



**MASTER THESIS**

**IMPLEMENTING A COMPETITIVE STRUCTURE ON WINE  
TOURISM EXPERIENCES**

**DEBBIE ROSALINE**

**International Institute of Gastronomy,  
Culture, Arts & Tourism (IGCAT), Sant  
Pol de Mar, Spain**

**Professional Supervisor  
Dr. Diane Dodd**

**Academic Supervisor  
Prof. Laurence Geny-Denis  
University of Bordeaux**

**June 7, 2019**

## TABLE OF CONTENTS

1. INTRODUCTION .....	1
1.1. Description of the association .....	1
1.2. Internship activities .....	2
1.2.1. Top Visitor Experience .....	2
1.2.2. Marketing & communication support .....	3
1.2.3. Global meetings .....	3
2. METHODOLOGICAL APPROACH .....	4
2.1. Literature review .....	4
2.2. Proposal .....	6
2.2.1. Objectives .....	6
2.2.2. Trial application on Santorini .....	8
2.2.2.1. Analyzing competitive strengths and weaknesses .....	10
2.2.2.2. Determining specialisation priorities .....	12
2.2.3. Impact of competitiveness on a region´s heritage and sustainability .....	17
3. DISCUSSION .....	18
3.2. Limitations .....	18
3.2. Future use .....	18
4. CONCLUSIONS .....	19
5. BIBLIOGRAPHY .....	20

## ANNEXES

A1. Wine Tourism Experience Award pilot evaluation criteria

## ABSTRACT

Gastronomy has been one of the essential pillars of tourism in all parts of the world for many decades. The sole purpose of travel is to familiarize oneself to a new and different culture and immerse in it for as long as in depth as one possibly can, whereby the simplest way to indulge in such pleasure is through human's basic need - food. In a specific cuisine, it tells a story of heritage, tradition, innovation, education and even art. The practice of searching for authentic experiences in local food and wine has never been far from people's mindset whilst travelling, especially with the current concern of sustainability to consider, which contributes to the primary research topics of this paper.

In the modern age where global tourism has caused a staggering rise of competitiveness in worldwide destinations, unique experiences that still preserves intangible cultural heritage becomes more and more sought after by tourists (UNWTO Global Report on Food Tourism). IGCAT recognizes this exact need to protect and promote food and cultural diversity, thus the creation of the project Top Visitor Experience award, the fundamental base of this thesis proposal. This project, however, presently emphasizes on gastronomy experiences with very little to no relation with wine.

Therefore, the first part of this paper will be to attempt an integration of the project with wine tourism by analyzing the competitiveness of Santorini, a smaller but more wine-centric part of the South Aegean region. Next, the application of an adapted version of Porter's Diamond Model and the Smart Specialisation Strategy (S3) will be applied as a trial application of the competitive structure. Afterwards, a series of specialisation priorities will be determined to construct competitive strategy plans, leading to the project proposal for the Wine Tourism Experience award. The challenges, limitations, and future use of the project including a suitable highlight on preserving a region's heritage and sustainability will also be discussed.

**Keywords: Gastronomy, Wine, Tourism, Experience, Sustainability, Innovation**

## LIST OF ABBREVIATIONS

**ASEAN:** Association of Southeast Asian Nations  
**ATLAS:** Association for Tourism and Leisure Education  
**ERG:** European Region of Gastronomy  
**GDP:** Gross Domestic Product  
**IGCAT:** International Institute of Gastronomy, Culture, Arts and Tourism  
**NGO:** Non-Profit Organisation  
**PDO:** Protected Designation of Origin  
**PGI:** Protected Geographical Indication  
**ROG:** Regions of Gastronomy  
**SEO:** Search Engine Optimization  
**SME:** Small-Medium Enterprises  
**TVE:** Top Visitor Experience  
**UNESCO:** United Nations Educational, Scientific and Cultural Organization  
**UNWTO:** United Nations World Tourism Organisation  
**WTE:** Wine Tourism Experience

## 1. INTRODUCTION

### 1.1. Description of the association

Established in 2012, IGCAT is a non-profit organization which started as an informal gathering of professionals and experts in the fields of gastronomy, culture, arts and tourism, aiming to empower local communities by supporting local leaders to understand the potential of their distinct food, culture, arts and sustainable tourism assets. The association of IGCAT experts was registered in Barcelona, under Spanish law with the intention of creating an institute for research and developing the aforementioned fields, and was involved in training and support for European Capitals of Culture and was the leading author of the European Capital of Culture Report Volume 3 & 4 published by ATLAS. IGCAT is the founder and awarding body of the ROG award, as well as the official secretariat for the ERG Platform. This project has been piloted in Europe since 2015 with currently 12 awarded regions joining the ERG Platform, where each region has an average programming budget of five million euros. The ROG award aims to encourage regions to protect and promote their food and cultural diversity, thus educating for better health and stimulating gastronomic innovation that could ultimately lead to a more sustainable and better quality of life for citizens.

To become a member of the ERG platform, a one-time joining fee of 15,000€ and annual membership fee of 5,000€ has to be paid, as well as signing a 5-year commitment protocol following IGCAT's official guideline (ERG webpage) for the entire duration of the membership. After joining, the region must form a stakeholder group<sup>1</sup> with minimum four founding members and sign up to IGCAT's sustainability principles and develop a consistent series of promotional activities to declare their commitment of raising awareness, educating and stimulating debate on the importance of supporting a more sustainable food production and tourism practices within the 5 years. Members of the ERG platform can bid for the ERG award title 3 years ahead of the year of the Award. This means that the region commits to be a member of the platform for a minimum of 5 years: one year as a Platform member, one-year bidding for the title, two-years' preparation, one with the title and preferably at least one for evaluation. Alongside their bid, regions should develop a strategic gastronomy plan to ensure the long-term legacy of their programmes, which requires preparation time to gather stakeholders and their agreement. In order to bid, the regions must pay a fee of 25,000€ and compile a bid book explaining which challenges the region will overcome by winning the ERG title. The bid book should also contain descriptions of projects that the region will deliver in order to address these challenges by engaging a full-time coordinator to collect information about current initiatives,

---

<sup>1</sup> Comprising of a full-time programme coordinator, an ambassador, and representatives of public sector, private sector, third sector (NGOs) and academic/research institutions.

gather ideas from stakeholders and develop a plan for events in the region's bidding year. A panel of juries of IGCAT experts will then evaluate and witness the pilot projects conjured by the region and measure the candidate regions' qualification before awarding the title.

The organizational structure of the association is based on 3 (three) main bodies, the first consisting of the executive board members with Dr. Diane Dodd as the current President of the association, one ex-officio member elected every three years, and ERG stakeholders and representatives which are currently Minho 2016, East Lombardy 2017, North Brabant 2018, Galway 2018, Kuopio 2020; and World representatives from Africa, Asia, Caribbean, Europe, North America. The second body is the panel of experts, where IGCAT currently has 63 signed experts from around the world. Lastly, the third body consists of key strategic international and financial partners, notably UNESCO, UNWTO and *Generalitat de Catalunya* in each respective category. IGCAT had contributed at many international gatherings including most notably European Week of Regions and Cities 2018, Global Tourism Economy Forum (GTEF) Macau 2018; 2nd UNESCO/UNWTO Joint World Conference on Tourism and Culture, Oman 2017; International Food and Agribusiness Management Association (IFAMA) 26th World Conference Aarhus 2016; and Expo Milan 2015. Additionally, IGCAT had also been developing other projects within the ROG programme to obtain more public exposure such as the European Young Chef Award, Local Food Gift Challenge, Food Film Menu and Top Visitor Experience.

## **1.2. Internship activities**

### **1.2.1. Top Visitor Experience**

The TVE is one of the five projects developed by IGCAT's project management office, with ERG being the primary focus. TVE is an annual award with an objective to raise awareness of quality, innovative experiences via the concept of farm to table sustainability that incorporates genuine connections with the artistic individuals/community of the ERG. The main idea of this initiative is to set an active and competitive environment within the awarded regions by creating authentic local experiences suitable for both domestic and international visitors that is open for most part or at least during the local tourist season. The listed food experiences could be varied in nature and range from food and wine tasting/pairing, food and wine related demonstration, food related participatory experience, food route and market, museum/heritage site or farm/factory visit. The ROG interested in the title will then submit their experiences and the list of participating establishments in the region (hotel, restaurant, museum, etc.) to be reviewed and trialed by the IGCAT panel of experts, where two of the total submissions will be given the award each year and the establishments involved will have a sticker and certification of recognition with the title "Top Visitor Experience". Currently, the TVE project is still in an

ongoing process of being implemented and adapted by the awarded ROG albeit having received several proposals from the regions. The main duty and responsibility of this task was the development and continuous adaptation of the project proposal to the ROG stakeholders, covering the evaluation criteria of the experiences and a list of sustainability commitments to be followed by the winning establishments, along with designing the awarding sticker and certificate. It should be noted that there has yet to be a focus related to wine or any other alcoholic beverages in all of IGCAT's projects so far, though its incorporation in regional promotional activities and projects are not at all restricted.

### **1.2.2. Marketing & communication activities**

For the tasks of marketing, there are several activities that were carried out, such as editing and publishing press releases and articles related to the association's activities, managing SEO of IGCAT's website and social media, and improving the design of IGCAT's monthly newsletter for more appealing form for digital viewing. As for communication, the duties performed were concentrated on the updating and circulation of approaching events and meetings, responding to emails regarding IGCAT's projects and its related topics, maintaining IGCAT's website and social media platforms as well as contacting IGCAT's network of experts to collect relevant databases for publication materials.

### **1.2.3. Global meetings**

During the period of the internship, participation of several international meetings on gastronomy was part of the duties performed:

- 6<sup>th</sup> Annual IGCAT Expert's Meeting: Gathering of over 20 IGCAT's experts to debate the structure of promotion of cross-sectorial dialogue in regions, support cultural cohesion, food and craft entrepreneurship for export and sustainable tourism.
- 1<sup>st</sup> World Region of Gastronomy Meeting: Featuring an intervention from the UNWTO Academy on training sustainability in the tourism sector, and a discussion about the focus areas of the emerging ASEAN gastronomy network with representatives from Asia, Europe, Latin America and the Pacific islands.
- 5<sup>th</sup> UNWTO World Forum on Gastronomy Tourism: Focus on future skills for gastronomy tourism, favorable frameworks to stimulate entrepreneurship and connect ecosystems linking start-ups along the gastronomy tourism value chain and better integrate disadvantaged groups into the labor market in order to raise the quality of the working environment while tackling some of the main challenges within the sector such as gender gap, people with disability, youth unemployment and seasonality problem.

## 2. METHODOLOGICAL APPROACH

### 2.1. Literature review

According to Crouch (1992, 1995), countries with high and fast growth on outbound tourism are the ones who are really experiencing an economic progress, where competitiveness of the industry is the crucial component to define its standard of performance in the world markets (Crouch and Ritchie, 1999). Explicitly, the level of development in the socio-economical segment of travel destinations is shown through its competitive abilities where a standard for quality of life is put under a specific review (Angelkova et al., 2012). In other words, the experience that the tourist obtains is the essential part and main product of competitive tourism; indicating that the destination is where the level of competitiveness is measured. On the other hand, Schweitzer and Hester (1992) conducted a research to study the value of awards and concluded that it pertains four benefits: recognition of excellence, encouragement of creativity, an increase in prestige within the industry, and a promotional tool to potential clients. Moreover, Sung et al., (2010) clarified that the competitive value of an award is a tactic to outrank competitors by acquiring consumer acknowledgement of the company/brand/product possessing superior quality or accolade. With the same logical hypothesis, the benefits mentioned are also gained in the tourism sector, where currently there are over 70 awards related to travel and tourism globally (Boost Awards webpage).

When it comes to wine and gastronomy, the Committee of Tourism and Competitiveness (CTC) of UNWTO describes gastronomy tourism as *"a type of tourism activity which is characterized by the visitor's experience linked with food and related products and activities while travelling. Along with authentic, traditional, and/or innovative culinary experiences, Gastronomy Tourism may also involve other related activities such as visiting the local producers, participating in food festivals and attending cooking classes. Whilst Eno-tourism (Wine Tourism), as a sub-type of Gastronomy Tourism, refers to tourism whose purpose is visiting vineyards, wineries, tasting, consuming and/or purchasing wine, often at or near the source"*. (UNWTO Definitions CTC). Through this definition, it is clear that the relation between wine and gastronomy tourism is solid and substantial. Nevertheless, as discovered by Hall et al., (2000), wine tourism is marketed and researched as a singular movement, leading to the findings of Alonso and Liu (2011), where "marrying" local cuisine and wine has not been strategized correlatively in the Mediterranean regions. But why do we need to connect the two? In the article on *Publitoris*<sup>2</sup> magazine in 2012, it cited the fact that the demand for wine tourism continues to increase, where the highest priority was gastronomy and wine products with a

---

<sup>2</sup> *Publitoris* is an established Portuguese magazine on tourism and hotels aimed at professionals of the field. This article was found on a printed magazine, titled *"Procura por enoturismo continua a crescer – Wine tourism demand keeps increasing*, by Tiago da Cunha Esteves, issue date 16/11/2012.

firm annual growth of 5-8%. Furthermore, in the International Journal of Management Practice, Festa et al., (2015) mentioned that in wine tourism, the wine itself is not enough, since wine tourism is only a sub-type of 'tourism'. With these arguments, the straightforward yet often overlooked notion of coupling wine and local gastronomy to experience a destination should not be undervalued.

So, at the core of this issue lies a question that this research pursues to answer: *'How can we use a competitive structure to emphasize a wine tourism experience as a principal part of gastronomy tourism in a specific region?'* For this topic, a brief review on Santorini, one of the more prominent islands of South Aegean (winner of ERG 2019) will be used to examine and analyze the competitive strengths and weakness found in regions where wine acts as a definitive part of gastronomic tourism. Yin (2003) and Maruster (2013) explained that case studies can predict literal or direct replications of one case to another, when the problematic is risen from how a situation's exemplary outcome can be applied to a similar case in hopes to achieve a comparable result, which in this event will be the future application of the WTE award project on other regions. Next, two methods of approach will be applied to the gathered information from the research: the first will be Michael Porter's Diamond Model, one of the most refined models to examine the comparative advantages of economies (Porter, 1998), which is largely used to analyze a nation's competitive advantages and its potential to internationalize. By applying an adapted version to a particular area or region, this method's structure will help analyze and determine the prospective appeal of the region to local and international tourists, which will be the groundwork of the overall competitive structure.

The second approach will be the policy of Smart Specialisation Strategy (S3), used by the European Commission as a place-based approach to identify the socio-economic challenges and opportunities of a region by utilizing its unique resources for development and growth (European Commission webpage). This approach is fitting for the project proposal since the present competitive advantage in the international level is progressively based on central regional actors working together on a common goal to transform a region into a substantial innovation hub for selected themes (Launonen and Viitanen, 2011). Hence, the S3 will function as a guideline for policy-making and strategy planning by collaborating the region's stakeholders and SMEs together to specialise the competitive advantages found from the analysis of the Porter's diamond model. Finally, based on the results obtained from both approaches, several specialisation themes or priorities highlighting wine in gastronomy tourism will be designated to realize the competitive structure in the form of the WTE award project, providing a clear insight on the discernable relation of oeno-gastronomy tourism in a region by way of shaping unique, wholesome and memorable visitor experiences.

## **2.2. PROPOSAL**

### **2.2.1. Objectives**

The WTE award will function as a sub-project of TVE with the purpose to help regions maximize their competitive advantages, identify and attempt to overcome its weaknesses and utilize a specialisation strategy in their wine tourism sector by using the aforementioned methods of approach to encourage regional establishments in creating unique wine tourism experiences. Performing the competitive analysis of the region serves as an incentive for all sectors understand the strengths and challenges and come together collectively to improve and promote the region in a sustainable and educational manner, involving internal and external parties in the scope of the project. For this reason, specialisation priorities will then be applied as a gateway to integrate gastronomy, history, culture and lifestyle of the region so that the expectation of tourists to pursue the complete package in a travel destination can be met (Pine and Gilmore 1999), and the visitors will be more than just an observer as they can relate better with their destination and appreciate its individuality and heritage (Cohen and Avieli, 2004). In more details, the aim of the WTE award project is to:

- Strengthen the quality of wine tourism visitor experiences;
- Motivate wine producers and other wine related businesses to diversify into a tourism business, be it for domestic visitors or international tourists;
- Promote the inclusion of culture through story-telling and interpretation into wine related businesses;
- Give international visibility to innovative and creative but often niche and small-scale wine related experiences;
- Support regional development and SME competitiveness;
- Inspire to infuse authenticity and traditions with innovation, cooperation and creativity;
- Encourage active participation of visitors by engaging their senses;
- Foster cross-sectorial partnerships.

Separately, the selected specialisation priorities will have the purpose to:

- Benchmark the oeno-gastronomy tourism specialty of the destination;
- Cultivate product development and innovation;
- Promote certified skills and job creation;
- Inspire sustainable initiatives;
- Deliver memorable visitor experiences.

The general framework of the WTE award follows the same steps, processes and guideline as the ERG award and use the evaluation criteria of the TVE award adapted to wine tourism experiences (see Annex 1). Evidently, for the WTE award project to be realistically executed, the stakeholder group should facilitate with collecting empirical data and information to conduct a more accurate research on the region’s competitiveness. However, in this master thesis’ attempt of a pilot application of the project, a short review to measure of its competitiveness will be conducted instead. The purpose of this review is to: (1) determine whether the region has a relatively firm foundation on wine tourism to launch the WTE award project; (2) identify competitive strengths and weaknesses of the wine tourism industry on a regional level; (3) clarify the groundwork for specialisation strategy plans. Should the result prove that the region possesses a satisfactory standard (i.e. already having a basic form of wine tourism with at least one competitive advantage), specialisation priorities could then be applied to the regional establishments, who will then devise strategy plans for their WTE award proposals and submit them to the stakeholder group. Five exceptional experiences will then be sent to IGCAT for the annual award. The overall framework (per region) can be seen below:

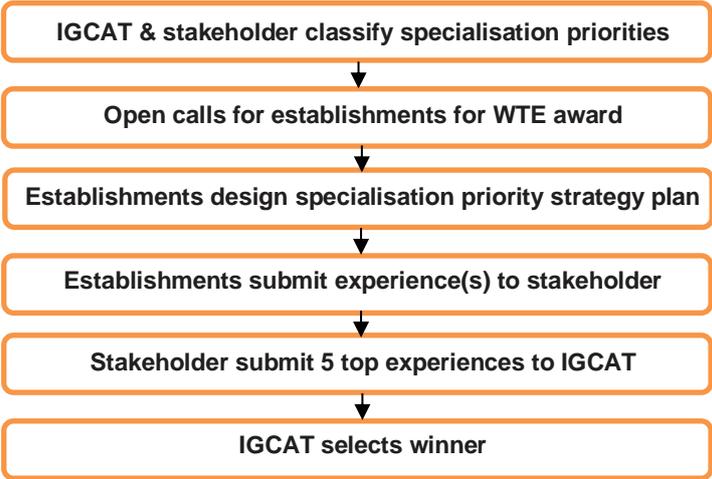


Figure 1: WTE award framework

Ideally, to maximize the potential of the region’s competitiveness, stakeholder groups are also invited to craft a long-term policies or strategy plan in their wine tourism industry based on the decided priorities. Besides, in the case of applying regions who are not part of the ROG platform, the option to become a member is recommendable. Nonetheless, should a non-member region choose to apply for the WTE award without joining the platform, the formation of a stakeholder remains an obligatory process as the primary objective of the WTE award project is to promote the region’s wine tourism cooperatively, involving each sector of the industry and not just individual establishments. Similarly, the WTE award can be applied not only to regions in Europe, but any global region that offers wine tourism or any other tourism-related activities involving alcoholic beverages such as beer, cider, etc.

## 2.2.2. Trial application on Santorini

To support the argument where wine tourism can serve as the main competitive advantage in gastronomy tourism, a situational review on Santorini in Greece will be made to conduct a smaller but more defined research. As part of the South Aegean region, awarded European Region of Gastronomy 2019 by IGCAT, Santorini is a well-known travel destination to both foreign and national tourists for its food, wine and culture. In the context of Mediterranean geography, Santorini is a volcanic island in the southern Cyclades of the Aegean Sea. The island's volcanic soil lacks clay that enables the phylloxera parasite to live in, making it immune to the disease. Santorini is perceived by locals and tourists alike as an ancient Greek wine region, where one of the most notable types of wine called *Vin Santo*, a golden-orange colored sweet wine made by drying grape berries in the sun after harvest using a historical winemaking technique dating back from the middle ages. It should be noted at this point that wine tourism is still considered a relatively new tourism sector especially in Greece, so there is a shortage of official data on characteristics of the national and regional market including some general and statistical information regarding the basic foundation in the wine tourism industry.

According to Triantafyllou (2005), Santorini by itself attained the vast majority (67%) of the winery visitors. Amongst this, it appears that in terms of wine tourism, majority of international visitors flock to the islands such as Santorini while domestic tourists prefer the mainland of Greece (Alebaki and Iakvidou, 2010). Agricultural wise, the area percentage of vineyards in the region covers almost 80% of the total land areas in 2004, with *Assyrtiko* being the flagship of the grape variety. Although wine production accounts for only 3% of the GDP of the entire island, it is actually contributing 90% of agricultural earnings in Santorini (Freese, 2005). More recently, the General Direction of Regional Agricultural Economy and Animal Health (2015) declared that the highest interest for the South Aegean region is placed on wine-producing grapes, where the yearly production volume of grapes was a total of 6.000 tons, where Santorini acts as a greater contributor compared to several other smaller islands. Though currently possessing an estimate of 1400 hectares of vineyards all throughout the 73km of the total island area, it has dramatically reduced from 2500 hectares since the 1960's as a result of the lack of interest from newer generations of grape growers, the current financial crisis coupled by the island gaining popularity as a tourist destination resulting in less vineyards and more building construction (Wines from Santorini webpage). In 2018 alone, Santorini welcomed roughly 2,5 million visitors in from January to August, about 300 thousand more than 2017 (Greek Travel Pages webpage), giving the region a problem of "overtourism". However, while wine production decreased by 23% between 2004-2009 to 2010-2015, the quality of wines went through a significant improvement, with a vast increase of PDO and PGI certifications given. Wines without any certifications of quality went down by 36.4% while the

contrary increased by 83.2% (MRDF, 2016), doubling the percentage of quality wines from 11.3% to 26.8%. Aside from its wines, Santorini also boasts an abundance of local delicacies due to the characteristics of the volcanic soil and its advantages in agriculture, making it a travel destination that emphasizes food and wine in its tourism development strategy (Peris-Ortiz et al., 2015). In 2013, the municipality of Thira (official name of Santorini) proclaimed the year as "Year of Gastronomy", which promotes collaboration between wineries and restaurants. Demonstrations of culinary practices took place in well-known wineries several days per week, including harvest feasts in August (*Vedema* and Feast of St. Averkios), featuring wine-tasting sessions with complimentary dishes prepared from locally-sourced ingredients and a particular mention of a highly-rated visit to the Koutsoyannopoulos Winery and Wine Museum. There was also a focus on PDO products such as fava beans, tomatoes and capers, and the famed *Vin Santo* wine aged for 20 years in barrel as well as Argyros chocolate, a unique product specifically fashioned from Estate Argyros Winery to compliment the notes of cocoa found in its wine. Aside from this, many established restaurants in the region also contribute in the gastronomical theme by giving culinary lessons highlighting preparations of recipes or creation of dishes and desserts using *Vin Santo* and other regional wines and alcohol (e.g. Selene Restaurant in Pyrgos, Koukoumavlos Restaurant in Thira, Raki restaurant in Megalochori).

Concluding the facts mentioned above, it is clear that the perception of wine tourism in Santorini holds a more substantial weight in the region's development, as Olivier Etcheverria (2016), a geographer in search to define wine tourism in Santorini, stated that the political stakeholders of the island view its local gastronomy as a crutch to support the wine tourism industry. Unfortunately, despite the remarkable achievement of the region's wine tourism segment to receive no damages during the economic crisis (Alebaiki and Ioannides, 2018), Santorini's wine sector has a noticeable absence of government support and instead relies heavily on the European Union for the last two decades. Even as the public sector holds 40% of the Greece's economy (World Factbook 2019), there is little to no known organization in Santorini to market or promote local wines other than the Santo Wines mandatory cooperative to manage the free rider problem, a situation as Iliopoulos and Theodorakopoulou (2014) described as "*where a non-member receives benefits associated with the provision of public goods by the cooperative (e.g., higher commodity prices), but avoids becoming a member—and thus eschews contributing to the costs associated with this provision, which are incurred by members alone*". Aside from this, Jim Budd (2003) also noted the reluctance of Greek wine producers to cooperate with each other even with simple information, a situation of an antiquity mindset that appears to surface not only in Santorini but also in other wine-producing regions in Greece (e.g. the case of Mytilinaios and Kostakis in the Samos region, European Court of

Human Rights), another aspect that serves as a challenge to the region's competitiveness as a collective form. However, in 2007 the local authorities of the island showed recognition of this problem and initiated an organization of 13 wine makers in Santorini to create a wine tourism guide of the island (Wine tourism Guide of Santorini, 2010). Besides, through the common search on the internet, one can find a number of travel agencies in Santorini providing wine tours that also promotes local gastronomy and heritage, not to mention an abundance of options for accommodation and affordable public transportation such as buses and ferries. Overall, the island of Santorini therefore provides an example as a region whose dynamics and development of tourism is based on wine and links to other gastronomy products.

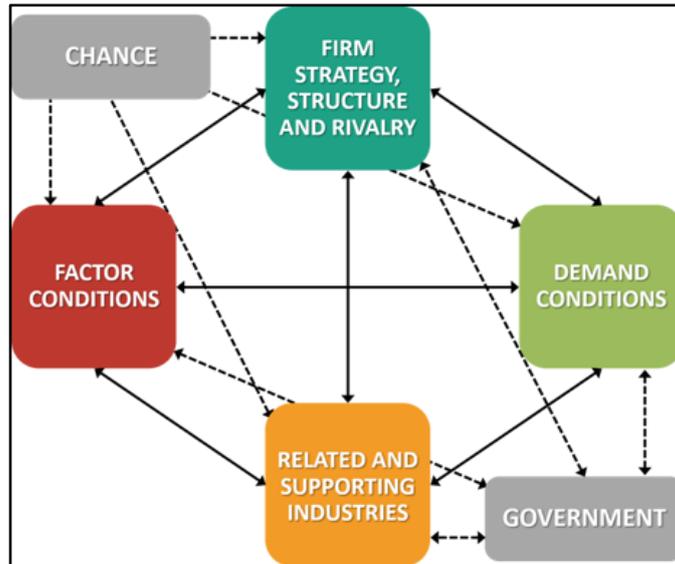
### **2.2.2.1. Analyzing competitive strengths and weaknesses**

In order to put the WTE award in practice, one must first use an appropriate outline to understand if the region has a competitive advantage in the sector of wine tourism. Only if it does, one can conclude that the region has a viable starting point for the project to be implemented. Michael Porter's model (also known as the Theory of National Competitive Advantage of Industries) is a diamond-shaped structure that concentrates on assessing these advantages (see figure 2). In this model, there are four elements of competitive advantage:

1. Factor conditions: the region's natural, capital and human resources;
2. Demand conditions: the nature of regional demand for the industry's product or services (wine and wine tourism);
3. Related and supporting industries: existence of related and supporting industries to the main industry (wine tourism);
4. Firm strategy, structure and rivalry: the context determining how companies are created, organized and managed, as well as the nature of domestic rivalry.

According to Porter (1998), there are two other factors that effects the four elements: government and chance. The role of government acts as a catalyst and challenger, encouraging competitiveness by creating an advance demand for certain products (demand factors) or altering the health and education system (factor conditions). The role of chance are external factors that can affect a country or an industry, such as shifts in world financial markets, exchange rates, surges of world or regional demand and wars. As the topic of this paper concerns more heavily on the role of government in the form of a stakeholder group, it will be discussed in more details in the following text proceeding the analysis of the model.

Figure 2: Michael Porter's Diamond model



Source: <https://www.business-to-you.com/porter-diamond-model/>

That being said, the application of the of Porter's Diamond model framework on Santorini according to the author can be seen on the table below:

Diamond Model of Santorini's Wine Tourism industry		
Factor Conditions	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>• Reputed wine and travel destination</li> <li>• Quality agricultural products and natural resources (notably vines &amp; wines)</li> <li>• Immune to phylloxera</li> <li>• Cultural and heritage patrimony (<i>Vin Santo</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Dwindling land area for vineyards</li> <li>• Indirect effect of financial crisis of the country</li> <li>• Lack of interest from younger generations, potential threat to future human resources</li> </ul>
Demand Conditions	<ul style="list-style-type: none"> <li>• Good market size and growth potential</li> <li>• Plenty of international visitors</li> </ul>	<ul style="list-style-type: none"> <li>• "Overtourism"</li> <li>• Not popular among locals</li> </ul>
Related and Supporting Industries	<ul style="list-style-type: none"> <li>• Gastronomy and good food in general</li> <li>• Travel and tour agencies promoting wine tours</li> <li>• Vast accommodation and transportation options</li> </ul>	<ul style="list-style-type: none"> <li>• No consistent cooperation between industries (public-private, etc.)</li> <li>• Insufficient partnerships and intersectoral networks</li> </ul>
Firm Strategy, Structure and Rivalry	<ul style="list-style-type: none"> <li>• Active collaboration in wine and food related establishments</li> <li>• Presence of mandatory cooperative</li> <li>• Created an island wine tourism guide</li> </ul>	<ul style="list-style-type: none"> <li>• Antiquity mindset (extreme rivalry)</li> <li>• Free-rider problem</li> <li>• No strategic planning</li> </ul>

Table 1: Diamond Model of Santorini's Wine Tourism industry

After performing Porter's diamond model on Santorini, one can conclude that it is a location with great potential for development in creating exceptional experiences in wine tourism, but it is essential not only for the island but also the region to have a proper implementation strategy to maximize its resources. The determinant of government in the case of Santorini has very little impact as there is not much involvement, which is also one of the weaknesses faced by the South Aegean region. Creating the stakeholder group alone confronts most of the challenges found in Santorini, but there are still areas to improve for points found in factor and demand conditions. The biggest challenge will be to stop overtourism, build a concrete cross-sectorial relationship and protect land areas for agricultural use. These issues can only be solved by a permanent or long-term support, regulation and strict policies from the Greek government. A good example can be extracted from Australia, where the government and private sector of the wine industry collaborated and produced eleven recognized organizations and research bodies dedicated to the country's wine industry as well as overcoming the free rider problem (Anderson, 2004). Each of these organizations investigate topics such as political lobbying, co-ordination between independent wineries, wine promotion and marketing, regulatory administration, and so on. Fortunately, since South Aegean has been awarded ERG 2019, a stakeholder group was formed in attempt to tackle these issues. According to the bid book submitted to IGCAT (ERG webpage), South Aegean has gathered a political board consisting of five members with the Head of Board being Mr. George Hatzimarkos, governor of the South Aegean region the President of the Regional Development Fund and Development Agency. An executive board of seven members was also made to develop and manage the ERG yearly projects with an annual budget of 1,5 million euros, along with Greek celebrity chef Argiro Barbarigou as the programme ambassador. Most importantly, representatives of main institutions and establishments in Santorini e.g. restaurants, wineries, and Union of Agriculture Cooperatives were also gathered to establish a network between private and public sectors. With these first steps forward taken to counter the challenges, the next stage will be to categorize specialisation priorities based on the discovered strengths and weaknesses.

#### **2.2.2.2. Determining specialisation priorities**

As per the description of Charles and Stancova (2015): "*Smart specialisation is an approach to developing a regional innovation strategy which recognizes the importance of specific regional knowledge, technological assets and critical mass. A specific dimension of smart specialisation approach is the focus on diversification of regional economies alongside specialisation*". Seeing how IGCAT has established and gained positive outcomes from its existing projects by compiling ERG stakeholders together, this method of approach will be suitable to implement as it relies on a key feature of collaborative leadership and partnerships

of national, regional and local authorities (stakeholders) to promote regional economic growth and creating innovative solutions (Nauwelaers et al., 2014). In the perception of tourism, Periz-Ortiz et al., (2015) suggests that a tourist destination is "a place driven, promoted and enhanced from a tourism point of view by a 'central' stakeholder (private or public, individual or collective)." The function of this stakeholder according to Violier and Zarate (2007) is to promote regional qualities and enforce cross-sectorial relationships between groups of local and global frameworks. For the case of Santorini, as the stakeholder group of South Aegean has already been established, the specialisation priorities can now be determined so that regional establishments can conjure strategy plans while the stakeholder group commendably builds relevant policies to fulfill the proposal objectives. To conduct a pilot application, some ideas are also presented in the four following selected priorities along with the corresponding objectives:

i. Linking local gastronomy and wine (Regional establishments)

*Objective: Benchmark the oeno-gastronomy tourism specialty of the destination*

Though the highlights of the local gastronomy and wine is evident in Santorini, there is an absence of connection between the two. Aside from the normal food and wine pairings, an element of storytelling could be the key to deliver a message by engaging the visitors of the heritage and culture of the island through the local products. To do a storytelling on food and wine would include an array of associations with techniques, preparation or cultivation methods of the products with distinctive narratives of history, geography, mythology, folklore, cultural heritage and people of the region. In the recent years, the art of storytelling has been revived to provide the visitors a scope for exploration and a sense of acquaintance with figures of the past (Gersie, 1992). Whilst storytelling in general allows individuals to have a more profound understanding of the relationship amidst man and his surrounding environment, gastronomy and wine storytelling specifically will give an enhanced appreciation of the significance, exclusivity and necessity of the consumption of certain food and wine. To include storytelling in the specialisation strategy, thematic narrations on food and wine history will be a valuable tool as an attractive factor for visitors. Among the collaborations of establishments of restaurants, wine museums, agricultural cooperatives, etc. being started by the stakeholder group, it is highly possible to include storytelling about a dish, its ingredients and relation to wine and vine as a dominant or complementary component as a promotional strategy. For example, typically in Greece, it is a widely known fact that agriculture, food and wine are familiarized with associations to Greek mythology, history, legends and traditions, yet an organized policy has never been taken in this direction, which could serve as a favorable advantage in creating a unique oeno-gastronomy identity through storytelling for the island, region and even the country.

ii. Creating sustainable oeno-gastronomy tourism (Regional stakeholder & establishments)

*Objective: Inspire sustainable initiatives*

Though previously mentioned that the problem of overtourism can only truly be solved by the Greek government, Santorini and the South Aegean stakeholders can be the initiator to act upon the issue by creating a "Green" or Ecotourism Focus. The International Ecotourism Society (2015) defined this category of tourism as "*responsible travel to natural and cultural areas that conserves the environment and sustains the well-being of local people*". According to the society, the principles below must be followed to be considered as ecotourism:

- Minimize physical, social, behavioral, and psychological impacts;
- Build environmental and cultural awareness and respect;
- Provide positive experiences for both visitors and hosts;
- Provide direct financial benefits for conservation;
- Generate financial benefits for both local people and private industry;
- Deliver memorable interpretative experiences to visitors that help raise sensitivity to host countries' political, environmental, and social climates;
- Design, construct and operate low-impact facilities;
- Recognize the rights and spiritual beliefs of the indigenous people in the community and work in partnership to create empowerment.

All the principles mentioned above could be achieved by targeting a segment of tourists who seek organic or biodynamic wines and gastronomical produce. For instance, a selection of offers or promotions of special tours and educational programs on the winemaking or agricultural process of production could be formed, explaining the environmentally-friendly practices to the visitors that roots to the local heritage and the obligation to preserve it. As Greece is a country that is advancing into the matured stage in terms of organic market (Krystallis et al., 2006), this strategical approach could instill a sense of obligation to safeguard the "local pride" to both local and foreign tourists alike. One exemplary model that can be adapted according to oeno-gastronomy tourism parameters is the BEST concept (UNWTO 4<sup>th</sup> Global Report on Food Tourism, 2012) from the *Ecole Hôtelière de Lausanne* (EHL), an acronym that represents the four pillars of sustainability in terms of: *Biologique* (organic), *Equitable* (fair-trade), *Saisonnier* (seasonal), and *Terroir* (local). This concept, if consistently applied to regional establishments in the gastronomy and wine tourism industry, will cause the growth of an awareness and respect for the environment and at the same time maintaining and highlighting the quality of the regional products.

iii. Developing education through research and innovation (Regional stakeholder)

*Objective: Cultivate product development & innovation, promoting certified skills & job creation*

In order to stimulate an interest for the younger generation to supply qualified human resources in the wine tourism industry, a correct and proper education system must be established so that the knowledge required to preserve and protect the region's tradition and cultural identity can be kept intact and passed down to the following generation without forgetting innovative resolutions. Demossier (2011) noted that wine-growers in Bordeaux and Burgundy who were initially skeptical and reluctant of obtaining a diploma in Oenology are now perceived as leaders in the field of viticulture, and in the course of time more willing to research and experiment with wine. This factor plays a crucial part in confronting the antiquity mindset which is found in Santorini and overall in Greece, which can be resolved by putting a focus on the linkage of university-industry to enhance the role of science technology and innovation. Taking Piedmont in Italy as an ideal situational template, where a regional law<sup>3</sup> was issued to endorse the rise of a regional system for research and innovation that results in research and science, giving a lead of access to one of the main contributors of competitiveness in the global wine industry (Morrison and Rabellotti, 2006) that would benefit to the region's product development. Furthermore, the European Commission had also stressed the importance of research and innovation systems through a published document titled "Towards a European Research Area" (2000), encouraging public policies to strengthen networking among regional operating sectors e.g. universities, public research centers and business associations. Albeit the commencement of the South Aegean stakeholders in cooperating with international universities such as Rutgers University USA, Harokopio University in Athens and Bergamo University in Italy as stated in their bid book, a specific aim towards young professionals in the wine tourism industry and its supporting sectors, namely viticulture and wine education should be taken into consideration. Thus, a dedication to the planning and coordination of education, vocational training, and scientific research of the wine tourism industry is vital. On the other hand, creating a wine trail in South Aegean including Santorini will generate a demand for certified skills, which will in return encourage a need to supply job creations for educated professionals. Wine trails are already an executed framework in northern Greece, improving relations between winery members and contributes a significantly positive impact on the company growth of establishments involved (Karafolas, 2007). Furthermore, Hall and Macionis (1998) also stated that wine trails are "*the best framework for cooperative work between government, private enterprises and associations, the tourism industry, wine and the local council*", making it an excellent resolution tactic.

---

<sup>3</sup> Regional Law n° 4, 30th January 2006.

iv. Boost authenticity through cultural creativity (Regional stakeholder and establishments)

*Objective: Delivering memorable visitor experiences*

Getz et al., (1999) concluded that the positive impact and success of wine tourism experience to tourists and consumers depends on a combination of three main elements and their related features: Wine, Destination Appeal, and the Cultural Product (one of the most important dimensions). Dowling and Getz (2001) also suggest that an excellent wine tourism experience is built not only of the availability of quality wine, but also requires “*quality dining opportunities and other attributes to create a unique experience and ambience*”. Through the sensory engagement found in wine such as taste, smell, touch, sight and hearing (Getz, 2000), an emotional bond is formed between the visitor with his/her travel dining experience and the local culture through gastronomy, thus distinctly separating itself from the basic services of everyday eating at the restaurant (Chang et al., 2011). Of course, including authentic local products is also a key factor in wine and gastronomy tourism (Hall et al., 2000), as it can also encourage competitiveness of regional SMEs as well as protecting its tradition and legacy. Considering how Santorini has advantages of its supporting industries, a complete proposition of a destination experience is sensibly feasible, with a vast opportunity to emphasize its cultural products, such as the food and wine, in many creative outlets. According to Dr. Liz Thach (2013), a professor of management and wine business from Sonoma State University, some of the best practices in wine tourism are:

- connecting wine with regional tourism, where the key point of the strategy is to link wine with other local tourism sites through active advertising and thus attracting a larger number of visitors and promoting both sectors;
- special wine events and festivals, where inventive ideas linking wine and other authentic local products are crafted out of the norm of wine tasting and pairing activities;
- unique partnerships, such as integrating wine with regional establishments of health, aesthetics or leisure sports in a holistic approach;
- wine villages, where an entire town or city in the region is thematically customized and centered on wine.

Fortunately, limitations are very flexible in the context of creativity, allowing many innovative ideas to grow and take shape. However, to accomplish these creative feats, a network of consistent and compact collaboration between sectors must first exist. Hall et al. (2000) proposed that the development of these networks is crucial to the development of wine tourism in a region, as there is a requisite for establishments that have not categorized themselves as part of the same industry to work cooperatively with stakeholders in the tourism industry, which draws back to the conclusion of the necessity and significance of cross-sectorial cooperation along with a rigid support from the regional stakeholder group or local government/authorities.

### **2.2.3. Impact of competitiveness on a region's heritage and sustainability**

Though there are numerous regions or even country around the world who are presently giving off a certain image to be established as a wine and gastronomy destination, there are sound evidences provided by Fox (2007) and Reynolds (1993) concluding that the act of preserving and promoting local foods unsatisfactory. Despite the convenient ways available to procure databases in present-day technological advances, there are still currently very limited knowledge about the vast variety of cuisines and typical/local foods in many parts of the world. This contributes to the research of Che (2006) where a great measure of action had to be taken by stakeholders and authorities of a region to promote and market "regional quality levels" in order to realize its potential to protect said region's food identity; such was the example where the European Commission aided the creation of the title designations of origin (DOs) or protected designations of origin (PDOs) in the attempt to distinguish and individualize specific regional products as a proof that they are, in fact, authentic and produced locally. This particular aspect is crucial in terms of preserving a region's heritage through wine and food culture as it is a necessary step to revitalize a destination in tourism, where the consumer trends are demonstrating a high appreciation to experience local gastronomy (Brunori and Rossi, 2000). Aside from this, Ritchie and Crouch (2000) claim that, "*Competitiveness is illusory without sustainability. To be competitive, a destination's tourism development must be sustainable, not just economically and ecologically, but socially, culturally, and politically as well.*" They perceive the competitiveness of a destination as, "*The ability to increase tourism expenditure, to increasingly attract visitors while providing them with satisfying, memorable experiences, and to do so in a profitable way, while enhancing the well-being of destination residents and preserving the natural capital of the destination for future generations*".

More importantly, the fact that the environmental balance of a tourism destination relies greatly on its competitiveness has been proven by the extensive research of Cucculelli and Goffi (2016), with "Sustainable tourism policy and destination management" and "Tourists' interests in natural and cultural local heritage" as the two major components generating the highest impact in the collected survey data. Coherently, the issue of making sustainability as a priority in tourism destination strategy planning would hopefully pressure regional stakeholders to elevate the urgency of policy-making that supports preserving the local heritage and improve the competitiveness as well as increase the residents' well-being. Thus, to develop the competitiveness of a tourism destination effectively in sustainability, a joint effort must be presented from all stakeholders, local government and establishments, NGOs and most of all, the locals. Since the local community is the essential part of cultural and tourism product, it is imperative that they are well-versed and empowered to fully understand and support the notion of sustainability as a constant variable of tourism, allowing a smooth course of protecting and

nurturing the destination along with its competitiveness. For this reason, one must keep in mind that the development of sustainable tourism in a destination requires a significant amount of time for progress as it effects not only the economical viewpoints, but sociological and environmental aspects as well. Only when completed in this way that a permanent or long-lasting fulfillment is achieved by both the visitor and the local population, completing the cycle to a rightfully holistic and memorable tourism experience.

### **3. DISCUSSION**

#### **3.1. Limitations**

While the WTE award project is intended to have a positive impact on wine tourism practices and day-to-day winery operations, a few limitations have been identified. As mentioned in the introduction of IGCAT, bidding for an award alone requires joining the ERG platform and at least three years of planning, making the duration seem tedious, though ideally this period of time allows the region to form a network with other regions and field experts to launch the project effectively. Even when the execution time could be shortened as WTE award project offers the option of not becoming an ERG platform member, there is also the limitation of willingness to participate, seeing that the framework can only be efficiently executed with a full and active engagement of all the sectors involved, including members of the stakeholder group and public and private establishments. On a different note, Neuninger et al., (2017) discovered that most consumers seem to be skeptical about wine awards and its processes, although the same authors also concluded based on their research that the award scheme is recurrently used for evaluating wines and is still considered one of the most effective marketing tools. This is especially true in the cases of SMEs, whose livelihood and survival acts as a main factor for perfecting wine tourism experiences (Carlsen & Boksbergen, 2014).

#### **3.2. Future use**

Following the WTE award project framework, the methods of approach can be used in three common scenarios: (1) to assess a problem or inefficiency in the wine tourism industry of an area or a region and use it to analyze its competitive strengths or points to improve; (2) to use it as a guide for a strategy plan to enhance the wine tourism sector by categorizing specialisation priorities; and most importantly, (3) to correlate and strengthen the role of local wine as part of the region's gastronomy tourism. Currently, the WTE award project is in the interest of being implemented on certain regions identified as wine regions, notably South Aegean and Sibiu (Romania), both awarded ERG 2019, and several exchanges has been made with the regional stakeholders in relation to the application alongside the TVE project. Undoubtedly, monitoring the steps of the framework and its result will also be necessary to

ensure a successful application and standard maintenance of the experience. The WTE award can also serve as more than just a procedure of application for a wine tourism experience. As IGCAT is now on the verge of expanding into a foundation and already extending its guidelines and awarding schemes in ASEAN countries and regions, the WTE project can provide the opportunity to form a committee or a panel of experts of wine and wine tourism professionals from all over the world. Moreover, as IGCAT's panel of experts has at least three annual meetings, discussions on wine tourism issues, strategies, best practices and guidelines would lead to the creation of a globally active community dedicated to offer exceptional wine tourism experiences. Frameworks for workshops and seminars are also an extensive possibility for the WTE award project, similar to the UNWTO Wine Tourism Prototype or Wine Tourism Network created recently in 2018. Similarly, the evaluation criteria of the wine tourism experiences could also be made for public use to the visitors themselves. This could help monitor the results and maintaining the quality of the experience even after it wins the award. The creation of a wine charter is also part of the development of the WTE award project, where the region's stakeholder group grants a number of privileges or benefits to establishments showing outstanding effort on the specialisation priorities such as sustainability, innovation or education on their wine tourism experiences. With the accolade from the award and initiative efforts from all parties from the region poured into the project, it is without a doubt that the regional or even national wine tourism sector will be made stronger over time.

#### **4. CONCLUSION**

The objective of this paper is to remind the public that wine is part of gastronomy, which in recent years had also become one of the main focal points in gastronomy tourism. Oftentimes, what is obvious tends to be forgotten or neglected, and we question the reason once confronted in reality. Such was the findings of the author during the research of this paper, discovering that food, wine and cultural tourism are definitively separated, making one sector compete with another when it should be the opposite; and in worse cases where cooperation, education, and sustainability becomes an inaccessible option for some establishments that are only concerned of their own personal gains. Competitiveness can only have a positive impact on a region when all of the actors play their parts to make their tourism experiences complete, leaving the local community and the visitors without any wants. The author realizes that such ideal ambitions require a substantial amount of effort and time from a number of individuals and dedicated teams, which unsurprisingly cannot be achieved within the duration of four months. Nevertheless, from the time spent and exposure gained from IGCAT's existing and thriving projects as well as positive feedbacks received from current regional stakeholders, the position of the WTE award project remains on the right track to reach its bright and full potential.

## BIBLIOGRAPHY

### Web References:

Alebaki, M., & Iakovidou, O. Wine Industries in Economics (2010). Viticultural Tourism and New Activities: Initiatives towards wine tourism development in Greece.

[http://www.wineecoreports.com/Working\\_Papers/Text/WP\\_2010/Alebaki\\_Iakovidou.pdf](http://www.wineecoreports.com/Working_Papers/Text/WP_2010/Alebaki_Iakovidou.pdf).

Accessed April 30, 2019.

Boost Awards. <https://awards-list.com/international-business-awards/travel-awards-and-tourism-awards/>. Accessed April 14, 2019.

Budd, Jim. (2003). The Greek Wine Renaissance. Wine Business Monthly.

<https://www.winebusiness.com/WBM/?go=getArticle&dataId=27899>. Accessed May 11, 2019

European Commission: General Direction of Regional Agricultural Economy and Animal Health (2015). [http://ec.europa.eu/food/fvo/act\\_getProfile.cfm?pdf\\_id=419](http://ec.europa.eu/food/fvo/act_getProfile.cfm?pdf_id=419) Accessed May 9, 2019.

European Commission: Towards a European Research Area (2000).

<https://era.gv.at/object/document/139/attach/Towards-a-ERA.pdf> . Accessed May 13, 2019.

European Commission: Smart Specialisation Strategy.

[https://ec.europa.eu/regional\\_policy/sources/docgener/guides/smart\\_spec/strength\\_innov\\_regions\\_en.pdf](https://ec.europa.eu/regional_policy/sources/docgener/guides/smart_spec/strength_innov_regions_en.pdf). Accessed April 15, 2019.

European Court of Human Rights. [http://www.neasamos.gr/wp-](http://www.neasamos.gr/wp-content/uploads/2015/12/Judgment-Mytilinaios-and-Kostakis-v.-Greece-obligation-on-Samos-winegrowers-to-be-members-of-a-union.pdf)

[content/uploads/2015/12/Judgment-Mytilinaios-and-Kostakis-v.-Greece-obligation-on-Samos-winegrowers-to-be-members-of-a-union.pdf](http://www.neasamos.gr/wp-content/uploads/2015/12/Judgment-Mytilinaios-and-Kostakis-v.-Greece-obligation-on-Samos-winegrowers-to-be-members-of-a-union.pdf). Accessed April 22, 2019.

European Region of Gastronomy. South Aegean bid book.

<https://europeanregionofgastronomy.org/wp-content/uploads/2016/12/South-Aegean-Bidbook.pdf>. Accessed April 23, 2019.

European Region of Gastronomy. Official Guidelines.

<https://www.europeanregionofgastronomy.org/wp-content/uploads/2018/06/Official-Guidelines-Updated-June-2018.pdf>. Accessed April 13, 2019.

Gersie, A. (1992) Earthtales: Storytelling in Times of Change. London: Green Print, pp. 1. In

[http://www.unesco.org/education/tlsf/mods/theme\\_d/mod21.html](http://www.unesco.org/education/tlsf/mods/theme_d/mod21.html) . Accessed May 11, 2019.

Greek Travel Pages. <https://news.gtp.gr/2018/10/29/thira-mayor-santorini-365-day-tourism-destination/>. Accessed April 22, 2019.

MRDF [Ministry of Rural Development and Food] (2016): Statistical Data for the wine sector, Available at <http://www.minagric.gr/images/stories/docs/agrotis/Ampeli>. Accessed April 22, 2019.

Nauwelaers, C., Kleibrink, A. and Stancova, K. (2014). The role of Science Parks in Smart Specialisation. European Commission JRC, Technical Report, S3 Policy Brief Series No.08/2014. <http://s3platform.jrc.ec.europa.eu/documents/10157/b0071d53-3940-4e83-8c51-0ceacc96c314>. Accessed April 19, 2019.

Thach, L. (2013). 12 Best Practices in Global Wine Tourism. <https://lizthachmw.com/2013/12/06/12-best-practices-in-global-wine-tourism/>. Accessed May 11, 2019.

The International Ecotourism Society (2015). <https://ecotourism.org/what-is-ecotourism/>. Accessed May 12, 2019.

UNWTO Global Report on Food Tourism. <http://cf.cdn.unwto.org/sites/all/files/docpdf/amreports4-foodtourism.pdf>. Accessed April 13, 2019.

UNWTO Definitions Committee on Tourism and Competitiveness (CTC). <http://cf.cdn.unwto.org/sites/all/files/docpdf/ctcdefinitionsenweb.pdf>. Accessed April 14, 2019.

UNWTO 4<sup>th</sup> volume of the Global Report on Food Tourism (page 62). [http://cf.cdn.unwto.org/sites/all/files/pdf/food\\_tourism\\_ok.pdf](http://cf.cdn.unwto.org/sites/all/files/pdf/food_tourism_ok.pdf). Accessed May 9, 2019.

Wine Tourism Guide of Santorini (2010). <http://winesurveyor.weebly.com/uploads/1/6/1/1/1611267/santorini.pdf>. Accessed April 30, 2019.

Wines from Santorini. <http://www.winesfromsantorini.com/the-vineyard.html>. Accessed April 22, 2019.

World Factbook (2019). Europe: Greece. Central Intelligence Agency. <https://www.cia.gov/librarY/publications/the-world-factbook/geos/gr.html>. Accessed April 22, 2019.

## References to a book:

Alebaki, M., & Ioannides, D. (2018). Threats and obstacles to resilience: Insights for Greece's wine tourism. *Tourism, resilience and sustainability: Adapting to social, political and economic change*, 132-148.

Anderson, K. (Ed.). (2004). *The world's wine markets: Globalization at work*. Edward Elgar Publishing.

Angelkova, T., Koteski, C., Jakovlev, Z., & Mitrevska, E. (2012). Sustainability and competitiveness of tourism. *Procedia-Social and Behavioral Sciences*, 44, 221-227.

Brunori, G., Rossi, A. (2000). Synergy and coherence through collective action: some insights from wine routes in Tuscany. *Sociologia Ruralis* 40 (4), 409–423.

Chang, R. C.; Kivela, J. and Mak, A. H. (2011). Attributes that influence the evaluation of travel dining experience: when East meets West. *Tourism Management*, 32: 307-316.

Charles, D., Ciampi Stancova, K. (2015). *Research and Technology Organisations and Smart Specialisation*. S3 Policy Brief Series, No. 15/2015. European Commission, Joint Research Centre, Institute for prospective Technological Studies, Spain.

Che, D. (2006). Select Michigan: local food production, food safety, culinary heritage, and branding in Michigan agritourism. *Tourism Review International* 9, 349–363.

Cohen, E. and Avieli, N. (2004). Food in tourism: attraction and impediment. *Annals of Tourism Research*, 31 (4): 755-778.

Crouch, G. (1992). Effect of income & price on international tourism. *Annals of Tourism Research*, 19(3), 643-644.

Crouch, G. (1995). A meta-analysis of tourism demand. *Annals of Tourism Research*, 22(1), 103-118.

Crouch, G. I., & Ritchie, J. B. (1999). *Competitive tourism destinations: Combining theories of comparative advantage*. Working Paper, Ninth Australian tourism and hospitality research conference, Adelaide, February.

Crouch, G. I., & Ritchie, J. B. (2000). The competitive destination: A sustainability perspective. *Tourism management*, 21(1), 1-7.

- Cucculelli, M., & Goffi, G. (2016). Does sustainability enhance tourism destination competitiveness? Evidence from Italian Destinations of Excellence. *Journal of Cleaner Production*, 111, 370-382.
- Dowling, R., & Getz, D. (2001). Wine tourism futures. *Tourism in the twenty-first century: reflections on experience*, 49-66.
- Etcheverria, O. (2016). Wine Tourism and Gastronomy. In *Wine and Tourism* (pp. 161-177). Springer, Cham.
- Festa, G., Vrontis, D., Thrassou, A., & Ciasullo, M. V. (2015). A value co-creation model for wine tourism. *International Journal of Management Practice*, 8(3), 247-267.
- Freese, C. (2005). The Role of Wine Production in the Changing Structure of an Island Economy: A Case Study of Santorini Greece. (Electronic Thesis or Dissertation)
- Getz, D. (2000), *Explore Wine tourism, management, development and destinations*, Cognizant communication corporation: New York.
- Hall, C.M., Sharples, L., Cambourne, B., Macionis, N. (2000). "Wine Tourism Around the World: Development Management and Markets". Butterworth-Heinemann, Woburn, MA, USA.
- Iliopoulos, C., & Theodorakopoulou, I. (2014). Mandatory cooperatives and the free rider problem: the case of Santo wines in Santorini, Greece. *Annals of Public and Cooperative Economics*, 85(4), 663-681.
- Karafolas, S. (2007). Wine roads in Greece: a cooperation for the development of local tourism in rural areas. *Journal of Rural Cooperation*, 35(886-2016-64567), 71.
- Krystallis, A., Fotopoulos, C., & Zotos, Y. (2006). Organic consumers' profile and their willingness to pay (WTP) for selected organic food products in Greece. *Journal of international consumer marketing*, 19(1), 81-106.
- Launonen, M., & Viitanen, J. (2011). *The Global Best Practice for Managing Innovation Ecosystems and Hubs*. Helsinki, Hubconcepts.
- Maruster, L. (Ed.). (2013). *Qualitative research methods*. Sage.
- Morrison, A., & Rabellotti, R. (2006). The role of research in wine: the emergence of a regional research area in an Italian wine production system.

Peris-Ortiz, M., Del Río, M. D. L. C., & Rueda-Armengot, C. (Eds.). (2015). *Wine and Tourism: A Strategic Segment for Sustainable Economic Development*. Springer.

Pine, J., Gilmore, J. (1999). *The Experience Economy*. Boston: Harvard Business School Press

Porter, M. E. (1998). Clusters and competition. *On competition*, 7, 91.

Porter, M. E., Ed. (1998) *The competitive advantage of nations*. New York, Free Press.

Schweitzer, J. C., Hester, J. B. (1992). The Importance of Winning Advertising Award Shows. *Southwestern Mass Communication Journal*,7(1), pp. 55-66.

Sung, W. O., Nam, K. Y., & Chung, K. W. (2010). Strategic use of international product design award schemes. *Design Management Journal*, 5(1), 72-86.

Triantafyllou, M.E. (2005). Promoting Greek Wine through Foreign Visitors in Greece. Paper presented at the 1st Conference of Greek Wine, Metsovo, Greece

Violier, P., & Zárata, M. A. (2007). Politiques urbaines du tourisme. R. Knafou y Ph. Duhamel (coords.): *Mondes urbains du Tourisme*. Paris, Belin, 143-150.

Yin, R. K. (2003). *Designing case studies*, (3rd ed.). Sage.

### **Journal references:**

Alonso, A. D., & Liu, Y. (2011). The potential for marrying local gastronomy and wine: The case of the 'fortunate islands'. *International Journal of Hospitality Management*, 30(4), 974-981.

Carlsen J., Boksberger P., (2013). Enhancing consumer value in wine tourism. *Journal of Hospitality & Tourism Research* 39(1): 132 – 144.

Demossier, M. (2011). Beyond terroir: territorial construction, hegemonic discourses, and French wine culture. *Journal of the Royal Anthropological Institute*, 17(4), 685-705.

Fox, R. (2007). Reinventing the gastronomic identity of Croatian tourist destinations. *International Journal of Hospitality Management* 26 (3), 546–559.

Getz, D., Dowling, R., Carlsen, J., & Anderson, D. (1999). Critical success factors for wine tourism. *International Journal of Wine Marketing*, 11(3), 20-43.

Hall, C. M., & Macionis, N. (1998). Wine tourism in Australia and New Zealand.

Neuninger, R., Mather, D., & Duncan, T. (2017). Consumer's skepticism of wine awards: A study of consumers' use of wine awards. *Journal of Retailing and Consumer Services*, 35, 98-105.

Reynolds, P.C. (1993). Food and tourism: towards an understanding of sustainable culture. *Journal of Sustainable Tourism* 1 (1), 48–54.

**ANNEXES**

**A1. Wine Tourism Experience Award pilot evaluation Criteria**

**WINE TOURISM EXPERIENCE AWARD  
PILOT EVALUATION CRITERIA**

Name of Experience: \_\_\_\_\_

Location of Experience: \_\_\_\_\_

Evaluation is Conducted by:

• Name: \_\_\_\_\_

• Region and country: \_\_\_\_\_

• Date: \_\_\_\_\_

**Type of Wine Tourism Experience evaluated** (*please tick as many options as appropriate to describe the experience you are evaluating*):

Wine tasting	
Wine and food pairing	
Winery visit	
Wine or related demonstration	
Participatory experience	
Wine route	
Wine fair/festival	
Museum/heritage site	
Other ( <i>Please specify</i> ):	

AFTER you have completed the evaluation, please let us know here if you have any suggestion for improving the template or the wine tourism experience itself:

.....

.....

.....

.....

## EVALUATION

THIS WINE TOURISM EXPERIENCE:	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Is relevant to the region's/ destination's brand/development strategy					
Is well themed with a good story					
Combines wine with culture, creativity and the arts					
Safeguards knowledge about craft or handmade techniques from the area					
Represents quality local food/drink					
Represents healthy and natural food/drink					
Is educational					
Is entertaining (fun, surprising, comic...)					
Offers sufficient amount of information					
Offers well-presented information					
Encourages visitors to taste, hear, touch and/or feel					
Offers opportunities for visitors to actively participate					
Combines authenticity and tradition with innovation and creativity					
Embraces sustainability principles (plastics, water fountains, recycling etc.)					
Has good online and social media presence					
Is easily bookable (preferably online)					
Offers easily accessible online information (location, opening times etc)					
Offers information/guides in international languages					
Offers appropriate visitor facilities (parking, refreshments, toilet etc)					
Offers a suitable level of comfort (depending on the type of experience)					
Is in an exciting/appealing location (nice landscape, characteristic building etc. - as appropriate to the experience)					
Offers accessible access (for less abled visitors)					
Provides appropriate waiting room/queue management					
Provides quality and relevant merchandise for sale (souvenirs)					
Will be memorable					