MASTER THESIS

SYSTEMATIC APPROACH TO THE SERVICE DESIGN IN THE WINERY: TOUCH POINTS AND CUSTOMER JOURNEY MAP

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June 7th, 2019
ABSTRACT

Any winery that is open to tourists, aims to find the best method to manage the service quality. There are several approaches to service management and various tools that can be applied. This paper examines the Customer Decision Journey model - a non-linear model of decision-making by the customer with a repeating cycle, which is a modern and improved version of the previously existing classic sales funnel model. The application of the touch point mapping tool to this model allows to organize a systematic approach to the service design in a company.

In this work, the Customer Decision Journey model was built for the first time for a winery visitor at the Austrian winery Schloss Gobelsburg, located in the Kamptal region. The touch point maps of 3 stages of decision making were built and they can be extrapolated and applied to similar businesses. As an example of practical application of the touch points, an algorithm for their evaluation has been developed and an analysis of touch points of Schloss Gobelsburg has been carried out. The recommendations for their improvement are also presented in this paper.

Keywords: Schloss Gobelsburg, Kamptal, experiential service, service design, Customer Decision Journey, Brand Touchpoint Wheel

List of abbreviations:

OTW: Österreichische Traditionsweingüter
B2B: Business to business
POS system: Point of Sale system
EKB model: Engel-Kollat-Blackwell model
EBM model: Engel-Blackwell-Miniard model
WOM: word-of-mouth
CDJ: Customer Decision Journey
HoReCa: Hotels, Restaurants, Catering
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1. INTRODUCTION

1.1 Description of the company

Schloss Gobelsburg, a Cistercian monastic estate, is one of the oldest wineries in the Austrian Danube area with a documented history that dates back to 1074.

Till the 12th century the fortress remained in the belonging of the Kuenringer family but changed hands until 1740 to as many as 19 different families on the estate and castle Gobelsburg. In 1740 the last aristocratic owner sold the property to the monastery of Zwettl. The monks of this monastery, who had managed the winery themselves until 1995, used organic fertilizer, abstained from employing herbicides, and endeavored to reduce the use of plant protectants.

Since February 1996 the estate is managed by Mrs. Eva and Mr. Michael Moosbrugger. In 2006 Mr. Michael was awarded with the title «Winemaker of the year» by the wine magazine Falstaff.

This winery has about 70 ha of vineyards but also buys grapes from small farms in the Kamptal region. All the vineyards are located on slopes and terraces around the valley of the river Kamp near the town of Langenlois and the village of Gobelsburg. Schloss Gobelsburg specializes in Grüner Veltliner and Riesling and produces authentic and noble wines from different single vineyard, village and regional appellations.

At the moment, the company has in its portfolio 34 different types of wine: 3 sparkling, 2 rose, 7 reds, 6 sweets and 14 white wines.

Besides, there is a collection of old vintages at the winery. Some of them, produced after 2004, can be bought in a wine shop, but most of the wines are in a private collection and belong to either the monastery or the family.

The capacity of the winery allows producing and bottling up to 1 million bottles per year, depending on the year of harvest and market demand.

The winery is a member of the association «Österreichische Traditionsweingüter», which is working on a vineyard classification project for the Danube area. Mr. Michael Moosbrugger, CEO of Schloss Gobelsburg, holds the chairman position in this association.
1.2 Initial situation and context

During the acquaintance with the company, its work, goals and objectives, an interview about wine tourism and direct sales of wine at the winery was held with Mr. Michael Moosburger.

It was determined that the winery does not sell wine tours and does not purposely distribute information about these tours. This is mainly due to the personal vision of the owner. Nevertheless, the growing demand for this type of tourism throughout the world, as well as in Austria, leads to the fact that the winery, despite the lack of official offers, daily accepts requests for visits and conducts visits and tastings. Although the company does not have a specific position for someone who conducts such tours, the company has 4 people who distribute this duty among themselves. This is the owner of the winery, Mr. Michael Moosburger, his wife, Mrs. Eva Moosburger, Eva's father, and one of the employees of the office, Lisa Inkerl.

In addition, due to the proximity of the Danube navigable river, the company has a separate contract with cruises companies that bring groups of foreign tourists for visiting and tasting. These visits are paid, but payment does not occur directly, but through a contractor.

Thus, despite the official lack of tours, in fact, the winery takes the following types of visits (Figure 1):

- Tourists from cruise liners (conducted by Mrs. Eva and her father). Paid through an intermediary.
- Visits of partners, distributors and buyers (conducted by Mr. Michael). Free of charge.
- Educational visits: sommeliers and students of wine schools (conducted by Mr. Michael). Free of charge.
- Spontaneous visits (conducted by office workers). Free of charge.

![Types of visits](image_url)

**Figure 1. Types of visits at Schloss Gobelsburg**
The winery does not keep records of visits and visitors, there is information only about tourists who came from cruise liners. Thus, from March 2018 to December 2018, 67 groups were accepted, the average group size was 6 people.

During the period of my practice from March 10, 2019 to June 7, 2019 the winery received an average of 5-6 different visits per week, both private visitors and visitors in organized groups.

As for the wine shop, its working hours coincide with the working hours of the winery (standard working hours from Monday to Friday), but in addition the store is also open on Saturday from 11.00 to 17.00. Each visitor of the store can try for free any amount of wine, there are no restrictions, it depends only on the will of the employee who is currently in the store. On average, visitors try 8-10 wines.

Here it can be seen that most of the visits and tastings are free. On the question of whether the owner does not regret lost profits, he expresses the following position. He does not want the winery to provide low-cost visits to large groups. He wants visits, if paid, were costly and had a good quality. But for this to happen, there must be a special person who will deal both with promotion and advertising, and the visits themselves. Now he perceives visits and tastings only as a marketing tool, and not as a separate source of income. And he does not see the need to change something in the existing order of affairs.

During this interview, the purpose of my internship was formulated: to familiarize myself with the existing state of affairs and to offer options for improving the quality of the service and visits, which is already provided free of charge. Improving the quality of the experience of visitors, which they receive at the winery, entails, at a minimum, an increase in brand loyalty. In the ideal case - the growth of sales of wine.

Speaking about the need to control the quality of visits, it should be noted that it is predictable a growing interest in wine tourism at the winery, firstly, due to global trends. Last year, the UN World Tourism Organization (UNWTO) recorded 1.4 billion international tourist arrivals worldwide, which is 6% more than a year earlier. Based on current trends, economic outlook and the UNWTO consumer sentiment index, the organization expects growth in international arrivals in 2019 to be 3-4% (UNWTO, 2019). But secondly, it is supposed that interest in visiting the winery will vastly grow like in 2021, when the construction of a new cellar, made in the style of a medieval monastery courtyard, will be completed.

Therefore, it seems inevitable that in the near future the winery will be forced to create a department of wine tourism and start charging visits to balance the increase in costs and to control the demand for visits.
1.3 Duties and activities during the internship

**Tours, tastings and wine sales**

Despite the fact that there are no direct sales of wine tours and there is no wine tourism department in Schloss Gobelsburg, the winery conducts about 5-6 visits per week (see more details in 1.2). Thus, in the author’s area of responsibility were all Russian-speaking groups, most of the English-speaking groups (if they did not exceed 10 people). In addition, it were conducted tastings for groups from cruise liners (30-100 people). The task included presenting 4 types of wine, making an organoleptic analysis of each sample, explaining the history and method of production and to offer a combination with food.

Working in a wine shop at the winery on Saturdays allowed operating all aspects of tastings, educating guests about wine, food and wine pairing and wine appellations. It was an opportunity to operate POS system for routine purchasing transactions, including operating cash register, accounting of daily sales, and processing returns and discounts. Additionally, it was performed the inventory control including movements, merchandising and stocking of all items as well as the maintenance of full stock of wines.

**Social Media Marketing and the web-site**

As social media resources do not perceived by Mr. Moosborger as a selling tool, but an educational tool, the viability of the social media had to be maintained just to keep former and future customers updated about the current situation on the winery. Some Instagram stories and Facebook posts about the upcoming events were created.

About a month after the start of this internship, the company updated its website. This update caused some glitches or inaccuracies in the work of the site and one of the responsibilities was to find and eliminate these inaccuracies and contact the technical support. In addition, the site needed to update some documentation about the wine (technical sheets) so they were created of new files, as well as verified the technical information (alcohol level, acidity, other characteristics). Some changes to the site interface were implemented making it more user-friendly and intuitive (attaching anchor links or additional menu items).

**Office work**

When having free time and no visitors, office routine, such as preparation of handouts or printing products and management of the wine shop financial statements, was also performed.
2. PROPOSAL

It is quite clear that the demands of the market to have proposals for wine tourism in wineries are becoming the same norm as malolactic fermentation or fermentation in steel vats.

It is inevitable that the winery Schloss Gobelsburg will be forced to have a department of wine tourism and create proposals for tourists. Such offers already exist, but so far most of them are offered for free (see 1.2), so it is quite spontaneous process and there is no standardized approach to it either in terms of time or in terms of service standards. According to the owner’s position (Moosburger, 2019) the winery is not going to create a wine tourism department in the near future, but preparations can be started now. There is a need to create a guide for a wine tourism service.

Considering the wine tour as a separate product, it is necessary to start with an understanding of how the buyer makes a decision to buy a product and which are the determinants of such a decision. A consumer decision-making model is a sequence of steps through which a consumer goes through in the process of consumption. It helps companies develop product creation strategies, communication and distribution strategies.

The work (Darley et al., 2010) notes, that John Dewey’s (1910) original five-stage problem-solving process was expanded in the Engel-Kollat-Blackwell (EKB) model and Engel-Blackwell-Miniard (EBM) works, and the last one, the EBM model, is considered a modern classic. The model is designed to achieve one of the main goals of marketing - to communicate with the consumer in those moments when it can influence his decisions. These moments, or touch points, were previously described by the sales funnel model. However, this model is outdated and does not take into account all the touch points and key buying factors that appeared in the digital era.

McKinsey (Court, D et al., 2009) has developed the Consumer Decision Journey (CDJ) model. In the new model, the buying process is cyclical and consists of four stages: consideration of the initial set of brands, active evaluation of brands (or the process of finding potential buying options), purchase and behavior after purchase. The works of such authors as Rosenbaum et al. (2017), Richardson (2010), Lemon & Verhoef (2016) deepen the understanding of the CDJ model and pay special attention to the work on touch points. CDJ and touch points are tools that allow to create a systematic approach to service design in any firm.

The purpose of this work is to create a precedent for the using of a touch point map for a wine tourism product in order to improve the quality of service.

In accordance with the stated goal, the following tasks were set:

- Describe the CDJ model and touchpoints approach and formulate the basic principles;
- Analyze the touch points at the winery Schloss Gobelsburg
- Make a map of the touch points for a wine tourist;
- Develop an algorithm for an assessment of the touch points
- To make the assessment of the touch points
- Develop recommendations for improving the touch points in accordance with the criteria mentioned above.
3. METHODOLOGY

3.1 Classical EBM model vs. Consumer Decision Journey

The classical model of the EBM reflects a normative, linear approach to the analysis of the decision-making process about the purchase. It includes seven stages and implies that the process is finite. According to McKinsey consulting company (Court, D et al., 2009), if marketing has one goal, it’s to reach consumers at the moments that most influence their decisions. Marketing has always sought those moments, or touch points, when consumers are open to influence. For years, touch points have been understood through the metaphor of a «funnel»—consumers start with a number of potential brands in mind (the wide end of the funnel), marketing is then directed at them as they methodically reduce that number and move through the funnel, and at the end they emerge with the one brand they chose to purchase. It was first proposed by the American advertising specialist Elias Saint-Elmo Lewis in 1898 (Strong, Jr. 1925) (Figure 2).

![Diagram of Classic Sales Funnel](Voitehina, 2018)

Currently, more and more research is devoted to reassessing the applicability of such classical models due to the growing digitalization of consumer practice.

There has been a transition to nonlinear models. This is the case of the consumer decision journey model. According to CDJ model, the process of making a purchase decision is no longer presented as a direct path, but as a circular path, with a lapel path. McKinsey Inc (Court, D et al., 2009), who developed this model claims: the decision-making process is now a circular journey with four phases: initial consideration; active evaluation, or the process of researching potential purchases; closure, when consumers buy brands; and post purchase, when consumers experience them (Figure 3).
Besides the fact that the new model consists of four stages, it covers a greater number of points of contact and factors of consumer behavior. Another difference from the classical model is the presence of a consumer loyalty loop: the route, during which the consumer forms a special trust in the brand, and in the future his purchasing path becomes shorter. The latest update of this model is due to the fact that the loyalty loop becomes not its complement, but its foundation. It is explained by the emergence of a set of technologies that allow companies to develop and continuously optimize ways of consumer solutions, successfully build customer loyalty and shorten their path to purchase. Finally, a more practical alternative to the modern model of a purchasing decision is the consumer travel map. It acts as a visual representation of the consumer path, it allows simulating and analyzing customer interactions with a company or brand when choosing and using a product.
3.2 Touch points

By definition, touch points are the many critical moments when customers interact with the organization and its offerings on their way to purchase and after (Rawson et al., 2013).

Halvorsrud et al. (2016) view the customer search process as consisting of a number of discrete encounters with varying touchpoints, such as advertisements, word-of-mouth (WOM), among others. They define a touchpoint as an episode of direct or indirect contact with the brand. Thus, touchpoints include but are not limited to channels as defined by Neslin et al. (2006, p. 96) as: «a customer contact point, or a medium through which the firm and the customer interact». Halvorsrud et al. (2016) suggest an expansion of this definition is required, as the emphasis here on interaction commonly excludes one-way communications such as television advertising, while the emphasis on the firm may exclude brand encounters such as WOM in which the firm is not directly involved.

According to Davis and Dunn (2002, p. 58), «brand touchpoints are all the different ways that an organization’s brand interacts with and makes an impression on customers, employees, and other stakeholders’. A touchpoint is represented by every action, tactic or strategy taken to reach a customer or stakeholder. Each of these touchpoints falls within the three stages of the customer experience: (1) pre-purchase, (2) purchase (or usage) and (3) post-purchase».

The concept is illustrated in Figure 4.

![Brand Touchpoint Wheel](image)

Figure 4. Brand Touchpoint Wheel. (Khanna et al., 2014)

According to Davis and Dunn (2002, p. 59), the three touch points are explained as follows:
(1) the pre-purchase experience touch points represent «the various ways potential customers interact with your brand prior to deciding to do business with your company. Each pre-purchase touchpoint interaction should be designed to shape perceptions and expectations of the brand, heighten brand awareness and drive its relevance. They should also help prospects understand the brand’s benefits over competing brands and the value it brings in fulfilling their personal wants and needs».

(2) The purchase or usage experience touch points are «those that move a customer from considering your brand to actually «purchasing» it. The main objective of these points of interaction is to maximize the value that the prospects perceive and instill confidence that they have made the right decision in choosing your brand».

(3) The post-purchase experience touch points «come into play after the «sale» and should maximize the customer experience».

As it can be seen, such a wheel allows the systematization of the touch points of the company in accordance with the three stages that the buyer passes.
3.3 Principles of working with the touch points

The following principles of working with touch points were outlined by the author as part of a lecture/workshop with the leading Russian marketer, laureate of the «Marketer of the year - 2014» award Igor Mann (Mann, 2019).

1) Every facility (business, product or service, division or employee of the company) has more than one touch point

Observation 1. Any object (product, service, company, employee) has a unique set of touch points.
Observation 2. Touch points can be positive, neutral, or negative.
Observation 3. Some companies have missing touch points.
Observation 4. Touch points vary in importance.
Observation 5. Touch points are short-term and long-term.
Observation 6. Touch points are simultaneous and repetitive.
Observation 7. There are online and offline touch points.
Observation 8. Each point of contact has its life cycle.
Observation 9. Touch points are interconnected with the feelings.
Observation 10. Touch points can be «live».
Observation 11. Critical touch points must have «chips».

2) Touch points form chains of contact.

Observation 12. The contact chain may contain starting, intermediate, and end points (links).
Observation 13. The negative point of contact (see Observation 2) leads to the breaking of the chain.
Observation 14. The company is always a few chains of contact.
Observation 15. The chains of contact differ in their importance.
Observation 16. Contact chains have their life cycle (as well as their Touch points - see observation 8).
Observation 17. The point and chain of contact complete the final chord.

3) Touch points must be managed

Observation 18. Touch points can be viewed from the perspective of customers (from the inside) and the company (from the outside).
Observation 19. Different clients and different representatives of the same target audience perceive the same touch points differently.
Observation 20. External and internal factors influence the importance and sequence of points and chains of contact.

Observation 21. Some touch points do not depend on the company.

4) With the touch points it is required to work step by step.

Step 1. Define all company Touch points (at least 20)

Step 2. Choose the most critical touch points, which are the ones where the customers decide:
- start working with the company or not;
- buy now or later;
- continue to work with the company or cease collaboration (maximum 10)

Step 3. Rank the touch points

Step 4. Evaluate the touch points

Step 5. Determine the tasks, deadlines and responsible for improving the touch point quality

5) A map of the touch points should reflect the customer journey.

Touch points can be collected differently, but the best option is mapping. Many touch points fall into different categories, and with the help of memory cards (in this work it was used the MindManager program), one can establish causal relationships, group tasks in blocks, assign responsible and prioritize. This paper proposes to divide the points into three categories according to the Touchpoint Wheel (Figure 4).

Initially, the mapping technology was created offline and became one of the most common ways to generate ideas. All that was needed was a sheet of paper and a pencil. Having painted a bubble with a problem in the middle, it was possible to write ideas around it - and in a few minutes a «decision tree» appeared (now it is also used markers and a flipchart for this). Today many programs allow doing the same on a computer, laptop, or smartphone screen.

3.4 Applying in wine tourism

Using the framework of the Brand Touchpoint Wheel (see 3.2), this research paper has created a Touchpoint Wheel for developing a wine tourism brand specifically for the winery, according the following criteria:

3.4.1 Pre-purchase experience:

At this stage, the potential tourist gets acquainted with the brand and he has an idea to visit the winery. This can happen, for example, at the moment when he tastes the wine and communicates with the sommelier or the shopkeeper who tells him the story of the creation of the wine and the place where it was produced. Or it can happen at the moment when the visitor has already decided that he will come to the region and now chooses specific wineries. In this case, he will receive information from the website,
tourist reviewers, and printed materials in tourist information offices. A new classic - the preference of the word-of-mouth as an information channel.

3.4.2 The purchase experience (visit to a winery):

The main stages a tourist goes through are:

- Arrival (the role is played by transport and pedestrian access, parking, reception area, easy access to finding a toilet, finding personnel, asking for help or information, etc.)

- Visit to the winery (storytelling, visit duration, room temperature, opportunity to participate in the process, etc.)

- Tasting (duration, number of samples, the presence of snacks, etc.)

- Purchase of wine (wine shop, the availability of different payment methods, packaging, delivery, promotions, etc.)

3.4.3 In modern realities, with the increasing popularity of social networks, most of the Post-purchase experience is concentrated there. The winery can mark the visitor in their posts, make reposts of his publications, congratulate him on his birthday, etc. Daily interaction with the brand can be the use of wine accessories and goods not directly related to wine - for example, branded clothing. The wine bought at the winery itself is becoming an example of the Post-purchase experience. In moments when a tourist shares wine with his friends, he tells the story of his visit. A newsletter is another example of interaction.

3.5 Evaluation of the touchpoints

The leading evaluation criterion is how much the point contributes to the transition to the next stage. This means that at the time of the first acquaintance with the brand, the buyer should find out about the existence of the opportunity to visit the winery. Then, nothing should prevent him from planning the visit, but should only bring him closer to this moment. During the visit, everything should be arranged so that the visitor either bought the wine, or later recommended the winery for a visit.

The Winemakers' Federation of Australia (WFA) standards were used as benchmarks when grading and the assessment was made during the internship period, after that some changes were proposed by the author.
4. RESULTS AND DISCUSSION

4.1 Analysis of the winery Schloss Gobelsburg

4.1.1 Target markets

The market, as it was the quantity of buyers, consists of all possible customers who have the desire and the resources needed to purchase a product.

Nowadays, the term «market segment» is used for special customer groups. These include the market for a particular need, such as the organic wine market, the product market, such as the wine market, the demographic market, such as the wine lover market and, last but not least, the geographic market, such as the Austrian wine market.

The company has to define target markets. The question is, which markets are most attractive and, calculated in terms of probabilities, will pay the most in the future? Every potential target market has to be examined and three factors can play an important role here: the size of the market, the potential growth and, as mentioned above, the profitability.

If one of these three factors is not available, or only moderately developed, this market is discouraged, as there is always a risk that this target market will not bring the desired success that one has set by marketing strategies.

Today Schloss Gobelsburg exports to almost 50 countries worldwide. This can be broken down into three major areas, with each area taking up almost a third of the amount.

4.1.1.1 Target markets by geographical category

![Pie chart showing target markets by geographical category]  
Figure 5. Target markets by geographical category (Moosburger, M., 2019)
4.1.1.2 Sales channel segmentation

![Figure 6. Sales channel segmentation. (Moosburger, M., 2019)](image)

Both in the national and in the international market, the primary target market is HoReCa. Due to the fact that the topic «wine» is difficult to understand for the consumer due to the large number of producers and products, there is a high need for explanation and communication. This communication effort is not feasible from the producer side. Therefore, producers are looking for alliances in the catering industry, which in the best case over own emotion, take over this task.

Apart from that, the upscale retailers are striving for distribution to private wine lovers. In the division results: Gastronomy (including wholesale) 65%; Traders 24%; Retail 10%; Direct sales on the winery 1%.

As it can be seen, there is big potential for the growth in the segment of direct sales in the winery.

4.1.1.3 Price segmentation

Due to the price positioning, the wines are in the upper market segment. Again, there is a segmentation by product lines.

<table>
<thead>
<tr>
<th>Name of the line</th>
<th>Explanation</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCHLOSS GOBELSBURG</td>
<td>All single vineyard wines and the most precious specialities of the winery</td>
<td>12,00 – 62,00 €</td>
</tr>
<tr>
<td>SCHLOSSKELLEREI GOBELSBURG</td>
<td>All classics of the estate – from «Messwein» to «Urgestein»</td>
<td>9,00 – 12,00 €</td>
</tr>
<tr>
<td>DOMAENE GOBELSBURG</td>
<td>The character of the Kamptal sparkles in the fruity and spicy wines of this label</td>
<td>4,80 – 12,00 €</td>
</tr>
</tbody>
</table>
4.1.2 Positioning

The corporate philosophy and positioning of Schloss Gobelsburg is based on three pillars - history, tradition and culture.

4.1.2.1 History

Gobelsburg has been inhabited for at least 3600 years. On the basis of settlement finds on the castle grounds, which are exhibited in a showcase, the early settlement history is documented. The land on which today's Gobelsburg Castle stands is populated throughout by Celts, Romans, Saxons and Slavs.

Gobelsburg is first mentioned in a deed in 1074. At this time, Castle Gobelsburg was owned by the Azzo of Gobatspurich, who is assumed as the ancestor of the Kuenringer sex. Hadmar I von Kuenring - nephew of Azzo - founded in 1138 the Zwettl Abbey and equips it with a farmyard. The monks occupied themselves in their Grangien, a manor of the Cistercians, with agriculture, fish and livestock, fruit and viticulture. In 1740, the castle came into the possession of the abbey, in which today still 18 Cistercian monks fulfill the monastic tasks. Until 1995, the winery is run by the monastery itself.

In 1996, Mr. Michael Moosbrugger took over responsibility for Schloss Gobelsburg. The estate is taken over by agriculture and vineyards in a long-term lease. Today, the operation is run and looked after by a family business of three generations, aware of its historical responsibility for the future.

4.1.2.2 Tradition

Since the Weingut Schloss Gobelsburg has been practicing viticulture for over 800 years, there is a long-standing empirical knowledge of viticulture and winemaking. This knowledge and experience are an important foundation for all decisions in the winery.

Here, however, tradition is not understood as a rigid adherence to what has once been, but as a constant process of development. As allegedly the famous Austrian composer Gustav Mahler (1860 - 1911) used to say: «Tradition does not mean to worship the ashes, but to keep the fire alive».

Tradition therefore means a continuous development based on old knowledge and empirical experience. Everything must be done and continued in as similar a way as possible. This means that a traditional operation does not stop, but constantly evolves. However, this is happening at a pace that customers barely notice, just as long-established, successful brands do (see Coca-Cola or Jonny Walker, for example).

4.1.2.3 (Wine) culture

Mr. Michael Moosbrugger explains that the concept of culture originally derives from 'agriculture'. Due to the fact that Weingut Schloss Gobelsburg has existed since 1171, it is the winegrower, Mr. Michael Moosbrugger, a concern to live Austrian wine culture, to develop this culture and to be at best a representative of Austrian wine culture on the international stage.
Culture is an important image bearer of Austrian identity. Therefore, in an international context, it is useful to use this aspect of Austrian identity. This also determines the affinity to cultural aspects of social life such as theater, concert or Music Theater, as well as film and television.

4.1.3 Marketing strategy

In the paragraph about the strategy, it will be analyzed the promotion of the brand Schloss Gobelsburg, meaning wine, not wine tourism as the winery does not sell visits, tours or excursions. At the moment, Mr. Moosburger declares the following approach to brand promotion:

- Wine represents itself in competitions, the quality of the product is very high, so every participation in competitions, without exception, brings prizes;

- The focus is on the wines of the premium line Schloss Gobelsburg, which have an image and reputation, and the wines of the lower price segment, which simply serve as a substitute product for daily consumption.

All digital tools - a web site and social media - are not used as a sales tool, but are used as an online tool, mainly for educational purposes. Of course, they indirectly influence the decision on purchasing and are part of the buyer's path, but initially they are not viewed through the prism of the task of increasing sales.

The main sales channel (see Figure 6) are wine distributors and HoReCa. In this regard, the winery pays special attention to educational visits of working sommeliers and students of wine schools.

4.1.4 Facilities for wine tourism

Summarizing the information on wine tourism from the section 1.2 of this work, it can be noted that the winery receives private and organized visits, professional and non-professional. Except for groups with cruise liners, visits and tasting are always free.

To have a closer look at the current situation of wine tourism development at the company, sets of tangible and intangible assets were analyzed and introduced in Table 2.
Table 2. Tangible and intangible wine tourism assets of Schloss Gobelsburg

<table>
<thead>
<tr>
<th>Tangible Assets</th>
<th>Intangible Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>34 different types of wine</td>
<td>Long history of winemaking (since 1074)</td>
</tr>
<tr>
<td>Castle Gobelsburg with reception rooms of the 18th</td>
<td>The oldest winery in Kamptal</td>
</tr>
<tr>
<td>century and beautiful gardens with roses and apricot</td>
<td></td>
</tr>
<tr>
<td>trees</td>
<td></td>
</tr>
<tr>
<td>80 Ha of vineyards nearby the estate</td>
<td>Wide export network</td>
</tr>
<tr>
<td>Old aging cellar tunnels</td>
<td>Recognition and awards of wines (more than 30 every year)</td>
</tr>
<tr>
<td>Construction of the new cellar</td>
<td>High reputation of the company and the head of the company (Mr. Moosburger -</td>
</tr>
<tr>
<td></td>
<td>Winemaker of the 2006 year, chairman of OWT)</td>
</tr>
<tr>
<td>Wine Shop</td>
<td>Pioneering in some winemaking techniques</td>
</tr>
<tr>
<td>Collection of old monastery wines</td>
<td>Family atmosphere among the workers</td>
</tr>
<tr>
<td>Production part of the winery</td>
<td></td>
</tr>
<tr>
<td>Fully equipped itchen</td>
<td></td>
</tr>
</tbody>
</table>

As it might be seen, it is possible to conclude from the table 2, the company has both sets of tangible and intangible assets for wine tourism development.
4.2 Map of the touch points for wine tourism segment in Schloss Gobelsburg

Following the recommendations from sections 3.3 and 3.4, all the touch points faced by the winery visitor are listed and mapped (Figures 7-9).

The selection of the central figure of the touchpoint map is coming up accordingly to the winery visitor’s path from the first meeting with the brand to the visit. Obviously, a visitor went through several stages: first stage - it is learning about the existence of the winery, and then the decision process of visiting should be followed directly by the visit itself. Here it can be seen at least three processes on the basis of which 3 maps of touch points can be build.

1) «I learned about the existence of the winery» (Figure 7)

- Where do people get the information from?

It could be from: wine in the store; friends’ recommendation; sommelier in a restaurant; print advertising; tasting; exhibition; board; profile editions; profile contests; sites with recommendations; online advertising

2) Sites with collections «I made the decision to visit it» (Figure 8)

- At what point is the decision made? How do people plan a visit?

They could use: site; Google maps; social network; collection sites; sites with reviews and recommendations; email about the visit; friends recommendation; advertising (printed and online); random visitors (were passing by); Wikipedia; Google search

3) «Visit to the winery» (Figure 9)

The creation of this figure was partially done using standards of the Winemakers’ Federation of Australia (WFA).
Figure 7. Touch point mapping of the first contact with the brand.

Figure 8. Touch point mapping of the planning a visit.
4) «Impressions after the visit»

Obviously, touch points are simultaneous and repetitive as some of them are used in several stages (Observation 6). For example, on this website TripAdvisor, it might be seen occasionally information for the first time; it might be contacted in the decision-making process about the visit; It might be written a review after the visit. At each stage, the touch point performs a different function, but in assessing it is necessary to remember and give a weighted average.
4.3 Criteria for evaluation of the touch points

Albeit in obedience to observation 2, touch points can be positive, neutral or negative, there is no single standard for estimating touch points. The main requirement is that the final differentiation should be visual.

In the framework of this work, the principle of visibility is carried out through the creation of a rating scale from -4 to 4. A list of criteria for assessment was developed, due to which each touchpoint might be scored from 0 to 8 points. The following formula was drawn up, which will allow converting a scale from 0 to 8 into a more visual, from the point of view of visualization, scale from -4 to 4. The final scale is symmetric about zero.

The evaluation of the touch points was made according to the following criteria:

1. Leads to the next link in the touch points chain (0-2)
2. Does not cause inconvenience (0-2)
3. Corresponds to brand positioning (0-2)
4. Possesses uniqueness (0-1)
5. I want to tell friends about it (0-1)

The final score \( s \) will be calculated by the following formula:

\[
 s = n - \frac{S_m}{2} = n - 4
\]

where \( n \) - is the number of points scored by 5 criteria, \( S_m \) - maximum possible amount of points

\[
 S_m = \max (\sum n_i)
\]

Thus, it was received a range between -4 and 4. Negative points are those points that scored from -4 to -1 points, neutral points - 0-1, positive points from 2 to 4. Any point that is missing (observation 3), scores 0 estimated points and, accordingly, its final score will be equal to -4.

The figure 10 illustrates the criteria #1 «Leads to the next link in the touch point’s chain», reflecting the Customer Journey at the winery:

![Figure 10. Winery Customer’s Journey](image-url)
4.4 Recommendations for improvement of the touchpoints

The detailed ratings are presented in the pivot table 3.

Table 3. Evaluation of the touch points of Schloss Gobelsburg

<table>
<thead>
<tr>
<th>Touchpoints</th>
<th>Personnel</th>
<th>Children’s area</th>
<th>Entrance and signage</th>
<th>Food and drink</th>
<th>Wine tasting</th>
<th>Shopping</th>
<th>Overall rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Personnel</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1 (neutral)</td>
</tr>
<tr>
<td>Now: the staff is very helpful and friendly, but there are no developed standards, uniforms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To improve: with the advent of paid wine tours motivate the staff for the sale of these tours to random visitors (for example, by a commission)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Children’s area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-4 (missed point)</td>
</tr>
<tr>
<td>Now: no children’s area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To improve: Even if it is not possible to create the area, it’s possible to create an entertainment: to make a cartoon about winemaking or winery, which can be downloaded by QR-code, add some pictures on the wall, buy some simple toys (intellectual toys, puzzles, maze, etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Entrance and signage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1 (neutral)</td>
</tr>
<tr>
<td>Final score: 1 (neutral)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In this section will be given a list of all the touch points that scored less than 1 point, that is, those touch points that are either neutral, negative or missing. Those points, which were identified as missing or negative, need urgent monitoring and improvement. After them, the priority for neutral points is following. Positive points are in ideal conditions that are just needed to be monitored.

1. **Personnel**

   Final score: 1 (neutral)

   Now: the staff is very helpful and friendly, but there are no developed standards, uniforms

   To improve: with the advent of paid wine tours motivate the staff for the sale of these tours to random visitors (for example, by a commission)

2. **Children’s area**

   Final score: -4 (missed point)

   Now: no children’s area

   To improve: Even if it is not possible to create the area, it’s possible to create an entertainment: to make a cartoon about winemaking or winery, which can be downloaded by QR-code, add some pictures on the wall, buy some simple toys (intellectual toys, puzzles, maze, etc.)

3. **Entrance and signage**

   Final score: 1 (neutral)
Now: Entry easy to locate from main road, entry statement and gates consistent with brand image, trading hours and conditions of entry are not clearly displayed, there is no road signage on access routes

To improve: to add signage with trading hours and conditions of entry

4. Driveway and parking

Final score: 0 (neutral)

Now: Well drained and maintained all-weather surface (gravel), but no parking place for the buses, no directional signage to cellar door and other facilities

To improve: to add road's and parking signs

5. Building exterior

Final score: 1 (neutral)

Now: Building exterior is well maintained and consistent with the brand image, but signage is not easy readable and welcoming, there is no interpretive signage for heritage features

To improve: to add signage for heritage features and for directions

6. Tour program

Final score: 1 (neutral)

Now: the program is not fixed in time; within the program, the historical and production parts receive more attention than stories about wine. The program is not interactive; there is no possibility for people to take part in the process.

To improve: to developed range of the program with a different duration, to set a schedule, to give people the opportunity to taste the wine from the barrel or from the tank (leave one for this purpose), give people the opportunity to riddle the bottles for sparkling wine and try to pour the wine themselves. Add information about different wines. Add a vineyard map to a viewing platform. Add a visit to the vineyard. Start the tour with a glass of sparkling.

7. Papers for notes

Final score: 0 (neutral)

Now: The printed price list is used as a notebook; it is convenient to note the wines that have been tried, but it is inconvenient to write notes about the tasting. No branded pens or pencils.

To improve: to add some space for notes or to give a separate sheet; add branded pens or pencils.

8. Water and bread

Final score: 0 (neutral)
Now: Romerquelle (premium Austrian producer) water is provided, which is intended for a high-class guest service, but there are no snacks or bread, offers with a cheese plate (for example) for pairing.

To improve: add unique snacks, bread or breadsticks. Add the possibility of paid food & wine paring tasting.

9. Payment options *

Final score: 2 (positive)

Now: All payments are accepted.

To improve: to make an information stand that all payments are accepted, improve the quality of internet connection of the payment terminal.

10. Souvenirs and related products

Final score: 1 (neutral)

Now: In addition to wine, jam, honey and pumpkin seed oil are sold here, which are local specialties, but there is no additional information about them on visual displays. There are no branded wine accessories on sale, except for traditional Austrian mugs and Riedel glasses.

To improve: add the branded wine accessories and souvenirs.

11. Shipping

Final score: -4 (missed point)

Now: no official shipping options

To improve: to offer shipping options and inform the customers about the prices.

12. Discount’s programs

Final score: -2 (negative)

Now: There is a mandatory discount of 5% for all buyers, but nowhere is it regulated to inform about it. Therefore, on the one hand, such a discount turns out to be a pleasant surprise, but on the other hand, if buyers knew about it in advance, this could increase sales. There is no special discount system for regular customers - some have a registered discount of 10%, but this is a random process, there is no approved list. No Wine Club. No seasonal or other promotions and sales.

To improve: Create the Wine Club, develop discount program to encourage customers to purchase, highlight the fact of 5% discount.

13. Wine shop interior

Final score: 0 (neutral)

Now: it is a small room, measuring about 20 square meters. Specialized books on wine topics are displayed on the shelves, mainly in German. Wine accessories are not presented for sale. Bottles
of current vintages are not displayed on the counter. The traditional interior corresponds to the positioning of the brand, but it looks somewhat old-fashioned.

To improve: Add goods, remove some books, update the interior, and hang up the work time in both German and English on the door of the store

**14. Wine «on shelf»**

Final score: 0 (neutral)

Now: the label and the bottle shape are fully consistent with the positioning and design of the brand, but the company misses the opportunity to report on the possibility of visiting.

To improve: Add information on the label or in the boxes in which the wine is blown for wholesale buyers.

**15. Facebook**

Final score: -1 (negative)

Now: since visits are not sold, there is no information about them. Posts are not regular, the service is not used for paid advertising, for congratulating subscribers on holidays (both general and personal). The page has 2854 followers. The total number of likes on the page at the end of May: 2,776. Company’s response rate to the messages: 80%, average response time: 1 day.

7 events were published in the last 365 days. 387 persons responded to the invitations for the last year, 346 of them (89.4%) responded in the last 90 days. 15.4 thousand people were reached by information about the events (have seen the information from their screens), 14.2 thousand of them (92.2%) were reached in the last 90 days.

To improve: to set the schedule of posting, master the tools of paid advertising, add instant messages. To add the info about the visits when it is applicable.

**16. Instagram**

Final score: -2 (negative)

Now: since visits are not sold, there is no information about them. 20 posts are published. The account has 1680 followers, posts and stories are not published regularly. There is no information about visits in the profile header; the folders with the stories are not structured and not filled. There is no person who is responsible for checking comments and reposts. The profile doesn’t have the unique and unified style (filters, colors).

To improve: to follow the developed post’s schedule (see Annex 4), establish the unified standards for filters and general style of the posts, put more information in the header (contacts, etc.). To create the folder for stories (How to find us, Wines, Winery, Vineyards, etc.). To add the info about the visits when it is applicable.
17. **Twitter**

Final score: -4 (missed point)

Now: no company page.

To improve: to create, if necessary.

18. **Local social media (VKontakte, WeChat, etc.)**

Final score: -4 (missed point)

Now: no company page.

To improve: to create, if necessary

19. **Google Maps**

Final score: -1 (negative)

Now: since visits are not sold, there is no information about them. There are no photos. No reviews.

To improve: to stimulate writing reviews, add photos and information about visits

20. **TripAdvisor**

Final score: -1 (negative)

Now: no company page, no photo from the company side, no answers to the reviews, 15 reviews, since visits are not sold, there is no information about them.

To improve: Create the company’s page, add photos, etc., which has been done during this internship. The next improvement - to print the special stickers on order to remind people to leave the reviews after the visit and to comment these reviews.

21. **Web-site**

Final score: 1 (neutral)

Now: there is no information about visits. The section on wines causes difficulties in finding the right wine, is not perfectly structured, there are no anchor links. Some pages are not translated into English. Outdated photos and information about wines

To improve: update the info and photos, add the anchor’s links and improve its structure.
5. CONCLUSION

This work was devoted to the development of an example of the application of the customer journey decision model in the management of services in the field of wine tourism. This new approach combines a deep understanding of behavioral processes with a convenient visualized structure that is easy to manage and allows to conveniently set tasks and priorities, responsible executives - that is, it gives the opportunity to improve the quality of service management.

The report examines and analyzes the current situation with wine tourism at the Schloss Gobelsburg winery located in the Austrian region of Kamptal. The winery has all the prerequisites to become a successful tourist destination. At the moment, the winery does not sell tours and tastings, but provides them free of charge with prior arrangement.

According to the objectives of the work, it was made 3 maps of the touch points of the winery Schloss Gobelsburg. The touch point mappings served as a visual tool for a scrutiny the list of all the touch points that a visitor faces, and the displayed interrelations of the stages of the path, which make it possible to understand the role, which each specific point plays in the decision-making process. It was possible to identify 34 touch points: 14 positive, 10 neutral, 6 negative, and 4 missed ones. The recommendations for possible improvements to those points that were not positive were given in section 4.4 of this work.

This work can be expanded, and the principles described in it can be applied not only to the service in wine tourism, but also to the development of new products or marketing companies, because Touch Point maps help to simultaneously see the big picture and get into details.

As Temkin (2010) notes in his work just creating customer journey maps will not lead to a restructuring of the organization or improving the quality of customer service. In fact, travel maps lose their momentum in the development process and ultimately collect dust along with other research results.

In the same work, ways to solve this problem are given:

· A wide exchange of customer travel cards. To prepare the ground for improvements across the company, company employees need to share their ideas with customer travel maps.

· Taking action on understanding. Customer experience managers should systematically prioritize and prioritize, using management support and past success to move their organizations forward.

· Support learning over time. In order for travel cards to remain alive, middle services need to identify travel card owners and track customer feedback and organizational progress over time.

A systematic approach and compliance with these three postulates will allow the concept of touch points to become an effective tool for creating service management in any enterprise, both in wine tourism and in any other area.
6. BIBLIOGRAPHY


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