out from the rest
- Benefit generated. This can include benefit for local patrimony, health benefits such as is the case with organic wines, or benefit for the planet
- Credibility that can be established by the expression of an authentic terroir, a good enologist, a brand's history, or history of the region.

Though the student researched the process of benchmarking as a useful component for an audit, the time limitations did not allow for this part to be performed during the internship.

The benchmarking will be performed upon visiting the client in order to taste all of the wines at once. Before going to visit the winery, wines from the competitors will be selected to be compared with those of the client. These wines will be on par with each reference of Bodegas Loli Casado. For example, the Jaun de Alzate crianza will be compared to other traditional crianzas from the region. This benchmarking will allow the client to get a clearer image of where they stand within their appellation as well as how they can use it to their advantage. Are their prices right? Are they entering the correct markets? All of this information allows the client to make informed decisions moving forward.

#### **3.3.4 Target Market**

It is crucial to make sure that marketing efforts are being directed towards the right target market. When asked about her current market, Loli communicated to The student that it was men, 55 years old and above, in medium sized towns of Spain. The student proposed new target markets, one for each of the objectives.

According to the course taught by Marina Francisco, the target market can be chosen using tools such as the empathy maps and buyer personas. The empathy map is a format that allows the user to decipher the emotional needs of their ideal consumer by analyzing 6 aspects. The buyer persona technique involves the creation of a fictitious person and hashing out every detail of their life, such as their exact age, where they live and what kind of job they have. This is a way of getting to know the target market better in order to more effectively reach them.

The proposed new target market for Spain was chosen based on research from the *Interprofesional de Vino de España* about wine consumption in Spain. Spanish wine consumers were broken down into 5 categories based on their age, gender, consumption habits, and knowledge of wine. Within these 5 categories, the ideal target market for bodegas Loli Casados is the interested occasional consumer. This group makes up 25% of all consumers in Spain and is identified by the fact that they do not only exclusively drink wine, but they are interested in wine and curious to learn more. For this market, wine is attached to good moments shared with friends and family. They are equally men and women and are between 35-54 years of age. This consumer is equally interested in red wines and white



wines and tends to drink pleasant wines. They see wine as an opportunity for new experiences and are willing to spend more money on a wine that is recommended by a friend or a sommelier. The age range of this group is one that is moderately active on social media to stay in the loop and makes occasional purchases online (Interprofesional del Vino Español, 2020).

In the case of Bodegas Loli Casado's potential export markets, the student looked at the United States as an example of the target market abroad in which the winery should focus. According to *Wine Intelligence*, American wine consumers can be broken down into 6 distinctive groups. The group that Bodegas Loli Casado should target is the largest group in the United States, making up 32% of habitual drinkers, and is known as the "Premium Brand Suburbans." The consumers are frequent wine drinkers, primarily for informal occasions. Their frequent consumption leads to a strong understanding of the product. While they enjoy drinking a broad range of wines, they also have their favorite brands and regions to which they are loyal (Giles, 2019). They consume primarily off-premise and appreciate good value. Bodegas Loli Casado has the backing of the DOCa Rioja brand which makes it a classic and recognizable style that appeals to this group. The prices of Spanish wines are affordable in relation to Californian wines and make them a good value for any "Premium Brand Suburban" consumer. It is also important that this group of consumers is loyal to wines that they know they will enjoy, thus if Bodegas Loli Casado should aim to achieve brand loyalty with this segment.

Lastly, the student selected a target market for Bodegas Loli Casado's wine tourism. *Rutas del Vino España* published a study about the demographics of wine tourists in Spain in 2019. According to the study, 75% of wine tourists in the nation were Spanish and 25% were foreign. 2021 will see an even higher percentage of Spanish wine tourists due to the pandemic, limits on travel, and fear of traveling. As mentioned earlier, DOCa Rioja is focusing on wine tourism as one of the pillars of their current strategic plan. Within the plan, the denomination plans to place a large importance on families. This group spends the most money per stay and is more likely to visit the same destination more than once. These are people that live busy lives and a wine tourism trip allows them to slow down, get in touch with all of their senses, and spend quality time with their family (Vinetur, 2020) . The target market for Bodegas Loli Casado should be Spanish families, particularly those from important feeder markets like Madrid, Barcelona, and Rioja's surroundings. This target market allows for creativity and innovative activities. Some of the things that could be attractive to families include live music, games like an escape room, experiences with animals, and other unique experiential activities that make the winery stand out.

### **3.4 Internal Audit**

After completing the external analysis, the internal audit begins. The internal audit consists of deeply analyzing the client's digital marketing and online presence. First, it is necessary to establish if the winery has a website, an online store, social media accounts, paid ads, and email marketing. Each of these factors is analyzed in depth and recommendations for improvements are made.

### 3.4.1 Website

The website is the nucleus of all digital communication and its analysis takes into account design, content, and usability.

In regards to the design, one must look at if the brand image is being communicated through the use of the color palette, the images and their quality and attractiveness. The fonts being used should be legible and the logo and favicon should be present. The pages should not be overly packed with content, specifically text. Overall, the design should be practical, straightforward, and visually appealing to the user.

In regards to content, the information on the website should be up to date and clear to understand. The content should be relevant and effectively incorporate storytelling or information that creates an emotional response in the user. Consumers do not remember what is said or done, but they remember how they are made to feel. It is important to include languages that are understood by prospective export markets and the information should be correctly written without spelling or grammatical mistakes in order to communicate professionalism.

A website's usability means that it should be intuitive and easy to navigate. The website needs to be responsive to all kinds of devices including desktops, tablets, and cell phones.

The website pages should load quickly and use quick and simple links. It is good to have a reduced amount of clicks necessary to arrive to any page within the site to facilitate browsing.

The use of forms to ask questions or make reservations is also recommendable.



**FIGURE 6:** *Homepage of Bodegas Loli Casado's website*

In the case of Bodegas Loli Casado's website, the site was created in 2020 by their oldest son using WordPress. As seen in figure 6, the colors used are the ones established in the company's corporate image manual, including tones of beige and black. The background of the website is completely black, which makes the text difficult to read in some areas. Dark backgrounds can draw attention away from loaded content and are better for minimalistic websites. Using black can also cause an emotional response related to elegance and mystery whereas a white background creates a more inviting atmosphere.. The website's images are all of an appropriate size, less than 100kb, and allow the pages to load quickly. The majority of the images, however, have a beige and black filter which does not let their natural colors shine through, particularly with the black background. One very important detail is the images of the bottles which are blurry, difficult to read, and show the light's reflection. In terms of the logo and favicon, both are both present and well done. The font of the website is the same as the logo, which is fine for the logo but a problem for the legibility of the content. For content, it is better to use a *sans serif* font in order to improve ease of reading. Overall, the design includes all of the necessary elements and is intuitive to navigate. A design fault on the homepage is the sizing of the initial image. It is a picture of a sunset over the vineyards of the winery with a quote describing Bodegas Loli Casado. The problem is the picture is too large and one has to scroll down to see the quote and the second half of the image. When someone arrives to the website, it should immediately draw them in and engage with them; and if there is no content without scrolling, this is not occurring.

In terms of usability, the website is easy to use and adapts to mobile devices as well. In order to improve usability, the website should reduce the amount of clicks required to arrive to some of the pages. Using *SEMRUSH* software to analyze the usability of the website, the student found that 23% of the pages require 3 or more clicks to arrive. It is ideal to have fewer clicks so that users are more likely to find information quickly and efficiently and thus, spend more time on the site. The student also found several broken links when clicking throughout the page. These broken links damage the user experience and need to be corrected or removed. Another way in which usability can be improved is to create forms that allow for communication between the winery and the client. This is as simple as creating a "Contact Us" page with a box for a message and an email address and the message arrives directly to the company email. The website includes a phone number and an email address, but users in this day in age often do not want to call and it takes more effort to open an email than to simply send it directly from the website.

Bodegas Loli Casado's website also includes a blog, which is a great way to communicate news, awards, and other things that are occurring at the winery. However, this blog is updated only a few times per year and could be done more regularly in order to improve the

diffusion of information. The blog is a great way to incorporate keywords which also improve SEO.

### **3.4.2 Online Store**

An audit of an online store contains many of the same components at the website, but there is the added component of the delivery of the product.

When opening the online store for Bodegas Loli Casado, the first thing one notices is the blurry bottle images. The logos are illegible and it does not entice the client to purchase from here. In order to purchase a bottle, one must open an account. This means inputting name, address, email, and creating a password. It is not complicated, but it is an extra step that may deter some people from purchasing. As mentioned earlier, it is best to reduce the amount of clicks in order to facilitate actions on the website. This is especially important when it comes to purchasing. The digital era has created impatience in people and added steps that seem like an inconvenience will simply not be completed. When one completes a purchase, there should be a box that gives consent to send them emails about updates and discounts. This way, the winery can collect its clients' information and stay in touch.

In order to access the complete user experience of purchasing from the online store, the student purchased a bottle through the website. The delivery was very quick and the bottle arrived the following day. However, the packaging of the bottle was not appealing. It came in a styrofoam box closed shut with tape that reads "Bodegas Loli Casado" but the tape is layered and the words are practically illegible. In the package comes only the bottle. This delivery serves as another point of contact with the client and the winery is not using it to its full benefit. The winery should improve the packaging in which the bottles are sent and include a flyer of some sort inside of the package. This flyer can be a "thank you" for purchasing, a postcard of the winery, or an informative flyer with other products or upcoming sales.

### **3.4.3 Social Media**

The first step in auditing a company's social media presence is to find out which platforms are used and if there is an incorporated strategy for each of them. Each separate platform is analyzed individually for their number of followers, follower count growth, reach of publications, interactions, and engagement rates.

Bodegas Loli Casado is present on Instagram, Facebook, and Youtube. There is no clear strategy in place throughout the platforms and Loli has confirmed that they post content as the content arises, with no clear planning.

Instagram is the social media platform most used by Bodegas Loli Casado. As of May 10th 2021, they have 800 followers. The engagement rate is the rate of interaction between the winery and their followers. It is calculated dividing the total interactions by the total followers. Using SocialBlade.com the student found that the client has an engagement rate of 4.4%,

which is a strong rate for an Instagram account. For reference, most influencers on Instagram have between a 1-3% engagement rate (Strong, 2019). The Instagram account has many high quality images with useful content as well as some lesser quality posts mixed in.

The other most used social media platform for Bodegas Loli Casado is Facebook. As of May 10, 2021, they had 655 followers and an average of 61 likes per post. The engagement rate on Facebook is 2%, which is an acceptable engagement rate for a business page. Many of the posts are the same as ones posted on Instagram, which is a fine technique across channels.

Lastly, Bodegas Loli Casado has a YouTube account that was recently created. This account has some wonderful semi professional videos created by the family that are a great means of communication. In order to grow this account, the client can share the videos across their other social media platforms. Another opportunity for gaining more followers and engagement in this account is to add a YouTube button to their website next to the other social media buttons.

Overall, Bodegas Loli Casado has a good presence on the social media platforms on which it is present. In order to improve, it would be necessary to create a strategy for their postings, with a schedule to ensure frequent posting, and connecting themes throughout.

### 3.4.4 Applications

Wine applications and websites are another important tool for communication and one that should be monitored by the winery. International consumers rely on these sites to find wines that are recommended by others and read reviews. The student evaluated the presence on *Vivino* to analyze Bodegas Loli Casado's reviews.

*Vivino* is particularly important for American consumers. They use this tool when making purchasing decisions in stores and to review wines that they try. Bodegas Loli Casado does not have a well developed winery profile and has a cumulative 3.7 out of 5 star rating on their page. According to *Vivino* statistics shown in figure 7, a 3.6 rating is in the 85th percentile. This means that the wines rated about 3.6 are rated better than 85% of the wines on the app. Their most rated wine is Jaun de Alzate Reserva with a 3.7 rating. The two highest rated wines are rated 4.3 as seen in figure 8.

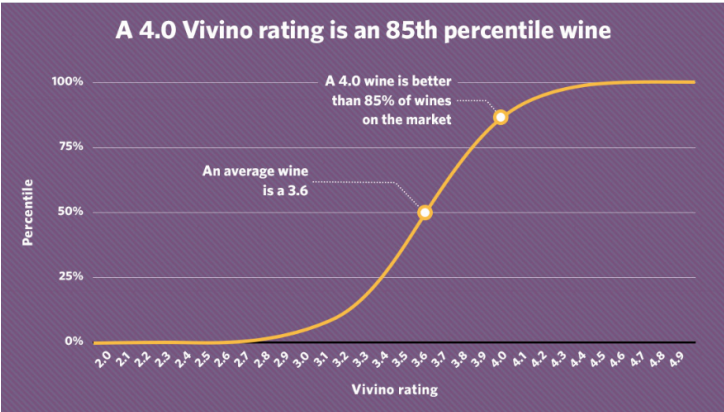


FIGURE 7 (*Vivino*, 2020)

## Mejor valorados

From Bodegas Loli Casado



FIGURE 8 (Vivino, 2021)

### 3.4.5 Email Marketing

Email marketing is an important tool for small and medium businesses to not only reach new clients but to retain them as well. As shown by a study on statistics of email marketing performed by the Radicati group, “81% and 80% of respondents, respectively, said email marketing drives customer acquisition and retention. Email’s usefulness was followed by that of other digital tactics like organic search at 62% for acquisition and social media at 44% for retention—both rated effective by far fewer respondents than chose email.” (Radicati 2014, 2-3). Thus, it becomes necessary to look at if the company uses email marketing in the digital communication strategy and if so, in what way. Is there a subscription for their newsletter? Is there a database to keep track of contacts? Is this database segmented in any way? Are there automated messages? Does the strategy fall in line with the General Data Protection Regulation? What kind of information is communicated through email marketing?

Bodegas Loli Casado has never used email marketing as part of their communication strategy. They do not have a database which contains their clients information, though they have the emails of many of their contacts within their inbox. Email marketing content ideas for bodegas Loli Casado could include many different aspects of their business. They could send out an email when there is a new blog post, when they receive attention from the press such as their ratings from Tim Atkins, new wine tourism offers, discounts, and product releases.

### 3.4.6 Publicity Online

Publicity online includes all paid ways to gain more visibility. The most frequently used are SEO ads such as Google Ads and social media ads such as Instagram Ads. Paid publicity allows the user to choose the demographics of the target, such as city, age and gender, as well as the quantity of people to be reached depending on the price. The paid ads can redirect you to a post, to a social media profile, or directly to a page on your website. For this

reason, paid publicity online should be the final step of any digital marketing campaign as it is important to have all of the rest in working order before attracting more users in order to give them the correct impression when they reach the desired page. Many companies do not use paid strategies to reach larger audiences and rely solely on organic reach but it can be a great tool when used to its full capacity.

Currently, Bodegas Loli Casado does not frequently use paid publicity online, though they have used it on certain occasions in the past. Two examples given by Loli of their publicity online were a paid ad campaign on different social media platforms to announce their new website with an online store in Spring 2020 and more recently a wine tourism campaign during Easter 2021. This wine tourism campaign proved to be very successful because it directly targeted people in Basque Country since they were not able to travel outside of their region. Each day of the long Easter weekend, they had several visitors who had found them through these paid ads. Bodegas Loli Casado should incorporate more paid ads to their strategy once they have created a strong strategy across their social media platforms and fixed any issues with their websites.

### 3.4.7 Search Engine Optimization

Search engine optimization (SEO) is “the process employed to optimise websites and their content to place them in favourable positions in search engine results” (Enge; Spencer; Stricchiola, 2015).

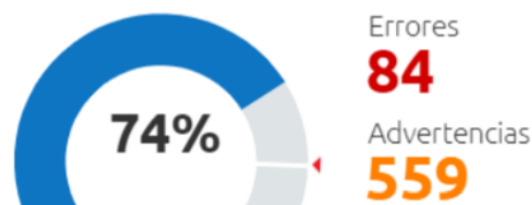


FIGURE 9: SEO score from SEMRUSH

**On page SEO** references the internal factors on a webpage that improve the positioning in search engines. Using SEMRUSH, the student analyzed that the webpage has a current score of 74/100 in its search engine optimization, with 84 errors and 559 improvements, as shown in figure 9. The webpage has 115 pages, and the ones that require the most work are those that are blocked or broken, of which there are a total of 12, as seen in figure 10. These errors can cause issues in the user experience and negatively affect the SEO. The majority of the problems are related to lack of meta



FIGURE 10: page errors from SEMRUSH

descriptions, headings, and Javascript archives that have not been compressed.

Meta Descriptions are a brief summary of the content which allow the search engine to know what information a page contains. The client's webpage contains three duplicate meta descriptions, which is a disadvantage because they could be using the different meta descriptions to target keywords for the search engine to find. The student recommends for the client to change these duplicate meta descriptions to take advantage of different keywords for the search engine to find.

Another point regarding on page SEO is the number of interior links and how many clicks required to arrive at each one. SEO experts consider 4 clicks or more to be too many for optimization and damaging to the user experience. Though there are only 4 pages within the website that require 4 clicks or more, it could be useful for the client to try to minimize this.

Blocked pages are pages that are not indexed. In other words, they cannot be reached from the webpage's index. There are good reasons to index all pages, such as the legal notice and cookies policy, but it is important to have all relevant content pages indexed so that the search engine can find them. There are currently 6 important pages that are not indexed in the client's webpage and 2 that should not be indexed.

Broken URLs are another issue that can damage the user experience and lower positioning on search engines. These are URLs that lead to a 404 error page or a page that does not exist at all. Bodegas Loli Casado's web page currently has 6 of these broken URLs. The student used another tool called ScreamingFrog to get a list of all pages within the site to get more information about each one and attached it to the audit as an annex.

The loading speed of a website is important for the overall user experience. When pages take longer to load, it is found that visitors spend less time there. Ideally, each page should take no more than 3 seconds to load. This can be facilitated by compressing the size of images and other content. Bodegas Loli Casado's website has great speed overall. Every single one of the 115 pages loads in under 3 seconds according to SEMRUSH.

**SEO Off Page** regards external factors that are not on your web page yet contribute to SEO. An example of this are backlinks, or links from a different page that direct users to your page. For example, DOCa Rioja Alavesa has a page of all the wineries in the denomination with a link to their websites. This link to Bodegas Loli Casado's page is a backlink. Backlinks are important because they create authority for a page and improve positioning in search engines. Bodegas Loli Casado has 629 backlinks, though some of them are toxic. There is little that can be done to correct those toxic backlinks, but it is important to monitor and understand the situation. To counter these toxic backlinks, we can encourage the use of more positive backlinks.



**Keywords** are words that naturally appear in the website's content but drive search engine results. Bodegas Loli Casado's top seven keywords are well positioned, 4 of them appear as the first result and the rest are all on the first page of google results. In figure 11, we see the top seven keywords and their positioning.

Palabra clave	Pos.	Volumen	Tráfico, %
bodegas loli casado	1	110	26,19
bodegas l casado	1	90	21,42
alzate	5	880	13,09
alzate	6	880	13,09
juan de alzate rioja	1	70	9,52
jaun de alzate precio	1	50	6,84
polus	8	480	4,16

**FIGURE 11: keywords**

**Competitors' SEO** we're also analyzed to better understand the client's performance in regards to its environment. Bodegas Luis Cañas is the best positioned out of the 5 wineries, though this is because they spend around \$1,000 monthly to ensure that traffic based on keywords is being directed to their page. It is interesting to note that Zugober does not receive any traffic by its brand name and relies solely on keywords to receive traffic. The student found that the winery with the best balance between paid and organic traffic is Bodegas Paco Garcia. They spend around \$61 monthly for their traffic and receive about one third of the visitors that Luis Cañas does but for a fraction of the price. Bodegas Loli Casado's traffic is in line with that of Bodegas Altún as they receive around the same amount of traffic and have a similar number of keywords. See annex for more information about the competitors' SEO.

Website	Instagram	Facebook	Youtube	Vivino	Wine-Searcher
<a href="https://bodegaslolicasado.com/">https://bodegaslolicasado.com/</a>	<a href="https://www.instagram.com/bodegaslolicasado/?hl=en">https://www.instagram.com/bodegaslolicasado/?hl=en</a>	<a href="https://www.facebook.com/BodegasLoliCasado">https://www.facebook.com/BodegasLoliCasado</a>	<a href="https://www.youtube.com/channel/UC12ZY7cjs6SBvgVuSd1E-w">https://www.youtube.com/channel/UC12ZY7cjs6SBvgVuSd1E-w</a>	<a href="https://www.vivino.com/winerias/es-bodegas-loli-casado">https://www.vivino.com/winerias/es-bodegas-loli-casado</a>	<a href="https://www.wine-searcher.com/merchant/30800">https://www.wine-searcher.com/merchant/30800</a>

**FIGURE 11: Table of the different sources from which data was compiled for the internal audit**

**3.5 Recommendations**

The auditing service provided by Exitalia not only identifies the strengths and weaknesses of the client's current strategy, but provides recommendations for their improvement as well. These recommendations must keep in mind the outlined objectives, the results of both the internal and external analysis, and the resources with which the winery is working.

### 3.5.1 Storytelling

People will forget what you said or did, but they won't forget how you made them feel. The goal of a brand's storytelling is to invoke emotion in consumers and create an image that connects with them. In the case of Bodegas Loli Casado, the storytelling currently revolves around the family's history. While this is beautiful, there are many family wineries in the region and this is not the most unique thing about their brand. The student has identified two potential discourses for the winery, which may be applied individually or simultaneously:

- *Jaun de Alzate*: The name of both lines of wine that are produced by Loli Casado come from the novel *Jaun de Alzate* by the famous Spanish writer Pio Baroja. The famed author wrote an entire series of books about Basque Country and has a strong importance in the region. Jaun de Alzate is a Basque title, meaning the Sir of Alzate in English. Using this novel as a catalyst for communicating the winery's strong Basque heritage would be a wonderful way to set itself apart. They could use quotes from the book or other information about Pio Baroja. The famous Spanish author even heavily influenced Ernest Hemingway, which could interest literature fans around the world. In keeping up with this idea of promoting Basque heritage through literature and through wine, the winery could also put its website in Euskera, the language of Basque country, so as to connect with its local people as well. Having explored the growing importance of local tourism as a target objective, this increased connection with their region could boost visits from people in surrounding areas.
- Women in the wine world: The wine industry has been male dominated for centuries, but this is changing. The industry is celebrating women in the industry more and more, as seen in the article by Vinetur about the Top 20 most influential women winemakers in Spain. Loli Casado is a fascinating woman, who inherited the family business that had previously been controlled by men since its inception. Loli does everything in the winery, from production to sales. She and her husband make all of the winemaking decisions together and she is very hands-on in every step of the process. This is a great achievement and one that should be emphasized in their communications. Bodegas Loli Casado is run by a strong woman who deserves recognition for her hard work and success in a male dominated industry.

### 3.5.2 Website

The website is the nucleus of all digital communication and should be treated with such importance. The student has come up with several recommendations for the improvement of Bodegas Loli Casado's website:

- Change the black background to white in order to improve legibility and make the page more inviting. Putting the website in Euskera. As mentioned previously, this would contribute to the overall brand image and patrimony.
- Use forms on the website. This is a way to facilitate communication between the company and the website users. Forms can be added to the website in the following ways:
  - A “Contact Us” form that allows for the user to type a message directly on the page and it will be sent to your email. People look for instant gratification now and have less patience to enter your email address into their email account. Facilitating communication will surely increase contact.
  - A reservation form for wine tourism visits. Currently potential visitors must call the winery but this is not the most efficient way. By inserting a “Reserve” section that includes a calendar where they can select the hour will make it easier for the winery to organize visits and easier for the client to reserve.
  - A form that asks for email information to create a database for email marketing. This can be an invitation to the wine club or simply “Stay in Touch.” In this way, the email marketing list will create itself.
- Create content using the most relevant keywords. The blog is a good way to do this as many different topics can be covered in the blog. As seen in the SEO audit, Rioja Alavesa is a keyword that drives their traffic and can continue to be targeted.

### **3.5.3 Social Media**

Bodegas Loli Casado has a good presence on its most used social media pages. In order to continue improving their social media presence and gaining more reach, the student has come up with the following recommendations:

- Come up with a strategic plan for social media. What is it that you want to communicate? How will you communicate it?
- Create a timetable of your posts. It is important to post frequently and consistently. It is much easier to post consistently when you get a clear picture of the message and the content is already created and simply needs to be uploaded. The student included an annex in the audit of an example of a social media planning calendar.
- Once communication is performing at the desired level, it can be useful to implement paid publicity. Paid publicity can be done on different social media platforms and allows the business to reach new people. The platforms allow you to select your desired outcome. Do you want to bring followers to your page? Do you want them to see a specific post? Do you want them to go to your website?

### **3.5.4 Creating Content**

Bodegas Loli Casado currently creates the majority of its own content across all social media platforms and its website. The content is authentic and shows the spirit of the family business. The youtube videos are particularly interesting because viewers get to see members of the family speaking about their land and their products. This content can be improved by hiring a professional to take images and videos of the vineyards, the cellar, the products, the wine tourism, the family, and more. It would be useful for Bodegas Loli Casado to have this high quality content that can be used in the planning of their social media. It is also important to put this high quality content on the website, particularly in places where the images are currently not of high quality. The blog content can also be strengthened by creating blog posts more frequently about different kinds of things. For example, the blog currently receives 3-4 posts per year and the previous two were about the life cycle of the vine and about ratings from Tim Atkins. While those are both important pieces of news, there are everyday occurrences that can also be written about. Some ideas about other blog posts include pairings with Loli Casado's wines, events where the wine is in the spotlight, new tourism offerings, and vintage releases.

### **3.5.5 Brand Image and Other Marketing Material**

It is important that all of the marketing material is in line with the brand image. In order to achieve this, the winery must periodically take a look at its packaging, tech sheets, product catalogue, and all other promotional material. Is it communicating the objective of the company, which is to be a referential winery of Rioja Alavesa with high quality products aimed at the middle and upper class?

For example, the product catalogue is a very important tool for sales used by the distributors. This is a snapshot of the winery and needs to communicate the brand image that one is trying to achieve. This tool is usually printed but it is a good idea to create a strong digital format as well, given the current state of the world where everything is turning to digitalization. It is also important that this catalogue be in the languages of the target markets.

Another important point is the technical information sheets. These are heavily relied on for sales, contests, press, and general use of the public who wants to know what they are drinking. The tech sheets should be in line with the brand image and also communicate the necessary information. One urgent recommendation made by the student is to get professional digitized images of the products. Bodegas Loli Casado currently uses images of the bottles that were taken unprofessionally and cropped in Photoshop. On the images of the bottle there are reflections from the light and the camera and the labels are not easy to read. This is something that needs to be fixed urgently to be used across any marketing material. It

is necessary to have these images not only for the technical sheets, but for the website and online store as well.

Revision of the packaging is also very important and should be reconsidered every 3-5 years. The packaging is the only means of communication one has with a consumer who encounters the wines in a supermarket aisle next to hundreds of other similar products. One needs to make sure that their labels are attractive, attention grabbing, communicating the correct message, and loyal to brand image. Bodegas Loli Casado's current labels for Jaun de Alzate are traditional and printed on textured paper, but they could be updated to continue to communicate the tradition of the winery but also its innovation. The Polus Label is more modern, though more relevant for the early 2000s when it was created. These can be edited to better reach the target market. Another idea they could include in their new packaging is the use of QR codes. This is something that has been used in China to prevent fraud over the recent years but also can be used for promotional material. The QR code can lead to, for example, a video of the vineyard from where the wine came or a short introduction from Loli.

### **3.5.6 Wine Club**

The creation of a wine club or a fidelization system for consumers is a great way to create brand loyalty. The wine club members receive benefits for their loyalty, such as discounts, first access to new vintages and products, gifts in their online purchases, and more. This can be created easily through the webpage by adding a simple form for consumers to leave their email address if they wish to be a part of the club. It can also be communicated in in-person visits. For example, at the end of the visit, Loli can hand out a paper that says "Leave your email address to sign up for our wine club to receive newsletters, discounts, etc and we will enter you in a giveaway for a free bottle of wine." If we want to make extra use of the wine club invitation in person, it can also be a little survey that asks things like "Where did you hear about the visit? What was your favorite part? Which was your least favorite part?" and this way they are killing two birds with one stone by understanding the consumer better as well as ensuring a way to stay in touch with them. The wine club can be given an interesting name or enticing invitation, such as "Become a member of the Casado family!" Examples of benefits can include, for example, an email marketing newsletter around mothers day that gives a discount for the members on wines purchased for their mothers as a gift. Another idea is to include merchandise in online shippings over a certain value, like a bottle opener for purchases above 50 euros. This is a great way to keep the client coming back. Bodegas Loli Casado can also explore what some of the previously mentioned competitors are doing for their wine clubs.

### **3.5.7 Giveaways**

Another way to create interaction is giveaways. In order to grow their social media following, giveaways are a good strategy to get people interested in the brand. A way to do giveaways

on social media, Instagram for example, is to create a post saying “we are giving away a bottle of X product” and in the caption it says that in order to join the giveaway, you must like the post, follow their instagram page, and tag a friend in the comments with whom you’d like to share the bottle of wine. One receives an extra entry if they share the post on their story. This can also be shared by their influencer barbierando to extend its reach. Many companies do this as a way to increase their follower count. Once they are hooked on the page, the opportunity for ongoing communication is established and you have gained another client. The giveaways can also be done to entice people to join the wine club. For example, “join the wine club and we do a giveaway for new members once per quarter of the year!”

### **3.5.8 Virtual Tastings**

Virtual tastings are a great way to adapt to the current digitization of the world. During a time when travel is still not fully recuperated, virtual tastings can act as a way to supplement wine tourism but also as a promotional tool. Virtual tastings can be announced through email marketing and across social media pages. They can be done in two ways.

- Public: The virtual tasting can be done on the live feature of one of their social media pages, such as instagram. It can be done by Loli and her husband and they can taste the wines, describe them, receive and answer questions from the public. This would be more of a promotional tasting.
- Private: Private virtual tastings can be an added stream of revenue and serve as a substitute for wine tourism. The books can be done digitally and then send a case of the wines that will be tasted to the client. The client then has an hour to chat with Loli and Jesus while tasting the wines and it is a way to get to know them deeper.

### **3.5.9 Email Marketing**

As mentioned in the internal audit, Bodegas Loli Casado does not currently rely on an email marketing strategy. This is a great tool that should not be ignored. The creation of an email marketing strategy should follow the following steps:

1. Create a database of contacts: The first necessary step is to set up a database of contacts that will be receiving the communications. This can be done through the ways previously mentioned, such as through the website and surveys in visits. The database would benefit from a segmentation as well. This segmentation can include things such as demographics, country of origin, and what their interests are.
2. Define the content of email marketing: What kind of information will be included in the emails? What will be the frequency of sending these emails? Content can include news about ongoing activities at the winery, new products and new vintages, announcements about reviews and publicity, reminders about the tourism offerings, seasonal discounts, gift guides during the holidays, and so much more. It is important to take into account the frequency of the communications. We want to stay at the top

of mind of the client, but we also do not want to overwhelm their inbox. Once per month is a good medium between the two extremes.

3. Tools: What will you use to send out your email marketing and keep track of who is reading it? There are many tools such as MailChimp and others that will allow you to not only send the email marketing to everyone at once, but also create a stylish design and keep track of who is opening the emails.

#### **3.5.10 Magazines, Contests, and Journalists**

The press can be considered an ally in helping a winery to communicate their message. There are many ways to get involved with the press, such as magazines, contests, and journalists. It is also important to consider which target market you want to reach with these tools. For example, if the target consumer is Spanish, one might enter their wines to the *Guia Peñin*. However, if the target consumer is American, it is better to send samples to American magazines such as *Wine Spectator*, *Wine Enthusiast*, *Wine Advocate* and *Wine & Spirits*. If the target consumer is in China, we can make use of contests such as the G100 or the Decanter Asia Awards. These kinds of contests and magazine reviews can open doors for a winery, especially in markets where the consumer is less educated about the product and relies on the opinion of experts when making their purchasing decisions. For example, in the United States, it is common to see ratings on the shelves of wine stores from the previously mentioned magazines. Another important aspect is journalists and key opinion leaders. Most consumers interested in wine are aware of the most well known wine tasters, such as Jancis Robinson, James Suckling, and Robert Parker, but the lesser known ones can benefit the wineries as well. Collaborating with influencers, as Bodegas Loli Casado already does, is a good way to create dialogue and word-of-mouth marketing.

Bodegas Loli Casado should incorporate more of these into their strategy. The winery already has a good relationship with Tim Atkin, who has rated their wines very well. This opens the door to send their wines to other important journalists. Because Loli Casado is interested in strengthening her presence in the United States, the student suggests looking into sending wines to the biggest magazines as well as to contests such as USA Wine Ratings and the Sommelier Choice Awards. There are many writers who focus on wine in the United States who could also be helpful in this communication strategy, though it takes more work to foster those relationships. However, fostering relationships with the press can be good not only for the sale of wine but also their wine tourism. Bodegas Loli Casado can invite people from the press to the winery to experience their wine tourism offerings and get an in person taste of what the family business is really like. This can be done individually or perhaps by organizing a press trip to La Rioja with other key stakeholders. La Rioja could benefit from such a press trip that would give journalists across the world a greater insight of what the region has to offer.

Exitalia's marketing department currently offers a service that promotes their client's wines through magazines and contests in North America, the UK, Japan and China and could help Bodegas Loli Casado as well.

### **3.5.11 Wine Tourism**

Bodegas Loli Casado is working to improve their wine tourism offering by creating 3 different kinds of visits. Their different visits include things like tastings in the vineyards, exploring the old winery, and seeing how the facilities work. Loli Casado is urged to think outside of the box, something which they are already quite good at. For example, they could invite wine tourism guests to play the card game about their winery that they created during quarantine. They can also host events, such as live music or dinners. According to wine intelligence, people are more likely to support their immediate community in hard times, particularly now with the ongoing travel difficulties imposed by many countries (Abernathy, 2020). One way to think locally is by creating partnerships with others in their area. Perhaps they can bring in a chef from a well known restaurant from the region to create pairings with their wines, or hire live music bands for evenings of music at the winery. These are all things that would attract local visitors to the winery and yet could also appeal to a more international client.

## **4. CONCLUSION**

It is important to remember that the audit is only an analysis of the situation with suggestions for improvement. The client may follow the suggestions or they may not. In an ideal situation where there is more time than that provided by the final internship, it would be ideal to evaluate the results of the recommendations. It is recommended that the client will follow all of the recommendations within 6 months. Within one year from the audit, a new audit can be done to compare the results of the changes made and find ways to continue improving.

This auditing strategy can be applied to any industry as it does not need to be specific to wine. With some changes, the audit can be made industry-specific to cover any needs. For example, this same process could be done to audit the strength of a tourism destination's digital marketing.

This auditing strategy can serve as a guideline for future WINTOUR generations as part of their internships if they are going to work in digital marketing. This would allow them to understand the current state of the company's communication in order to know where its strengths are and which are its points to improve. These guidelines will hopefully provide a good basis on top of which to create their own recommendations, implement changes, and measure results.

Several of the WINTOUR courses taken throughout the masters program were fundamental for the success of this project, specifically Destination Marketing at URV and Digital Strategy



in ISVV. These courses laid the groundwork for understanding what successful digital marketing requires. One suggestion the student would like to make to the consortium is to include more information or perhaps even a whole course about social media and how it can be used by wineries. Often, as millennial and generation Z interns, WINTOUR students are asked to act as community managers across platforms during the internship, particularly in small wineries. It would be very practical to give students a stronger understanding of these tools that many of which will be asked to use in the future.

Personally, the experience of working in a Spanish office setting was very enriching, though difficult at times. The work hours and responsibilities were intense for someone who is writing a TFM at the same time, yet it provided the opportunity for a lot of personal growth in a very short period. The student was given 5 wineries to manage their public relations service, which allowed for plenty of interaction with the clients to understand what they need and how to provide it for them. There is no doubt that this deeper understanding of what wineries need will be of use in the future. The biggest difficulty faced was the company culture. The student was one of two people at the company, out of fifteen, with any formal training and interest in the wine industry. As someone who is passionate about wine and its ties to culture, it was disheartening for the student to encounter coworkers who did not share the same enthusiasm for the topic. The wine industry is a vast world and this has served to better understand the different areas and which ones are better fit.

In the end, Exitalia has decided that they will not continue to offer the auditing service because of its high time investment in comparison to its monetary return. Each step of the auditing process requires more time than what is economically beneficial for the company. However, they have decided to use this auditing process internally to see in which ways Exitalia can improve their own digital marketing. This decision to use the audit internally proves its dynamacy and usefulness across industries.

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## ANNEXES

### Annex 1: Competitor SEO

An analysis of the key words used by each, monthly traffic, how much they spend on monthly traffic, how many visitors arrive to the site using the brand name and how many of the visitors arrive without the brand name.

#### BODEGAS LOLI CASADO

Palabras clave <b>34</b>	Tráfico <b>336</b>	Coste de tráfico <b>0 US\$</b>	Tráfico de marca <b>160</b>	Tráfico sin marca <b>176</b>
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#### BODEGAS ZUGOBER

Palabras clave <b>31</b>	Tráfico <b>104</b>	Coste de tráfico <b>0 US\$</b>	Tráfico de marca <b>0</b>	Tráfico sin marca <b>104</b>
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#### BODEGAS ALTÚN

Palabras clave <b>33</b>	Tráfico <b>378</b>	Coste de tráfico <b>6 US\$</b>	Tráfico de marca <b>369</b>	Tráfico sin marca <b>9</b>
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#### BODEGAS PACO GARCÍA

Palabras clave <b>47</b>	Tráfico <b>2,3K</b>	Coste de tráfico <b>61 US\$</b>	Tráfico de marca <b>869</b>	Tráfico sin marca <b>1,4K</b>
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#### BODEGAS LUIS CAÑA

Palabras clave <b>162</b>	Tráfico <b>6,6K</b>	Coste de tráfico <b>1K US\$</b>	Tráfico de marca <b>4,1K</b>	Tráfico sin marca <b>2,5K</b>
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### Annex 2: Table of Competitors' websites and social media

COMPETITOR	WEBSITE	INSTAGRAM	FACEBOOK
Zugober	<a href="https://www.zugober.com/">https://www.zugober.com/</a>	<a href="https://www.instagram.com/bodegazuober/">https://www.instagram.com/bodegazuober/</a>	
Altún	<a href="https://www.bodegasaltun.com/">https://www.bodegasaltun.com/</a>	<a href="https://www.instagram.com/bodegasaltun/">https://www.instagram.com/bodegasaltun/</a>	
Paco García	<a href="https://www.bodegaspacogarcia.com/">https://www.bodegaspacogarcia.com/</a>	<a href="https://www.instagram.com/bodegaspacogarcia/">https://www.instagram.com/bodegaspacogarcia/</a>	
Bodegas Luis Caña	<a href="https://www.luiscanas.com/">https://www.luiscanas.com/</a>	<a href="https://www.instagram.com/luiscanas_bodegas/">https://www.instagram.com/luiscanas_bodegas/</a>	

### Annex 3: Keywords

Recommended keywords for Loli Casado to use in their content to boost SEO and their prices.

Palabra clave	Volumen búsqueda	KD %	CPC \$	Competencia
vinos rioja alavesa	720	60,59	0,26	1
vinos de rioja alavesa	260	65,52	0,22	1
comprar vino rioja alavesa	110	0	0,49	1
mejores vinos rioja alavesa calidad precio	110	77,59	0,28	0,98
vino cosechero rioja alavesa	50	62,68	0,2	0,99
mejores vinos rioja alavesa	30	0	0	0,64
ruta del vino de la rioja alavesa	30	0	0	0
ruta del vino de rioja alavesa	30	0	0	0,03
vino crianza rioja alavesa	30	0	0	0,79
la ruta del vino de rioja alavesa	20	0	0	0
mejores vinos de rioja alavesa	20	0	0	0,98
venta de vinos rioja alavesa	20	0	0	0,29
vino joven rioja alavesa	20	0	0,22	0,94
vinos de rioja alavesa precios	20	0	0,09	1
vinos rioja alavesa bodegas	20	0	0	0,71
vinos rioja alavesa precios	10	0	0,19	0,96
vinos tintos de rioja alavesa	10	0	0	1
cata de vinos rioja alavesa	10	0	0,22	0,99
comprar vino de rioja alavesa	10	0	0,54	0,97
feria del vino rioja alavesa	10	0	0	0
fiesta del vino rioja alavesa	10	0	0	0
listado vinos rioja alavesa	10	0	0	0,85
los mejores vinos de la rioja alavesa	10	0	0	0,89
mejor vino rioja alavesa	10	0	0	0,94
mejores vinos de la rioja alavesa	10	0	0	0,49
museo del vino rioja alavesa	10	0	0	0,15
ruta del vino rioja alavesa	10	0	0,17	0,05
vino blanco rioja alavesa	10	0	0,24	0,97
vino rioja alavesa precio	10	0	0	0,94
vino rioja alavesa reserva	10	0	0	0,5
vino tinto bodegas alavesas crianza rioja	10	0	0	0,79
vino tinto rioja alavesa	10	0	0,25	0,75
vinos cosecheros de rioja alavesa	10	0	0	0,94