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MASTER THESIS

Vinedo de los Vientos:
A family winery in Uruguay, the next New World of wine tourism

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**Internship at *Vinedo de los Vientos*
Atlántida, Uruguay**

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Abstract

The following Master Thesis is dedicated to the work and the tourism project implemented in the winery of Viñedo de los Vientos in Atlántida, Uruguay. As a lot of small size winery, opening the doors and developing the tourism activity is an important opportunity. Due to a lot of micro and macro-economic factors studied during the research, this family winery has a very good potential to create a continuous tourism offer in order to increase his on-site sales and brand awareness. Some basic organization is needed as well as the establishment of a strategy to do so. Uruguay is composed at 90% of family wineries that try to compete between each other to be the most competitive ones. This country is also quite new in this sector and represent a very small territory and market share in front of important wine countries as the New World representors: Argentina and Chile. Uruguay needs to improve its notoriety to become known and competitive on the world wine market. The goal, in this bodega, is to develop a proper basic offer and insure a steady standard of offer. In a second time, the goal is to communicate and improve the visibility of the brand and the winery in the national tourism sectors. According to these two main aspects, a plan in 3 categories is implemented during the 3 months contract of the internship focusing on the improvement of the current situation at a basic level, the communication and the differentiation. This project, on the longer term, include the recruitment of a new employee to receive the visitors and keep on working for the promotion of the winery after the internship is over. This 3 steps plan proposal has the aim to improve the viability of this family winery by increasing the direct sales and the recognition of the establishment as an active tourism actor.

Keywords: Company; Standard offer; Communication plan; Brand awareness; Differentiation

Abbreviations

ATEU: Asociación de Turismo Enológico del Uruguay, also named Los Caminos del Vino it is the association of family wineries of Uruguay

INAVI: Instituto Nacional de la Vitivinicultura

MINTUR: Ministry of Tourism of Uruguay

SWOT: Analysis based on the Strengths, Weaknesses, Opportunities and Threats

USD: United States Dollars

UYU: Uruguayan Pesos

Table of contents

I. Introduction	1
A. Presentation of Bodega Viñedo de los Vientos	1
B. Duties during the internship	2
1. Hosting visitors: tours, tastings and events	2
2. Development of the infrastructure and the offer	3
3. Implementation of a communication strategy	4
II. Methodological approach	4
A. Analysis of the situation	5
1. First approach	5
2. First disadvantages	5
3. Analysis of the customers	6
4. Analysis of the market	7
B. SWOT analysis	8
C. Objectives	10
D. Development plan in 3 levels	11
1. Insure a standard quality offer	11
2. Communication and partnership	13
3. Advanced plan and differentiation	15
III. Results and discussion	17
A. Results and improvement tendency	17
B. Discussion, limitations and nuances	23
Conclusion	25
Acknowledgment	28
Bibliography	29
Annexes	30
Annex 1 - New tasting menu	
Annex 2 - Maps of Canelones wineries, Ruta 5 and location of Vinedo de los Vientos	
Annex 3 - Tasting options designs	
Annex 4 - Cooking class offer	
Annex 5 - Pictures of the wine tiny house	
Annex 6 - Database abstract - April 2019	

I. Introduction

In the wine sector, the opposition between the Old World and the New World gives interesting and competitive trend to the market. But what about the countries that are so small and unknown that they are not even part of these two categories. Which wine tourists knew that they could visit and taste very good fine wines in Canada, Brazil and even... Uruguay? "Uruguay is the best-kept wine secrets of South America." said Amanda Barnes, writer and creator of the website *Around The World in 80 Harvests*. Influenced by an important migration wave from Italy, Uruguay became the fourth wine producers of South America. In the past two decades, the wineries of this very small country, trying to compete with giant like Argentina and Chile, are opening their doors to visitors in order to increase their visibility and sales. In Uruguay, 90% of the 270 wineries are family owned. This is the case of Viñedo de los Vientos, the winery chosen to elaborate this Master thesis project. This first part is a contextualization and presentation of the internship and the oenotourism project implemented. We start with a description of the winery followed by the main tasks executed during the internship and then the idea of the proposal as the realization of the project.

A. Presentation of Bodega Viñedo de los Vientos

Viñedo de los Vientos is a family winery own and run by Pablo Fallabrino and Mariana Cerutti. Pablo inherits the vineyard from his grandfather in 1995 and started the production of wine in 1998. Nowadays, he is still the winemaker and work with the help of 4 permanent workers in the vineyard and the winery. His wife, Mariana, is in charge of the administration, commercial part, and tourism activity.

In a matter of trade, the production of wine is mostly exported to Brazil and the United States and the national distribution is selected to just a few specific restaurant and shops.

Ten different wines are produced here, mostly red wines, but also two white wines and one dessert wine. Among the red wines stand the first natural wine of the country: Anarkia, 100% Tannat. The philosophy applied in the vineyard and in the winery is the minimal intervention. As a lot of Uruguayan family, Pablo has Italian origin and more specifically from Piedmont region. For this reason, the vineyard, that represents around 15 hectares, has an important Italian influence with varieties like Arneis, Nebbiolo and Barbera. These varieties are pretty rare in the region and in South America. This varieties added to Pablo's winemaking style, its wine are characterized as different and even "hard to sell" according to Patricio, owner of Boca Negra, one of the two wine bar in Montevideo.

Geography-wise, the winery is located in Atlántida, a coastal town, east of Montevideo, where meet the River de la Plata estuary and the Atlantic Ocean. This proximity with the water provides a pretty humid and very windy climate. Atlántida is part of the region of Canelones. This region surrounds the capital city of Montevideo and is the biggest wine region of the country in terms of number of wineries. In fact, 70% of the wineries of Uruguay are located in Canelones.

At Vinedo de los Vientos, the very first tourism activity started in 2001 but really grew with the creation of ATEU in 2004. ATEU is an association formed by the family wineries open to tourism in Uruguay. Nowadays, the association counts 18 wineries and has the aim to gather the strengths and work together to develop the wine tourism sector for each winery and promote themselves as a group. On the 18th of February, when the internship starts, the tourism offer is pretty similar to the other Uruguayan wineries: a 5 wine tastings with cheese platter or empanadas (\$35 USD) or antipasto (\$55 USD), a 3 course lunch with 5 wines pairing (\$75 USD) or a 4 courses lunch (\$94 USD) with the wines too. All these options include a tour in the vineyard and in the winery.

As the company is managed by only two people who are also in charge of other parts of the business, the doors are not always open and the visits are available with pre-booking only.

B. Duties during the internship

As it is said in the previous part of the introduction, only two people are running the business and in charge of everything. We are in a very small size family company which means multitask for everyone and adaptability. The very first duty is to be present and available every day and the main activities were divided in three categories: doing the visits and tastings to the visitors, developing and improving the current offer and infrastructure and rethink and implement a better strategy to increase visibility of the winery as a tourism product.

1. Hosting visitors: tours, tastings and events

The main task of the intern was to host the tourists, to lead the visits in the vineyard and in the winery followed by the tasting. The first goal of the internship was to open the doors to the visitors every day of the week, without necessarily a booking. The primary activity, with the other intern, Nuno R Silva (Wintour intern at the winery as well), was to be here to receive and welcome any visitors no matter the language or if they have a booking or not. Regarding this, it had to be ensure that the place was clean and set, the wines always ready for eventual tastings, the outside space nicely arranged and the shop organized. Two

things are important in the shop: the regulation of the wine stock and the availability of money change in the different currencies. To host visitors in such a small winery also include cooking and waitressing for the lunches for example. At the beginning of this new tourism development, the idea of the visit is also to promote this new offer and make sure the visitors would be ambassadors of the company. To do so, one of the tasks of the interns was to collect the emails to create a database, send follow up emails with the TripAdvisor link and this way start creating a brand loyalty.

During the internship, some events were hosted at the property, some open ones, some private group ones and also a professional partners event (part of the project explain in the section II. Methodological approach). The role of the intern was to promote them, contribute to the organization, help in the cooking, hosting the guest and ensure the successful completion of it.

2. Development of the infrastructure and the offer

The space and the facilities are nice and in good condition but can be improve in order to be more functional. With a fresh and new point of view on the situation from the intern, the winery, the restaurant/tasting room and the shop need reorganization on the physical aspect. It is important to have a winery (the technical facilities) tidy and actually adapted to the visit, a place always ready for an eventual tasting and a shop where all the products, and not only the wines, are well presented with a visible price tag. These improvements also include the creation of signage outside and inside the facilities to facilitate the access and the movement inside the infrastructure. These simple changes are important and will be settled and improved along the internship.

To offer adapted products to the visitors, a new menu ([Annex 1 – New tasting menu](#)) was also elaborated with some more simple options. The goal was to understand the expectations of the customers and create tastings that can be enjoyed even with less time or small budget.

The development plan implemented and described in the section 2 includes the recruitment of a new employee. In this purpose, the duty of the intern was also to create and prepare all the materials (visit script, tasting notes, a working guide with daily, weekly, monthly and longer-term activities) for him to be trained and operational the fastest as possible. The goal of this development part is to reach a better synergy in the tourism activity.

3. Implementation of a communication strategy

At Vinedo de los Vientos, Pablo is in charge of the technical part with taking care of the viticulture and winemaking. Mariana is in charge of the rest of the duties to maintain the durability and viability of the company. However, the communication is missing. In fact, at the beginning of the internship, there is no communication strategy and zero actions settled to increase the brand awareness. This is an important priority at the charge of the intern. As a first strategy, the communication plan focus on creating partnership and agreement with tourism actors of the town, the region and the cities of Montevideo and Punta del Este. The task was to analyze the market, search, contact and educate the possible partners about our new offer and availability. This plan includes the creation and organization of a professional partner's event (detailed in the III.D. Development plan in 3 levels). A complete change of the website is realized, at the initiative of the intern, for a new modern and attractive version that communicates the right image of the family company and facilitates the access to information about our tourism offer. As a first step, this communication and partnerships are meant to be fortified and engaged on the medium term, to insure a steadier amount of visitors for the next high season, summer 2020. A database is also created and managed by the intern to be able to measure the success of this strategy and adapt the objectives and actions on the longer term.

Through these daily activities and during the 3 months of internship, the project was implemented considering this emerging context that is oenotourism in Uruguay, with the methodological approach settled and described in the second part.

II. Methodological approach

The internship started mid-February and the first week of the internship is mostly dedicated to observation in the winery but also, and it is very important, discussion to try to understand the situation of the wine tourism of the country. As this is a small country in general and still in the phase of development of the oenotourism, it was hard to have a real appreciation in advance and this first phase was crucial. After that, a SWOT analysis was done to have a written and concrete analysis to set the objectives and prepare a strategy and an action plan described in the last part of this methodological approach.

A. Analysis of the situation

1. First approach

The tourism situation mid-February 2019 is the following:

We receive approximately 2-3 people per day, 4-5 days per week. Knowing that we are in the middle of the high season that lasts from January to April. These customers are usually good buyers, from 2 to 10 bottles purchasing and just a few people leave without buying wine at all. In other words, the visitors who are coming are good consumers and we actually need to communicate more to attract more of them. Regarding these numbers, a program in 3 steps is developed: The primary one is what can be done and improved right now, to become more operational on a daily basis. The intermediary one is mostly communication and creation of partnership to increase the visibility of the winery as an active tourist destination. The last one is more strategic, it includes actions that need more investment to prepare the next high season. That last part of the plan is the one that includes the recruitment and training of a new employee to be always available to do the visits and keep our doors open even after the end of the internship.

During the first days it was important to follow the visits and see the way things work to be more familiar with the situation: the current offer, the things that work well and the things that are missing and the first things to improve. To lead the plan some readings were necessary. Such as *Guide pratique de l'oenotourisme* from Evelyne Resnick and James Roany, and the outlines of Paul Wagner's approach and classes about creating wine tourism in a family business, this was very useful mostly for the main mistakes to avoid as a small producer.

2. First disadvantages

From an outside approach we can note at this point two disadvantages: alcohol at tolerance zero and the transports. In fact, the law in Uruguay set a 0% alcohol tolerance to drive a car. This immutable aspect reduce the purchase of tastings as the driver cannot taste any wines and it also reduce the motivation to actually go for a winery visit as one of the participant will not be able to enjoy the full experience. This factor is also linked to the second one that is the problem of the public transport. In the rural areas, the public transport is very limited and the access to the winery is complicated without a personal car. Even if we are considered as being on one of the important road of the country, there are no direct bus lines from any of the two main cities Montevideo and Punta del Este and the frequency of the buses are limited. For this reason, a lot of visitors contract a private transports company to take them to the wineries and drive them back. The price of this private transport from Montevideo is usually around \$60 USD based on 2 people and increased per additional

person. This is a good option as all of them are then able to consume and taste wine but this represent an important cost that not everyone is ready to pay for.

Besides these external aspects, inside the property, the main problems revealed were due to a lack of organization in general and a lack of commitment to the tourism activity. In fact, Mariana, who is in charge of this part did not have enough time and resources to commit to it fully. The main and first problems were the following: the winery was absolutely not adapted and arranged for the visit, especially at this time of the year when the harvest period is about to start; The visits without booking were not really organized because the tasting options available included food that need preparations in advance. For this reason, most of the non-plan visitors were taken for a visit that was usually not charged and the tasting disorganized. This was accentuated by the fact that we were not taking the credit card payment which limits drastically the purchasing of wine. Mariana makes homemade jam that she wants to sell in the shop, but these jams were behind the bar with no prices and no customers could have guessed this was actually for sale. Moreover, the visit in English was not available, only sometimes if Pablo, the winemaker, had some free time. This point leads us to our third point, which languages are necessary, which customers are expected?

3. Analysis of the customers

As a small family bodega, the target is mostly wealthy couple or small group of friends. We want to have a very personalized approach to make sure our visitors understand our work, our way of life in this family winery and in this very welcoming country that is Uruguay. More than a visit, this is an invitation to meet with the owners and discover their culture and lifestyle, this approach works only with small groups. The goal is to receive small amount of people but good buyers with an important purchasing power.

The majority of the tourists coming at the winery is from Brazil and represents our main target. They are very curious about discovery and new experiences (Lanari 2019) and this match well with the idea of the house. Usually, the Brazilian tourists in Uruguay are also wealthy people that like to feel they are privileged. Furthermore, due to the location on the road from Argentina to Punta del Este, the major and closest beach tourism spot, a part of the visitors was from Argentina, but this concerned only the school holidays period. Lately and thanks to the development of the cruises, tourists from the United States and Europe are being more numerous. Uruguay is the only country of South America where the cruises can access the wine tourism. In fact, the wineries are located close to Montevideo where the cruise boat harbor is. In Brazil or Argentina for example, the wineries are located too far and

inaccessible to be targeted by the cruise's tourists that has a very limited time schedule for outside activities. Otherwise, in general, the American visitors who are not from the cruises are wine lovers and already have some wine education, they did not come just randomly or by chance. In both cases, the American customers have important influences on the international markets and this is a very good sign for the sector that the number of American tourists is increasing. In a smaller scale, some of our visitors are retired people from European countries who moved in Uruguay to enjoy a relaxing sunny retirement (Germans and Swiss) and these half local-half tourists can become a regular consumer and brand ambassador within the country and in their home country.

At the first sight, the domestic market is not an important customer to target. They are very few, with low interest in fine wine and with low purchasing power. The Uruguayan people buy and consume wine on a regular basis but mostly cheap table wines and are not searching for more education about the topic. We will see that the results post internship actually show a growing tendency.

4. Analysis of the market

All along the internship, with the help of Mariana, we organized some visits to other wineries of the region in order to have a better overview of the local situation and analyze the other actors and wineries offers.

In the same purpose, it was important to discuss with some tourism actors more external to the wine industry. In the first weeks, Mariana organized a meeting with Juan Carbajal, employee at the Canelones City Hall. He is in charge of the oenotourism project between Canelones and Catalunya (project developed by my colleague Nuno Silva). It was important to have his point of view regarding the local situation as a neutral agent; and a meeting with the director of the Tourism office of Atlántida. These two public actors gave some larger information to help to build a strategy. Such as a meeting with the Minister of tourism Benjamin Liberoff and his colleague Alejandra Cabrera, coordinator of the oenotourism part at the ministry (MINTUR). MINTUR is in the phase of developing the wine tourism promotion. But, as an example, does not have centralized information about the wine tourism offer of the country yet and this section does not appear on their website of Uruguay Natural.

About the other wineries of the region, they are all located quite far from Viñedo de los Vientos, which makes it a bit complicated to create a work synergy. The majority of the wineries of the region of Canelones are north of Montevideo on the road nº5 or close by ([Annex 2 – Maps of Canelones wineries, Ruta 5 and location of Viñedo de los Vientos](#)). This road full of wineries is also closer to Montevideo than us and for this reason attracts the big

majority of the wine tourists. According to the numbers, Juanico and Pizzorno in Canelones, Bouza in Montevideo Rural are the most important wineries in matter of tourism in the region. They have elaborated products and offer either accommodation in the vineyard or a settled restaurant to enlarge their revenue sources at a bigger scale.

Inside the tourism operators that are important for the wine tourism we find a lot of transports and transfer companies. These actors are key for the sector because, as we mentioned before, the public transport is not convenient and does not work well for the rural tourism like the wineries.

The information about the region and the country around wine tourism were gathered all along the internship to picture better the stage of this growing sector in this emerging wine country. In Uruguay, the very big majority of the wine establishments are family owned, such as Viñedo de los Vientos and it is important to develop the tourism activity with this in mind. With this the first approach and these informations, a SWOT analysis was made to center the positive and negative points of the situation of the family business.

B. SWOT analysis

To have an overview of the internal and external situation of the winery a SWOT analysis has been realized as a tool to give the right directions to our goals and target our actions to achieve them.

Figure n°1 - SWOT analysis

Strengths	Weaknesses
• Beautiful place and facilities • Good and interesting wines with the 1st natural wine of the country • Charming family story • Nice shop and restaurant • Big place to host event • Proximity with Montevideo and 20 minutes from the airport	• Not open and ready for visitors everyday • Bad signage to the winery and inside the property • No English • No payment options (only cash) • Quite old website • Lack of motivation and commitment to tourism • Technical facilities/winery not adapted to the visits

Opportunities	Threats
• Location: between Montevideo and Punta del Este, the two major tourism destinations of the country • Region of Canelones (the biggest wine region of Uruguay) and Montevideo rural • Development of cruises, arrival of the American and European tourists in Uruguay • Atlántida, already a summer tourism destination • Important national gastronomy • New wine country, a reputation to build	• Hard to reach the market compare to Chile and Argentina, the huge wine producers • Lack of proximity tourism actors (no hotels or restaurant in Atlántida that match with the winery customers) • No other winery close by (closest 30 minutes' drive) • Lack of transport options • No collective coordination among the actors of the region • Small wine country: all the visitors go to the 3-4 big wineries only

The winery has a great potential in matter of place and wines to increase its tourism activity and its on-site wine sales. The history of the family, Pablo's philosophy about the way to make wine and the natural wines are exactly what wine tourism is looking for nowadays. There is a need to build a standard offer and communicate about it. The tourists and the wine tourism actors of the region have to be informed about the new active tourism activity.

The location of Vinedo de los Vientos, close to Montevideo but also one of the only wineries on the way from the capital city to Punta del Este is key and it means a lot of tourists are passing by every day and this is a very important opportunity as customer target. A better signage is necessary to attract them. Unfortunately, Uruguay is very strict on the signage that is regulated by the Ministry of transport. It is forbidden to do your own signage as it could be taken for free and preferential advertisement made by the government. Due to this, one basic blue sign written "bodega" is located close to every winery of the country. At Viñedo de los Vientos, we have two from the two directions of our road, 200 meters from the gate. Unfortunately, we are very close to the main road but not on it and these signs are then not reaching the hundreds of tourists passing by Atlántida every day of the summer.

The communication and the group work are very important points to develop in this region and country to promote their wines worldwide as a group, with one national brand and

image. This work has to be done with partnership together with the public and private sectors and also among the private actors themselves.

Thanks to this micro and macro analysis of the winery and its market we can see the points that need to be improved and set the objectives of the project.

C. Objectives

To set the economic objectives was not an easy task as we did not have any data from the previous months or the previous season. This lack of information made it complicated to see where we actually start and evaluate what we can reach. Indeed, for the development of the winery and the follow up of this development, one of the first missions was to create this database to start collecting numbers and have a better idea of the amount of visitors, the amount of wine sold and the numbers of visits or lunch charged. From these figures, we could, first, analyze the success of the project and second, set more realistic objectives.

Talking with Mariana, her appreciation of the anterior situation and her personal goal for the business, we set a medium-term objective for the next high season, from January to April 2020. The aim would be to receive a quite steady number of tourists per day during these 4 months: around 8-10 people per day with an average consumption of \$50 USD per person (visits and wine purchasing included). This would make approximately, between \$2 800 USD and \$3 500 USD per week. This amount of sells would also make it worth it to invest in the credit card features and make it easier for the visitors to pay. A double advantage, easier to pay and more sells as no more physical restriction to buy as it is currently happening when the visitors would like to buy wine but do not have enough cash to do so.

Besides the purely economic objectives we have a goal of brand awareness and notoriety. Earlier, seen as a winery that is not yet fully committed to tourism, we have to improve our image and reputation to extend it to Montevideo and Punta del Este as a winery with open doors and stable in matter of tourism, with a qualitative offer recognized by the regional tourism actors: Tour Operator, Tourism offices, other wineries of Montevideo Rural and Canelones, restaurants and accommodations.

These objectives are quite open and are all attached commonly to the three levels of the development plan described below. In the longer term, distinctive objectives could be set per category of action once these sectors would be set.

D. Development plan in 3 levels

The goal is to offer a sustainable plan for this small size winery to develop its tourism offer, on-site sales and notoriety as a basic level first as we start from an undefined and unsteady offer and then, a plan to grow it on the longer term.

1. Insure a standard quality offer

The first part of the plan was to implement and insure a steady standard offer. Before the beginning of this development project the winery was open only with reservation on some days of the week or week-end depending specifically on these reservations. Mariana being the only one able to receive tourists but also in charge of a lot of other functions in the company, as soon as she had a meeting out or something else to do either for work or personal reasons, the winery was close to visitors without any way to communicate about it.

The basic offer includes every day opening from 10h30 until 17h (departure of the last visit). These new opening hours were update on TripAdvisor and Google to make sure the right information circulate well. We were prepared and trained to receive tourists at any time and provide a quality service. This quality service involved some simple things like putting some music in the tasting room, having the glasses set and the wines kept at the right temperature at any time, and a nice presentation and adequate decoration in the room and features adapted to the tour. The space for the reception of the visitors and the tasting room is settled like a restaurant, this is quite spacious and can host up to 35 people. The space is reorganized in order to have some tables ready for the lunches and some others for the tastings only. This way, if a visitor comes without booking the place is ready and there is no need to take off the plates and cutlery which could make him feel like he was not expected. The facilities and the hosts have to be ready to give any style of experience depending on the expectations to make sure the customer feels very welcomed. It is summer and very hot outside, a barrel was also set inside with some glasses and fresh water always ready. These are simple details that actually matter and make the difference.

The shop is reorganized as detailed in the first part about the *duties of the intern* to be more profitable. A sign is also added with the Instagram and the TripAdvisor logo in order to enlarge our digital notoriety. In the same goal, a follow up email is settled as another strategy. The goal is to keep the contact with our visitors, we ask them their email to enter in the database and to send them our greetings for the visit, make sure the eventual wines that they bought are in good condition and send them the link of our TripAdvisor to give them the opportunity to let a review. With this technique we increased easily the number of reviews on the platform. As the visitors of the winery come from different social categories (age, activity), it is important to work on different platforms. Even if it tends to change frequently and depends on the nationalities, some people prefer Instagram rather than Facebook and

vice versa. In any case the use of Tripadvisor to travel is very important and represents a big share of the motivation of the decision taken as a tourist to visit this or that other place. For this reason it is important to show the right image on the different platforms.

The role of a good signalization in touristic place is important. Inside the property, the signs “open”, “parking” and direction indications were needed and settle in the first weeks of the internship. A good signalization outside of the winery is also very important because it is the only way to attract the visitors who do not plan or do not know that there is winery open to the tourists close by. The bodega is located 6km away from the main road that linked Punta del Este and Montevideo. These two cities are the 2 biggest tourist destinations of the country. The problem is that there are zero sign to inform the thousands of tourists and/or locals who pass on this road every day. The winery is also 6km far from the town, Atlántida, that is a small but recognized destination for beach and coastal tourism. Thanks to some conversation with the locals and other actors of tourism, it is easy to realize that most of the people from Atlántida do not even know that there is a winery where the visitors can stop to visits, have a tasting, learn about wine or even buy some local wines. To start about the outside signage, a big sign at the entrance of the property was set, by the road that indicate the name of the place and “Winery” “Tasting” and “Visits”. This way, at least the people passing by can see it. Unfortunately, the private direction signs outside of the wineries, on the main road close by or in town for example are not allowed. The only way is to do an official request to the Ministry of Tourism to ask for standardized signs. Besides that the alternative found is a private advertisement on 4m x 3m that is managed by an advertisement company located a few meters from the winery. A promotional design has been realized to invest in this type of advertisement. One more time, this sign is on the road of the winery, but not on the main road or in town. Proper directions signs are managed by the government only and do not allow the name and/or the logo of the winery to be set on the public area that is the roads.

The quality service that is being implemented also involved the creation of an actual service list/menu regarding the demand analyzed in the first weeks. The goal is to keep the offer and add other options that are simpler and more easily accessible. As it is explained in the presentation of the winery, the tasting options start at \$35 USD and include 5 wines and food. At the beginning of the internship, a new menu (see Annex n°1) is set with elementary options to provide a cheaper and shorter tasting to the visitors. This new offer includes a wine by the glass, small gastronomic snacks, a 3 wines tasting for \$10 USD and a 5 wines tasting (with less Tannat and no food) at \$20 USD. The menu shown in Annex 1 is at the reception to present the options to the visitors. At the same time, another document showing this new options and more dedicated to a digital format is also created to send by email with all the information necessary to come visit us (Annex n°3 - Tasting options designs)

Datas are important to be able to evaluate the success or the failure of a project and adapt the strategy. When the internship started the datas about the tourism activity were almost zero. The previous data base of the number of tourists, contact and purchase was about January 2019 only. The frequency of visitors and purchasing is unknown but approximately estimated. One of the first steps is to create this proper database to collect information, including the email to create the follow up with all our customers as described before. The advantage of a small family winery is this ability to create a personalized contact with our visitors, these informations are important to create a close link, a friendly relation that can be the key.

As we have seen in the analysis of the customer, the customers are mostly foreigners. Uruguayan citizens do not have the fine wine in their culture and do not care enough about it to be a target: that is the statement of all the wineries in Canelones but one that makes the exception and work only with local. The Uruguayan people who came at the winery were a bit hesitant, they did not have any idea of what we are doing here and that we are open to tourists. This shows a huge lack of communication and education and this is the second part of the plan.

This very basic part of the plan was the first step and was realized in the very first weeks to insure the basic standard of a qualitative offer. Now the place is completely ready to receive more visitors we have to create more communication to attract the tourists.

2. Communication and partnership

As it is shown in the previous part, the tourists who come at Viñedo de los Vientos are mostly wealthy people and wine buyers. No communication actions are set for the moment and it is missing to increase the brand awareness and attract more visitors and sell more wine.

The first part of the communication is done on the internet. The strategy was to actually control and manage what is happening on the internet about the winery.

On TripAdvisor, the opening hours schedule needed to be adjusted, some photos that we choose were uploaded to give a good image of this platform that is worldwide used by millions of tourists. Still on the same platform, it is also important to start answering the comments, the good as well as the negative ones. To answer the bad reviews, even if there is just one for now, is essential too. This is a good way to show that the company is active and pay attention to the feedback.

The second step of the online reputation strategy is about the website. The website is from 2007 and has not been refreshed or actualized since then. Moreover, there is no clear

mention of the tourism activity and the possibility to come for a tasting. The goal is to change the dark and old-style design for something more modern, light colors and big good quality photos. A professional photographer was hired to take photos of the place, the wines and the food prepared by Mariana. The wines are updates with the current wines that are produced at the winery with the price, a short and easy tasting note and an interactive map to find all our distributors in the world. The website includes a friendly description and photo of the two owners, Mariana and Pablo. The aim is to create an easy website, welcoming and that reflect well the image of the easy access and very friendly approach of this family winery. A page is dedicated to the tourism offer and all the options using the design of the Annex n°3 are presented. At the first step, even if it was one of the projects, we could not open an online booking for the tastings. This more develop part is kept for a later improvement.

The biggest part of this communication plan is the creation of partnership with the actors of the tourism in Montevideo and Punta del Este. To do so, a professional Partners Event was created. The research started about all the tours agencies and transports companies of these two cities. A flyer was designed to invite them and organized the event. The objective of this event is to show them the place, the wines and inform them that we are now active on the wine tourism scene. The goal is also to meet them, to know better about them and the way they work, with which customers.

In total, 21 agencies in Montevideo, 10 in Punta del Este and 2 in Atlántida were contacted. The day of the event, 18 operators were confirmed, only from Montevideo. This event included the transport and a Viñedo de los Vientos kit to offer them an apron, a bottle of wine, a drop stop and a cork key-holder at the image of the winery. The event started with a welcoming drink and a short orientation hunt organized by team of 4 and 5 people in the vineyard to let them visit the place in a playful way. After this self-visit we gathered at the table to present them in a more detailed and official way the purpose of the event, the offer of new our winery. This meeting was organized around a menu elaborated by Mariana to make sure they visualized and enjoy the type of offer we actually do and the proper experience. This event was relaxed but professional, exactly the way it works here. This is the idea we wanted to communicate to the tourism operators present that day to create a real envy to work together.

To spread the words among the local people and actors the plan includes an agreement with Airbnb hosts. The first step was to select carefully the hosts to work with. This selection has been made following the some directives: a small number, 5 or 6 maximum but qualitative ones. Qualitative hosts are the ones with only good reviews, the

ones with more than 15 reviews only and who has reviews from January/February 2019 which was the last high season not to waste our resources on not so active ones. In matter of price, we selected a price range starting from \$2500 UYU (50€ per night) to target the basic/wealthy customers. After the proposal has been sent, two people answered right away and the others send a positive answer and are interested to meet in the same week.

3. Advanced plan and differentiation

This part of the plan is a bit more developed in the sense that it needs longer term work and some financial investment. According to Atout France, 5 aspects are keys to succeed and be competitive in the wine tourism market. The second most important aspects mention the importance of having a "One more product" that allows us to differentiate the offer from the competitors and valorize better the offer (Atout France, 2010)

Mariana is a very good cook and everything that she serves to the customers is homemade and this is the idea of her *Cocina en Bodega* (Kitchen at the winery). She always uses fresh products from the local markets and most of these products are organic. From this statement came the idea of creating a new product: The Cooking class with Mariana. From here started an analysis of the current offer around the cooking classes in Uruguay, an analysis of the capacity of the kitchen, the resources and the feasibility of the project was executed.

The only winery or wine establishment selling the same of product is Bodega Garzon. This is also the biggest winery of the country in terms of hectares of vineyard and investment, they have a very high standard offer and the prices follow this trend of course. Bodega Garzon has its own gastronomic restaurant and provide a cooking class experience with a renowned Uruguayan chef. The price of this experience is \$250 USD.

At Vinedo de los Vientos, the situation is very different and the idea of this new product around the discovery of the gastronomy too. Physically, the capacity is reduced but adaptable. The kitchen is quite small but has a large window that gives the option to be open on the restaurant room. It gives the possibility to work on the two rooms and keep a contact and conviviality. The utensils are already here and financial investments needed are, at this stage, not significant. The project menu and conditions have been settled through discussion and researches ([Annex n°4 – Cooking class proposal](#)) and seduced a few of the future partners from the professional event organized for the promotion of this new offer.

The idea of this new project is to offer something new and something different than the other wineries. "The differentiation strategy gathers the strategies with the objectives to obtain a perceived value superior to the ones of the competitors" (JC Mathé, 2001). The cooking class at the winery is a great experience for the tourists because they can

participate, learn and have fun at the same time. The wine and the lunch are, of course, included and the visitors leave with an apron with the logo Viñedo de los Vientos as a present. The gastronomy in Uruguay is very important, for this reason a lot of wineries offer a Lunch & Wine but most of them are not made at the winery. The cooking skills of Mariana are the perfect opportunity to distinguish ourselves from the other wineries with real festive and eonograstronomic experience.

To diversify the place of actions, we decided to put the Lunch & Wine option on Airbnb experience. This way we can reach a different kind of customer and enlarge the platforms to find our winery as a tourism experience. This is also part of the strategy that goes with the Cooking class. The final goal would be to sell the Cooking class on Airbnb Experience. The Lunch & Wine experience is launched on the platform as a first trial, to become more familiar with this way to work and the public. At the same time, if we benefit from good reviews it would boost the Cooking Class faster as Mariana, the host, is already well rated on the platform.

Another product has been elaborated in order to create a partnership with the winery Varela Zarranz, 40 minutes drives from Viñedo de los Vientos. To gather our forces, we thought a 1 full day trip in the Uruguayan wineries. This product is more detailed in Nuno Silva's thesis as it is mostly aiming the development of the region to promote a group work that is unfortunately missing in Uruguay. This day trip includes the transport from Montevideo to a first winery with visit and tasting, transfer to the second winery where the tourists will have lunch and have a short tour in the vineyard and/or winery depending on his interest. The day ends with a glass of white wine or Sparkling wine (depending on the order of the wineries) in a very relax and holiday atmosphere before returning to Montevideo.

On the property, an old tiny house that uses to be a wine laboratory is standing between the winery and the tasting room. This little cozy place is a great opportunity to create a different tasting, half outside (no windows) half inside (walls with a bar inside), this place has a great view to enjoy an unexpected wine moment. The place is also perfectly oriented to enjoy a sunset on the vineyard. Once the basic offer is insured at the winery, some reconfiguration is done on this tiny house. Cleaning, tidying, painting and decoration are realized. The stairs are fixed to make the access safe and the place is ready to host some tastings. The goal is to offer a different wine moment for small group or couples to enjoy and feel the outstanding atmosphere of the place ([Annex nº5 - Pictures of the wine tiny house](#)).

The last differentiation project is to create a partnership with the local schools. This activity would combine some education about viticulture and team building among the pupils through an original local project. The activity includes lunch or snack at the winery. This last project has not been implemented yet but is in the phase of negotiation with the schools.

The last part of the plan is the recruitment of a skilled person to work full time for the tourism. His role is to maintain the door open every day of the week, welcome the tourists, do the visits and tasting and of course keep improving the activity and working on the plan settled during the internship. For the recruitment of this new employee we wanted someone comfortable with able to speak English and Portuguese fluently and someone that has experience in the wine sector. The person that we hired had a diploma of Sommelier and was familiar with promotion and sales of wine and started 2 weeks before the end of the internship in order to train him. His work in the following year will be divided in two parts: the preparation of the next high season over the winter and the tour guide during the summer.

The application of this project has been done along the three month of the internship and we are now going to see the results of it.

III. Results and discussion

The results of the project and improvements done can be measured thanks to the database created at the beginning of the internship ([Annex 6 - Database Extract - April 2019](#)). As said before, Mariana started a first step of database in January 2019, before we arrived. Unfortunately, this first draft is incomplete, there are information missing in February and this lack of data makes it hard to analyze the results fully from that time. Due to this, the results presented now are only comparable among the month of the internship when the database has been implemented: end of February, March, April and May. There is no data or numbers about the tourism at the winery before that period. Moreover, there is the lack of informative data on the wine tourism in Uruguay in general. Results and numbers are really meaningful when they are compared to others, whereas it is complicated to find any in the case of this new country in matter of wine tourism.

A. Results and improvement tendency

With the data collected all along the internship, the following graphics and figures have been realized to see clearer the situation and the evolution.

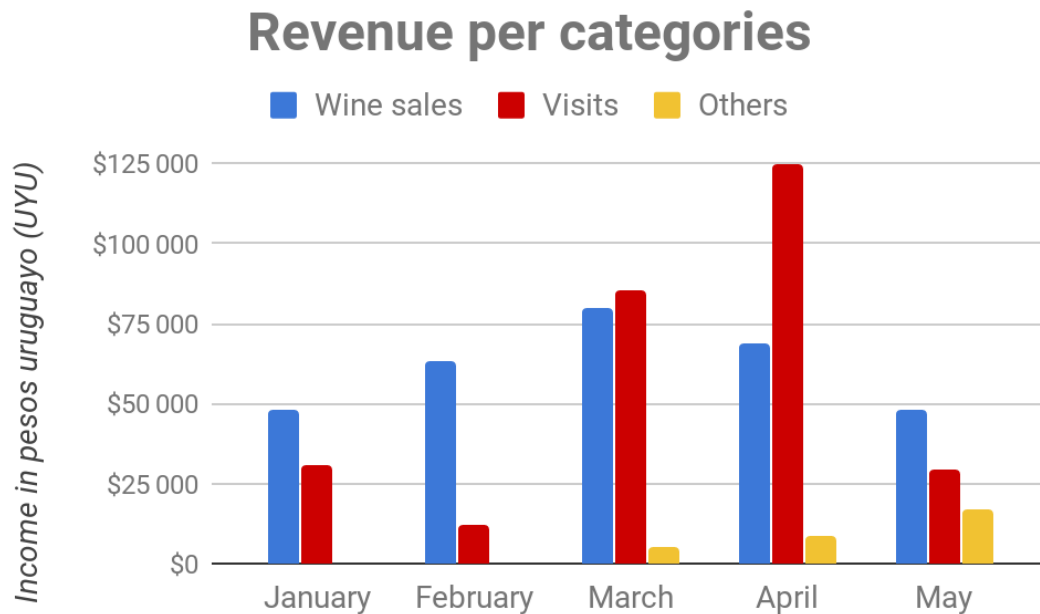


Figure n°2 - Revenue per categories of sales

This first graph gives information about the money made with the tourism activity from the middle of the high season (January) until the end of May. The month of May is already in the low season, the weather gets colder and the amount of tourists decreases drastically and suddenly. Moreover, the share of “Others” in the sales represents the products sold in the shop that are not bottles of wine. It includes the t-shirt *Anarkia*, the apron *Vinedo de los Vientos*, homemade jams, inflatable bottle protections, an organic olive oil from a local producer and also counts the wine by the glass or the gastronomic snacks (see prices in Annexe n°1).

It is interesting to see the share of the **wine sales** compared to the ones of the **visits and tasting**. We can see that in January and February, before the implementation of the project, the wine sales represent a much higher share of the revenue than the visits. The reason is simple, some unplanned visits were often not charged before we open the doors officially and permanently. For this reason, the revenue of the visit was limited to the pre booked ones. As sometimes the visits were not available, some visitors were only buying wines without doing the tour and/or a tasting for free. This limits revenue on visits sales in favor of the wine sales. In March and April this share is going the opposite way. This is a success for the amount of visits. We can conclude that the simple and more accessible tasting menu is a good success.

In addition, by reorganizing the shop in a more functional way and promoting more the extra products we actually generated a new revenue in the category named “others”. It

represents a small share but diversify the offer and push to sell promotional items (t-shirt and apron). The jams, earlier hidden behind the bar without price, are now sold in a small proportion.

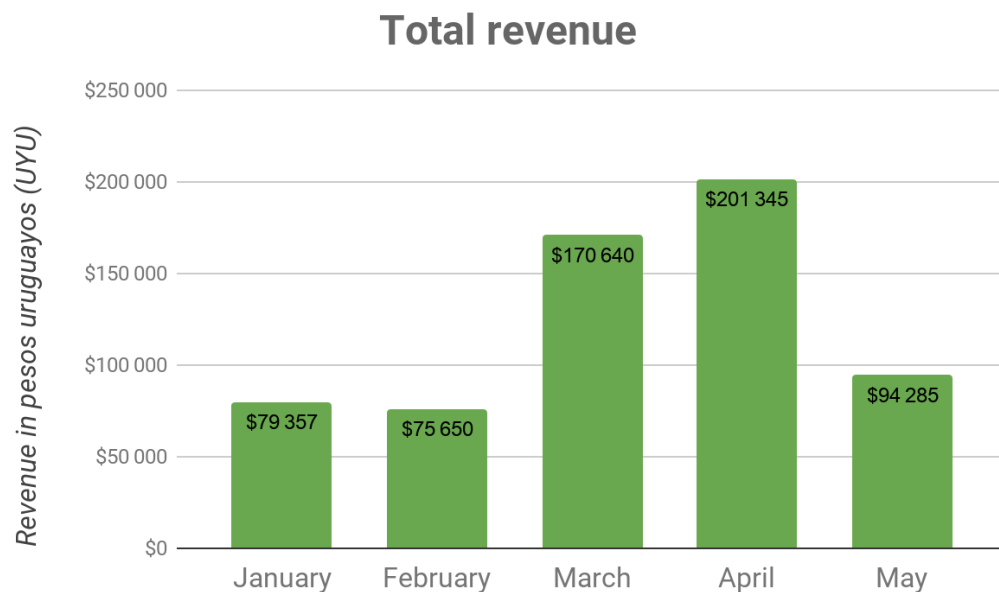


Figure n°3 - Total revenue of the tourism activity

This total revenue includes the three categories of income that we analyzed separately on the graph above. This total allows us to see the general evolution of the tourism activity. The 3 first months are characterized as the high season. The end of April and May is the low season, the tourism activity of the country decline in general and not only in matter of wine. Atlántida that is known for beach tourism is now getting empty and this is why May has pretty low revenue. We can clearly notice the success of the open doors and improvements as the revenue from February to April more than doubled. Even April that is the transition month, work well at the beginning but the amount of tourists is usually declining, here it still has a pretty high revenue, the highest of the season. January and February where not open every day and the results are visible.



Figure n°4 - Numbers of visitors

As we have seen in the previous graph, the revenue increased and we can see here that it is proportional to the number of visitors. We can clearly see that the opening of the doors to visitors and the communication settled attracted more visitors and within the high season the numbers of visitors are obviously growing. If we compare this graphic to the Figure n°3 - Total revenue, we can also see that the revenue per visitors is higher after the implementation of the project. In fact, 69 tourists visited the *bodega* in February which generate a revenue of \$75 650 UYU whereas in May a total of 20 visitors less (48 people) visited the place but it generated a much higher revenue with \$94 285 UYU. To remember the objectives of Mariana we are still quite far from it and a long-term work has to be done all along the low season to fulfill the goal of 8 to 10 visitors per day. On the most successful month, April, the average amount of visitors is 4,5 person per day. The goal is to double this number of visitors as well as the revenue thanks to the active partnerships, communication and differentiation strategy settled for summer 2020.

Figure n°5 - Numbers of bottles sold at the shop

Numbers of bottles sold						
	January	February	March	April	May	TOTAL
Estival	17	12	22	16	5	72
Arneis	6	12	6	9	8	41
Barbera	18	16	19	39	21	113
Notos	5	6	10	4	3	28
Catarsis	2	11	18	5	9	45
Tannat	6	11	31	16	37	101
Anarkia	12	12	24	30	21	99
Alcyone	8	9	11	13	6	47
Eolo	10	25	16	18	5	74
Ripasso	7	4	11	3	4	29
TOTAL	91	118	168	153	119	649

This chart represents the amount of bottles sold at the shop thanks to the tourism activity through the months of the internship and the total amount sold. The 3 best sales wines and the 3 lowest sales are underlined to see which ones need to be more supported and which ones work the best.

We can see that the best sellers is the Barbera, it is a very nice fruity wine quite light and the first red wine of the tasting. It is a very nice red for summer. The two Tannat: Tannat and Anarkia are also very good sellers. Anarkia has a very strong image and good story. Tannat is the major grape variety of the country and this national image that it has pushes the sales of this wine on its own.

The lowest sales are Arneis, Notos (Nebbiolo) and Ripasso. Arneis and Notos are rarely in the tasting, and quite unknown varieties. The Arneis is finer wine nothing to compare with the other white wine, Estival, that is more aromatic, fruity and easily enjoyable. For this reason the Notos and Arneis has pretty low sales. We try to push the sales of those wines by including them in the tasting or making Arneis the wine by the glass. For the Notos, a natural wine made from Nebbiolo is on its way to be produced and commercialized too to increase the notoriety of the variety. Ripasso is a very specific winemaking method and pretty expensive wine (around \$40 USD), for this reason the sales are pretty low and will always stay lower than the other wines.

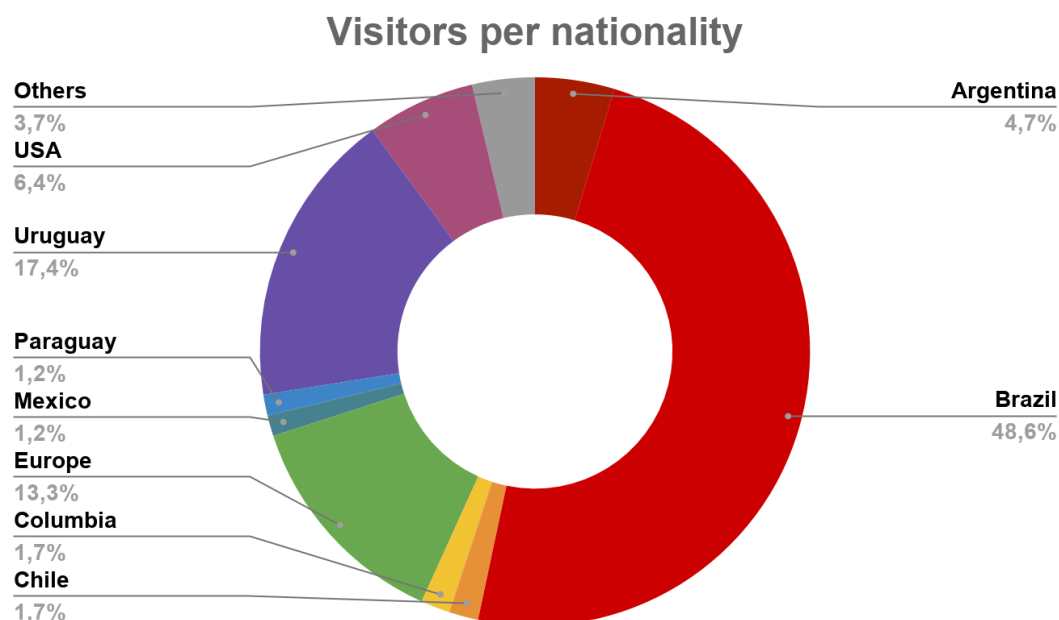


Figure nº6 - Percentage of visitors per nationality

The first thing that we see of this graphic nº6 is the obvious majority of Brazilians visitors that represents almost half of our tourists through these months. Uruguay is not a major target for any of the Uruguayan wineries open to tourists. However, we can see on this graphic that there are not such a minority as they represent 17,5% of the total visitors. That is an important thing to notice and to know to adapt the offer to the domestic tourists. Because when we talk about it with the local actors, they all agree saying that the local tourists are not interested in the wine tourism and not even interesting for us as not such good buyers. This graph shows us that this is a first mistake and misunderstanding, Uruguayan people are getting interested and they are a good group of people to target as they usually have their own car and do not depend on the terrible transportation system. They are also very good customers to create a brand loyalty as they live close by and can come regularly to buy wine or just to enjoy a glass of wine by the vineyard.

The European and American tourists are a new thing but definitely growing quickly. These visitors are usually wealthy and very good purchaser. We have to focus more on attracting this group of people. It is important to say that the European tourists are mostly Germans, Spanish and Swiss people and way smaller amount of European from the United Kingdom and Netherlands.

In the future it would be interesting to go deeper with these numbers and analyze where the booking comes from. As we created some partnership, it would be a good thing to measure which visitors came with which company or where would have been recommended.

This way we could see with who we can continue working, which partnerships are actually working and which ones are the one to improve, or simply not working.

After our partnership event, from the 18 operators, 8 of them were in contact with the winery in the following week to start working together. 2 were interested to sell our new product, the Cooking class with Mariana and they started the negotiation for an early booking for November. As the low season is coming for everyone, it is necessary to keep working on these contacts and showing that the winery is still active and getting ready for the high season to improve the results already obtained in March and April.

The Airbnb experience has not shown much result yet but it is important to stay active and engage more promotion on it. If the Airbnb platform is not active enough in Uruguay yet, the alternative option of using Viator and TripAdvisor Experiences is already considered and analyzed.

It is easy to see the improvements of the new tasting menu that brings revenue and push people to buy the wines they tasted. This small but steadier revenue is visible on the data of the months of the internship. However, the results of the bigger actions takes more time to measure and it is hard to evaluate as the internship ended when the winter started and the tourism decreased in general.

B. Discussion, limitations and nuances

These results are encouraging and show a good increasing of the activity. However, working in a new country like Uruguay with 90% of family wineries has its advantages and limitations.

At Viñedo de los Vientos, the family house and the tasting room/restaurant with the shop are 50 meters away from each other. The kitchen of the winery is also the family and friends gathering place. This proximity between work and personal space is a good thing for the customers. In this family environment, the visitors usually feel like home quite quickly and it creates complicity and sometimes even a feeling of privilege. When Pablo or Mariana do the tours, the visitors do not feel like any other tourists anymore but as part of their environment and even more when we know the warm-hearted way of life of the Uruguayan people. A member of the family is doing the tour and shares his life with the visitors. They can become friends, the atmosphere is relaxed and the experience takes another level. And this winery is not an exception; most of the family wineries open to the tourism are doing the tour by a member of the family. This can lead us to wonder where is the limit and how does it work? For example, a normal family house would not have signs in her garden but here the

professional space and the personal space have to be combined and be adapted to both needs. The space is touristic but still private.

This topic is also interesting in matter of social media. At Viñedo de los Vientos, the Instagram page is also Pablo's personal Instagram. In a sense it can be seen as too personal to post about your personal life on the platform that you share with your customers. But at the same time, if your personal life is also your professional life then it totally makes sense. It is more a matter of moderation and choice. For this reason, the policy of the social media at the winery is showing that we are active but without focusing only on the working part. In this way, there is no proper social media strategy but it has its advantages of creating proximity with the visitors.

On another topic, more macroeconomic, Uruguay is still quite small in the wine tourism world, and has no efficient way to collect data yet. The Ministry of tourism does not have a wine tourism section on their website because they do not have the information about the wineries open to the tourists and about their offer. The institution in charge of the Vitiviniculture in Uruguay, (INAVI) has a section for oenotourism and tried to implement an iPad for each winery in order to collect the data straight at the source, with the visitors during their visit. Unfortunately, this tool does not work well and is not practical. Which leaves the country with no real data to evaluate the numbers of visitors, their nationality, their age, their social category and how did they find out about the winery and the wine tourism in Uruguay. The country did not find a relevant tool to gather those data yet. These informations would be an important help to orient the promotion strategies for the wineries themselves but also at a bigger scale on the world market. INAVI does not have data about the tourism activity but do have some data about the wine production and the amount exported and imported. We can see that in the past decades the amount of wine exported increased quite a lot and mostly in the direction of Brazil and the United States. The exportation of wine in liters jumped from 1,3 million liters in 2012 to almost 2,9 liters in 2017. This is a good sign for the tourism activity; at least we are targeting the right visitors. In addition, the importation of wine has also increase which proves a growing interest for wine in the domestic market. This can be seen as an opportunity, unfortunately we do not have any more precision about the provenance of it and the kind of wines, but we can easily guess that we are talking about Argentinean and Chilean wines.

One more argument in favor of the size of Uruguay on the wine market is its reputation. Nowadays, Uruguay does not have an important reputation yet and there is still the opportunity to choose and promote the idea that they want. All the doors are open and during this development to create the image that they want. Uruguay is not part of this dualization in the wine sector of the Old World and the New World. Together with some

emergent countries have the opportunity to build their reputation and are not blocked in this tradition or innovation scheme, “terroir” or “technology”. The sector is still very accessible which gives the opportunity to meet with most of the actors easily including the Ministry of Tourism for more information and construction of an action for wine tourism. The owners of the wineries usually know each other pretty well, at least inside of the regions, and the general working environment seems open and this is also due to the number of actors that is way smaller than in France or Spain for example.

On the point of the regulation, Uruguay is definitely more similar to the New world countries and do not have any denomination rules. There are wine regions but there are not characterized as denomination of origin. There is a difference made between table wines (vino de mesa) and fine wine that are identified by a qualitative control stamp name VCP (Vino de Calidad Preferentel) and that is all. This is in one way more freedom for the wine producers to express what they want with the varieties that they want. One of the limitations for example is the natural and biodynamic wines topic. There are absolutely no regulation or control on these terms which also means no recognition of it. At Viñedo de los Vientos we work in a minimal intervention and the wine Anarkia is the first and probably the only natural wine of Uruguay. Unfortunately, there is no way to prove it legally because the rules do not exist yet.

At the scale of the winery or of the country, the current situation of the Uruguay in matter of wine tourism is limited by some aspects that important wine countries do not face or at least not anymore. European wine producers have always had very strong regulation to insure the quality and maintain the standard of their worldwide reputation. In the meanwhile some New World countries are growing very well outside of this rules and border that are sometimes qualified as too strict. Countries like Uruguay have the opportunity to build their market at their image but at the same time, on some aspects, are not at that stage yet and the two aspects are developing side by side for a better recognition of the wines. Some compromises are being made and a group work among the Uruguayan wineries is necessary to overcome the current limitations.

Conclusion

The winery Viñedo de los Vientos is a small size company with a real potential to exploit. It is one of the very numerous wineries of this size in what can be called the next world of wine (Morden, I. 2019) or the third world on wine (Glenn, B. 2010). Uruguay is way behind Argentina and Chile or other New World wine countries. However it is still in the run for fine wine production and has everything to keep growing on the world tourism stage.

Vinedo de los Vientos has important opportunities such as a very advantageous location in the most important wine region of the country. The obstacles that wine tourism activity represents were numerous to overcome. The permanent presence of someone working on this new activity was crucial for the viability of the sector and this is a good basic but first step. The valorization of the availability, high quality products and services were the key challenges obtained during this internship.

The internship was turn towards a first strong settlement of the tourism activity. As the project has shown, the communication plan and differentiation strategy set by the intern allowed an economic expansion of the winery revenue and brand image. We noted a better profitability thanks to the development of partnership, clearer online information and growing brand awareness through digital tools (website, Tripadvisor, Airbnb) and the creation of new innovative products.

In this short period of time, some aspects have not been developed but are definitely not left behind and would need more investigation and investment. A deeper and more specialized communication is an important aspect to develop in the future. This could include a social media strategy and a more important focus on digital marketing. As the international market is an important opportunity for Uruguay, these *no-border* promotion tools can be a significant place of action. Other aspects are relevant for the development of the touristic *bodega* but also limited by external problems such as the signage and the transport. It is very hard to act on these issues as they are ruled by the public sector and sometimes even limited by laws. A long term investment on derogation application, negotiation and/or creating alternatives would be a good thing but should be a group project as a wine region development.

Through the recent evolution of the tourism activity of the *bodega*, strategies and actions were set. But at this stage of the development, communication is key and especially in such a country. Uruguay is quite new in the wine tourism sector and external actors do not promote the activity very well yet. The oenotourism needs a full dedication of time and resources to be worth the investment. Once the doors are open the activity has to stay available and active. Wine tourism is about consistency and is a slow process to achieve a good and sufficient stability. As it is the beginning, mostly the first steps and the first objectives were plan. These goals have to be reviewed and adapted to the market regularly. Because this country in matter of wine tourism is in the development phase and it means a changing market influenced by the international market as well as the domestic one. The communication and interactivity will always need a constant investment.

As a well-known beach tourism destination in South America, Uruguay has always receive mass tourism on its coast. But tourism is changing and not only in developed countries. In this country, wine tourists arrived in the country before the wineries could be prepared for it but the fact is that somehow, the less known countries and uncommon cultural experience are in the trend. The investment in wine tourism in Uruguay is very important and will be rewarding conditionally upon commitment and consistency.

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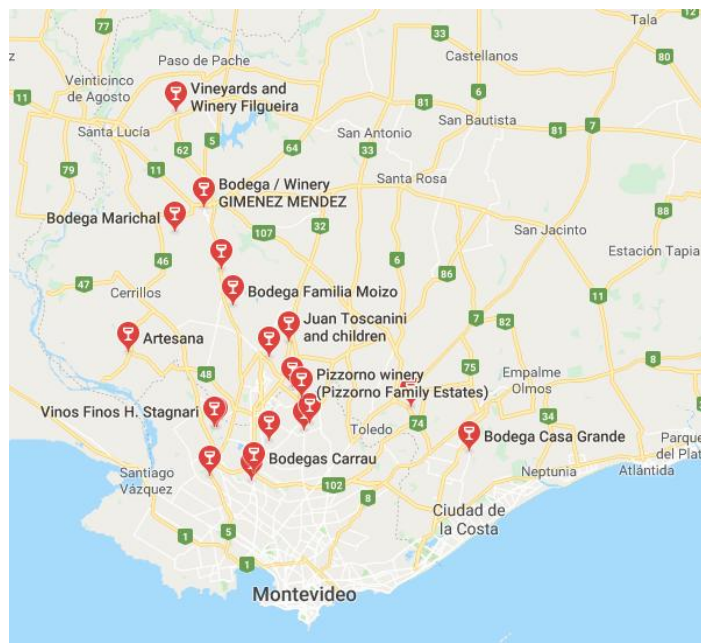
Annexes

Annex 1 - New tasting menu

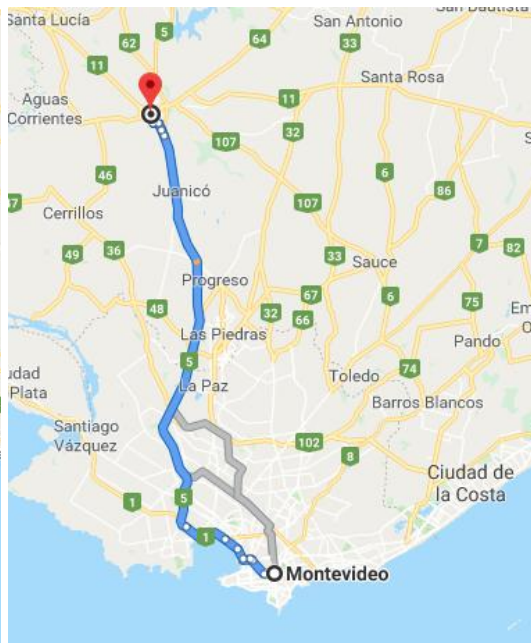


Annex 2 - Maps of Canelones wineries, Ruta 5 and location of Vinedo de los Vientos

*Canelones wineries



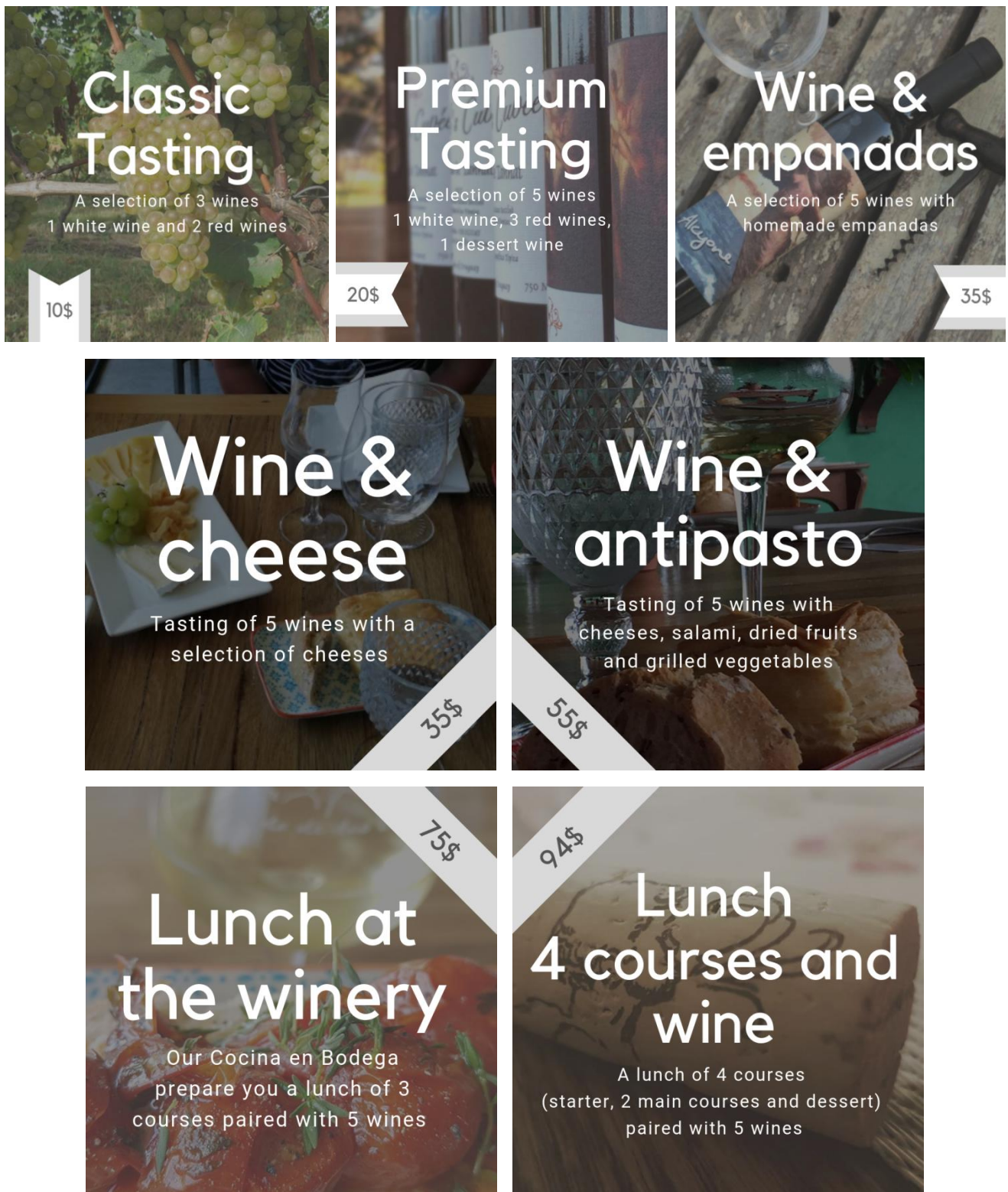
*Ruta 5 (link Montevideo to Canelones)



*Location of the winery Vinedo de los Vientos (between Montevideo and Punta del Este)



Annex 3 - Tasting options designs



*Prices in US Dollars



Cooking class with Mariana Cerutti

- VINEDO DE LOS VIENTOS -



Your Experience

Welcome to our bodega ! Hungry and thirsty of authentic uruguayan cooking experience?!

Let us welcome you with a glass of white wine to present you the program of the day: We start with a short tour of our vineyard and winery. Then we move to my *cocina en bodega* for the cooking class and prepare lunch all together. We will then enjoy our homemade lunch paired with our wine.

What is provided?

A welcome appetizers
The lunch cooked together and accompanied by our wines (one white, one red and one great reserve wine)
Your kitchen notebook with our recipes.
Your handmade apron of *Viñedo de los Vientos*.
Mineral water and coffee

Which recipes?

- Empanadas with Salsa Criolla
- Meat and vegetable barbecue and Chimichurri
- Alfajor de maizena

(Vegetarian option available)

How long?

3hs 30

For who?

From 16 years old.
Group of 4 to 10 people max.

How much?

180 USD/person
taxes included
From 4 to 10 people

Annex 5 - Pictures of the wine tiny house



Annex 6 - Database abstract - April 2019

Abril 2019														
Date of the visit	Name	Email Address	Number of PAX	Nationality	Gender	Age	Height	Weight	Color	Category	Trials	Adverse	Follow	Response
0104														
0204		marcel@brazil.com	2	Brazil	1	1								
0504			2	Canada										
0604	Benjamin Paz	benjaminpaz@hotmail.com	3	Swiss	1	1								
0604	Estudiantes Concejales		8	Uruguay	2	3	1							
0704	Josep Roca		3	Espana										
0704	Gunter & Clara Dicks	guntardicks@gmail.com	4	Alemania										
0704			2	Brazil		1								
0804	Katharina Müller		4	Swiss		20								
1004	Rafael Frias Ories	friasries@gmail.com	2	Brazil		2								
1104			4	Brazil		1	1							
1204	Julie & Aaron Strader	strader02@yahoo.com	2	USA										
1304	Enrique	claudio.virtos@hotmail.com	40	Brazil		1								
1504	Elton Bergonovo	eltonbergonovo@hotmail.com	3	Brazil		3								
1504	Luis Sotoca	luisotoca@gmail.com	4	Uruguay										
1604	Tatila Castro	tatila.castro@gmail.com	2	Brazil		1								
1604	Lemos Bernardo	lemons.bernardo@gmail.com	10	Brazil		1								
1804	Perry Robert	perryrobert@gmail.com	1	USA										
2004	Luis Cortés Rojas	luis@hardequipment.com	4	Costa Rica										
2104	Mika	caormeladi@gmail.com	2	Brazil										
2104		gibson@celoyferreras.com	4	Argentina		1	1							
2204		hermandad@celoyferreras.com	2	Brazil										
2204		franco@celoyferreras.com	3	Brazil										
2304	Audria	franco@celoyferreras.com	5	Uruguay										
2304	Kristen Lindlow	kg5901@gmail.com	2	USA										
2404	Carlos Gutierrez	carlos.gutierrez@gmail.com	2	Brazil										
2704	Maria Teresa	maria.teresa.martinez@yahoo.es	1	Uruguay										
2704	Gabriel	gabriel@redours	1	Uruguay										
2704	Damian	damian@redours	1	Uruguay										
2704	Luis	luis@redours	1	Uruguay										
2704	Nicolas	nicolas@personasintegradora.com.uy	2	Uruguay										
2704	Alejandra	alejandra@excellencetours	3	Uruguay										
2704	Maria del Mar Silva	maria@delmar.com	1	Uruguay										
2804	Guillermo	guillermo@delmar.com	2	Brazil										
3004	Silvio Santos	silvio.santos2007@gmail.com	2	Brazil										
TOTAL			135			16	9	39	4	5	16	30	13	16