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ROVIRA I VIRGILI

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MASTER THESIS

**DEVELOPMENT OF WINE TOURISM IN ALVAREZ DURAN
WINERY**

**Execution of proposals to improve the wine tourism unit and its
marketing aspects in a small cellar**

IGNACIO ALONSO PEREZ GAMBOA

Internship developed at Alvarez Duran winery, Priorat, Spain.

**Professional supervisor
Salus Alvarez**

**Academic Supervisor:
Jaume Gené Albesa, URV**

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ABSTRACT

Alvarez Duran winery was founded in 2014 in the town of Porrera located in the east of the famous wine region of Priorat. At that time, building the cellar was the realization of a dream for the owners, Salus Alvarez, and Fina Duran. Today, they work their own estates and produce seven different high quality, limited production wines. Their wines represent the terroir of the land and respect the vegetative equilibrium of nature.

From the 1980s until present, the Priorat wine region came to be recognized and took its place among the top wine regions in the world. Nevertheless, for the small cellars as Alvarez Duran Priorat, it is still very hard for their products to be known and bought in markets that usually consume these wines.

The top wineries in Priorat have their commercialization channels settled and some are recognized abroad for the name of their owners, which allows them to easily sell due to the strong power of their brand.

In order to improve branding and increase the number of sales, wine tourism is seen by Salus Alvarez as a way out for helping him to overcome the difficulties of his business. As a means to develop the wine tourism unit of business, different proposals were put forth by the author and accepted by the owner.

After analyzing the company and living in the cellar for a while, the student identified the current situation, defined problem areas and proposed different initiatives to be carried out during his internship. The owner has accepted most of them in order to take on three key challenges: to promote the winery through wine tourism, to increase the communication activities, and to improve the tourism experiences.

To organize the actions required for achieving said goals, a methodology was established and subsequently carried out in the cellar. The diversification of the wine tourism product offered in the cellar, the creation of multimedia, graphic content, information and the use of marketing to promote the cellar on a constant basis, among other measures, have been taken. Nevertheless, as business is a never-ending cycle, the work cannot stop. Therefore, the owner should take steps in order to continue with growing, selling and positioning their brand in the future.

The results of this work have been satisfactory and intend to serve as an example of ideas for the owner and readers that can be applied to improve a small winery business over a short time period.

Keywords: Wine tourism, Marketing, Infrastructure, Tourism offer, Priorat, Priorat wine.

List of abbreviations:

DOQ: Qualified Denomination of Origin.

KPI: Key Performance Indicator

OTA: Online Travel Agency

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

WFA: Winemakers Australian Federation,

USA: United States of America

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INTRODUCTION

The present work has been carried out pursuant to the rules provided by the Wintour consortium to develop the final internship. The place chosen is a family winery named Alvarez Duran, located in the village of Porrera, in the world-famous wine area of Priorat, in the region of Catalonia, Spain. The intern has gone to live with the family and work for them in order to help them develop the wine tourism and marketing area in exchange for housing and food.

The decision was made after working with them in 2017. Back then, prior work had been written with the goal that it could serve as a marketing guide for their business. In it, there were also added ideas to develop wine tourism. After working side by side with the owners and analyzing their business, their results were satisfactory and there was an agreement on the great potential the business had. At that time, many ideas were provided for implementation. Nevertheless, from that time until April 2019, none of the ideas has been developed due to the lack of a professional interested in helping them *pro bono*. Being able to add value to a small business that is in need of help in the areas of wine tourism and marketing has been a big challenge and, at the same time, the main motivation taken into consideration when choosing the winery for the proper place. Besides, the fact that Salus Alvarez, the winery owner, is the current president of the DOQ Priorat was another factor in the decision due to the opportunity of working side by side with him, learning from him, as well as the possibilities that being the president of the DOQ could bring to his business if he optimized his network.

This internship took place during the fourth term of the 2018 – 2019 WINTOUR course. Many duties were fulfilled in order to achieve the three goals proposed to the owners: to promote the winery through wine tourism, to increase communication activities and to improve the wine tourism experience. At the same time, the opportunity of helping them to work the land had been the perfect occasion for the intern to learn about the cycle of the vine and viticulture. These insightful experiences are some of the reasons why the time spent with the family Alvarez Duran has become an unforgettable lifetime experience. The idea with this work has been to help to develop the wine tourism and marketing areas by putting in practice what was learned during the time throughout the master's program. Nevertheless, previous work experience of the author as well as his other previous studies have been used to carry out the job required. The work developed for the Marketing of Wine Tourism subject during the first semester of WINTOUR, has been used as a guide for analyzing the company internally and externally. Moreover, the following was also taken into account: the experiences and perceptions of the author in the workplace, classes and conferences attended during the master's, the opinions from different authors on wine tourism, business and marketing topics, interviews with Daphne Glorian Solomon (only female pioneer of Priorat renaissance) and Eva (the person in charge of wine tourism in the DOQ Priorat), and finally, the conversations with the president of said entity, Salus Alvarez (the owner of the winery). These can be found in the annexes.

The main business of every winery is to sell wine and so it is in Alvarez Duran. Usually, once that job is done, a wine tourism area starts to seem possible in order to increase sales without intermediaries and to position the brand. Nevertheless, sometimes developing the wine tourism area might be seen as a way of salvaging by selling more wine. In Alvarez Duran's case, the winery needs help in the marketing area to be discovered and in the commercial area to sell more wine to the national and international market. Even though the situation is hard for them, they believe the development of wine tourism will help their business and because of this, they have accepted a student in the winery. The structure of the work explains and contains different sections. First of all, we provide context regarding the current status of the business, a description of the family and the different responsibilities and activities done during the internship. Then, we offer a situation analysis of the company –internally and externally– and after that, we outline the proposals with objectives and initiatives to be implemented. Next, we provide the methodology approach created with the key challenges as well as a timeline of actions. After that come the results of the work, including the development of the initiatives and finally, and finally a conclusion summarizing the work and mentioning ideas that could be implemented and positively affect a small family winery over a short time period.

Presentation, history and current status of the company

Alvarez Duran Priorat is a family winery created by Salus Alvarez and Josefina Duran. The winery has been the dream achievement for the owners. Both were born in Porrera. They met there when they were just children. After the years, they got married and had three children: Salustia, Joseph and Marc.

Every member of the family contributes somehow to the cellar. The oldest son of Salus takes care of the bottle design and all the utensils from Italy, Joseph takes good care of the estates and Marc is helping them to work to perform all the technical operations and learn about winemaking. Salus and Fina share a passion for the earth and the wine world. Both have been working many years in wine production and in the agriculture area on their own lands. Together, they had run a theater and a restaurant. In the case of Salus, he has been working at Vall Llach winery for 16 years as a winemaker and at the same time has been the mayor of the municipality of Porrera and then took office as a deputy. Nowadays, he is the president of the DOQ Priorat, apart from being the winemaker at his winery.

All these experiences allowed them to take another step forward in their lives. They stopped selling the grapes from their estates to others cellars and instead they decided to bring to life this family project in 2014 and create their own cellar, Alvarez Duran. Their strengths are that they are the owners of the property and vineyard belonging to a renowned wine region and know about agriculture and the production processes. Nevertheless, there is a knowledge gap concerning sales, new technologies, and marketing and because of this, they have been slowly growing and selling their wines thanks to a few distributors that have trusted in their project. The winery has big opportunities to continue succeeding due to the respect for their land, the quality of wines produced and the authentic experiences provided by the owners who are focused on offering customized and personalized visits to the customers, who are curious as to the origin of the products made in the cellar.

The family comes with two estates: La Rapita and El Fonellas, with a total current planting extension of 7 hectares all together. At 5.000 strains per hectare, we get 35.000 strains. The grape varieties that grow there are: Carinyena, Garnatxa, Cabernet Sauvignon, Syrah, Merlot, Viognier, Macabeu, Garnacha Blanca and Moscatel de Alejandria. The amount obtained in grapes is 20.000 Kg and the volume of wine produced for bottling is 18.000 per year. The total volume sold at the cellar door is only 3% and the 97% that rest is exported to Switzerland and Germany. They have annual earnings of 60.000 euros.

The cellar installations are situated inside their house and connected to it on the three floors. Due to the design of the cellar, the owners are capable of offering a great experience for the enthusiast, wine lover or anyone who at some point of their lives dreams of putting up a winery in their own house. On the first floor, during the harvest, the reception of the grapes takes place as well as the destemming, pushing down, pumping over and pressing process. There is also a room for performing winemaking controls, INOX fermentation tanks, and some barrels. On the second floor, there is a room where the wines are aging in oak barrels and on the third floor; there are the tasting and recreational room where visitors do the dynamic, fun and sensory wine tasting.

As a mission, Alvarez Duran aspires to become a benchmark for producing high-quality wines with limited production in Priorat, by respecting the rules of the DOQ Priorat in every process of viticulture, winemaking, and commercialization. In addition, they want to offer unique local and friendly experiences to visitors with a view to promoting their brand and ostensibly, to increase the earning by selling directly to the customers, without intermediaries. That being said, they are interested in wine tourism and the image they aim to portray at the cellar door with it is to be identified as a welcoming family vineyard that produces quality wines and where visitors may feel like fellow countrymen/women and longtime friends. To achieve this, cellar visits and wine tasting services are designed to immerse the visitors as much as they can into the family project by providing them a real opportunity to do, learn, feel, and participate during the visit with family members. The ultimate goal is to establish a face-to-face proper and pleasant relationship with the customer.

Activities and responsibilities during the internship

The staff working at Alvarez Duran Cellar during the internship was limited – only the members of the family and the intern. The person responsible for the job related to developing wine tourism and marketing was the intern that had full autonomy and no rules for doing his job but with all the confidence and support provided by Salus and Fina. Nevertheless, despite the fact that the activities carried out during the internship were not ordered by the owners, they were always supervising, helping and ultimately deciding what proposals seemed likely to apply to their business.

Sometimes, explaining and to educating about a certain topic was part of the duties of the intern, which is the reason why he was there: To help the owners develop their cellar with new ideas and perspectives acquired from a different background.

The intern had the chance to propose different ideas to improve the family winery in terms of marketing and wine tourism. The ideas chosen to be implemented were considered after analyzing and discussing the current analysis of the winery with the owners and their expectations regarding the work of the student and with his vision. Some of the responsibilities undertaken during the internship are the following:

To be ready to work whenever they need help – Whether it is in vineyard doing viticulture or in the cellar bottling or performing wine elaboration processes; Attitude, to have a positive attitude when performing the tasks required; Responsibility, to do and achieve the goals set by the owners through supporting them with the proper development of daily tasks, wine events, press, among others; Creativity, to generate ideas that could be applied to the Alvarez Duran Cellar. This full range of activities is mentioned in the proposal section, organized in the methodology section and developed in detail in the discussion section of the present work. The activities carried out are divided into the following three groups:

Hosting tourists

Hosting and showing around visitors in the cellar was performed solely by the owner Salus Alvarez. He was the person in charge because of his extensive knowledge of the cellar and the winemaking processes. Therefore, in the beginning, the duty of the intern was to learn the possible routes of the tour, the speech and to take photos or record moments during the visits in order to create material for the company and to send it to the visitors later as a manner of souvenir. Nevertheless, after some weeks living with the family and getting used to each other, learning about their wines, working the land and getting to know the cellar, the intern was capable of guiding the tours and explaining aspects with true and practical experience. Sometimes happened that the intern had cooperated with translations from Spanish into English and Spanish into Portuguese to be able to provide the tour to visitors who do not speak Catalan or Spanish.

Improvement of the visits

In order to improve the visits, an analysis of them has been performed. Soon after, it was understood that the visits guided by the owner were great because the visitors left the place with a smile in their faces. Nevertheless, the problem was that the owner thought that he was the only one capable of doing it because of said knowledge. In order to change this situation and try to standardize the tours, three tourism products were created with a respective script that can be used as material to learn and to understand what is important for the owners to be told during a tour. The scripts were written in Spanish and English language and allow the owner to delegate the responsibility to other members of the family and maybe, to other people that would want to collaborate in the wine tourism area by doing tours. This is something that has been done with the future standardization of the business in mind. In addition, to promote their brand and provide a better experience for the visitors, other initiatives were proposed and chosen by the owners to be developed.

Marketing and communication

In order to improve the number of visitors to the cellar, a marketing and communication work has been done. The most important activity related to these topics has been the development of a website for them, writing it and organizing all the content on it. According to the intern, based on his experience visiting wineries during the WINTOUR master studies, there was content that should have existed to promote the company, the visits and the wines but were not, such as the website, technical information of their wines, the tasting notes of every wine, the written tour options, photos, videos, family history, souvenirs, among others. Therefore, the student has created all of this.

No one in the family was taking up the role of communicating and marketing their business. So the student took that under his responsibility and took care of managing the social media of the company, giving it a new look in order to be able to communicate properly *who* they are, *what* they do and *what* they believe. Different social media accounts were created and work, key performance indicators with a time to be executed were established for every one of them and an online positioning of the tours was made in different platforms such as TripAdvisor and Yelp

In order to create quality content, the student was involved in all the activities, making it possible to see, understand and finally write about it. To cover DOQ events where Salus participate it, wine fairs, activities in the cellar and vineyard, have been some of the activities that the student participated.

Besides the activities explained above, the intern had the great opportunity to learn about viticulture from the family Alvarez Duran, who have always been working the land of Priorat. As occurs every year, many treatments have been done to properly take care of the vineyard. Only by doing them will it be possible to have good quality grapes and to produce high-quality wines. The intern had the chance to cooperate with them in the labors of the land such as pruning, removing the regrowth, removing the children and some leaves, to add sulfur to the plants 3-4 times every 21 days, among others. These particular activities, besides living with the family and learning from the passion for their land and project has made the working experience in Alvarez Duran unique and unforgettable.

SITUATION ANALYSIS

Prior to proposing ideas to improve the cellar, the student considers as mandatory to analyze internally and externally the company in order to understand its status. To do this, different tools and resources were taken into consideration, book lectures, conversations with the winery owners, interviews with Daphne Glorian (only woman from the pioneers of the renaissance of the Priorat Wine Region) and with Eva (person in charge of the development of the wine tourism area of the DOQ Priorat) and a document based on the Winemakers' Federation of Australia given by professor Jaume Gene during the first semester of WINTOUR master's for the development of a work in the subject of marketing of wine tourism.

External analysis

The external analysis was developed in order to determine the company environment. The description of the Priorat wine region was made highlighting its importance and possibilities for wine tourism. The tools used were a table to determine the existing market, a competitor analysis, a SWOT analysis, and an external facilities checklist.

Priorat wine region: description and historic importance

The Priorat wine region is located in the south of Catalonia, in between the Camp of Tarragona and the Ebro lands. It is famous worldwide and aims to be consolidated as an area of classic wines of the world for its exceptional, structured, aromatic and mineral wines. These wines show a strong personality that talks about the land with history, traditions and unique natural conditions. The terraces and step old

vineyards are formed by the Licorella slate, the protagonist of most of the land within the Priorat territory. These slopes do not allow using agricultural machines and therefore, never has allowed the winemakers to do a massive production. In the past, mules, and donkeys used to help winegrowers to work the land.

The name Priorat comes because, in the 12th century, the “Prior” of the “Scala Dei” monastery dominated all the territory. The Carthusians monks leading by the Prior brought from the province the knowledge and techniques to develop a winegrowing culture. They built the altar dedicated to Santa Maria in Scala Dei and made up the historic Priorat area, which today forms the DOQ Priorat wine region. According to the manuscript of the payes de Porrera, the fieldom of the Priorat included the towns of Poboleda, Morera, Porrea, Vilella Alta, Torroja, Gratallops, and Bellmunt. The seven towns referred in these territories are known as the historic Priorat. (Priorat, 2009)

The wine statute promulgated in 1932 by the ministry of agriculture, which governed the establishment of the regulatory councils, recognized the Priorat as a vinicultural area to be protected. On 5 September 1954 is formally created the denomination of Origen Priorat. The result was a DO with 15.000 hectares with 3.600 h vineyards. This DO has considered two main criteria for the wines that belonged to the old Scala Dei Priorat (the 7 towns) and the Licorella. The D.O must cover all the territory where the Licorella slate imposes its domains and laws to cultivate the vines. (Disseny, The names of the land - Viles, Paratges i vinyes de la DOQ PRIORAT., 2019)

The success and recognition of Priorat were not always like this. Its history shows ups and down, a period of decadence and reinvention that have allowed becoming what it is today. Josep Pla commented that “the main event in the history of the Priorat was neither the Reconquest nor the wars of Joan II, of the Habsburgs, of the Bourbons, of the Carlists or the one that confronted fascists and Republicans. The truly fundamental event was the destruction and poverty that ensued from the phylloxera plague of the late nineteenth century. The present is merely the resurgence of what has invariably marked the identity of the Priorat”. (Pla & Catala Roca, 1971).

The Phylloxera, an insect that feeds on the sap of vine roots arrived at Porrera in 1893. From there, it was expanded and in a few years, there was not a single vine left in the Priorat and sadly, the Priorat proved to be incapable of recovering from the disaster. As the vineyard that has provided to the people, a good lifestyle was devastated, the emigration began, many rich people went to Barcelona looking for better opportunities. The poor ones stayed in their town. Meanwhile, other wine grower’s areas in Europe were overcoming the crisis, no resurgence happened in the Priorat. An article published in the Catalan Journal Esplai in 1934 says that “it was then that the exodus from the countryside to the city began, towns and villages that had once been cheerful and prosperous became depressed and neglected to the point that in some more house than people remained” (Journal, Catala, 1934)

As consequences, the region at the end of the 19th century had 17,000 hectares of vineyards and only 800 remained in 1990. Nevertheless, history was about to change. Firstly, thanks to the farmers who have remained in the land and have continue preserving their agricultural traditions and wine culture and secondly, to a group of believers that during the 1980’s begun to purchase terraces and at the beginning of the 1990, started the resurgence of the territory believing in the great wines that could be elaborated there.

This group of people with an entrepreneurial spirit today are recognized by their names: Rene Barbier, Carles Pastrana, Josep Lluís Perez, Alvaro Palacios and a woman named Daphne Glorian.

During an interview that the author did to Daphne Glorian, she mentions “It was not easy at the beginning, we were lucky enough that our wines were interesting to call the attention of the journalist and wine specialist. We did not have much time to promote and sell the wines. Therefore, the key was to go directly to the more important people, the more influent ones and capable of understanding the complexity, richness, and potential of them because not everyone could do it. After finding these 10

people, all started to work out and later, when a famous person in the industry speaks about a topic, then everyone follows”.

In a short period, the wines had won the recognition of international critics. In 1982, they marketed their first wine and all has changed. One of them, Alvaro Palacios sold the first one of Priorat by 1000 euros a bottle like a big example that things were about to change and that the world will come back to recognize the richness of the area and the outstanding wines that could be elaborated there. Since then, international and prestigious newspapers and wine gurus as the wine advocate and Robert Parker have recognized many times the wines of Priorat. These events, among others actions like auctions at Christi´s, the presence in magazines front covers, the rocketing prices of the wines, the exportation to the entire world and the good qualification from critics and sommeliers helped to put in the value that the wines of Priorat deserved - even better than before the crisis. (DOQ PRIORAT, 2009)

In 2000, the Priorat became the second denomination of origin to be “Qualified” in Spain, demonstrating with its guidelines that the revolution is genuine and has been professionally developed. The importance of the Priorat DOQ Regulatory council is to identify all winegrowing plots in protected areas and allows wineries to identify their wines under the DOQ control and traceability. The DOQ stipulates that 100% of the bottled produced must be made in the place of origin within the municipalities following established rules during the complete wine elaboration process. (Disenny, The names of the land - Viles, Paratges i Vinyes de la DOQ Priorat, 2019)

The aim is to guarantee that every grape of each vineyard and each wine is made according to the new classification pyramid presented on 25 April 2019. This considered the identification of the regional basis, the identification of each municipality and the 459 Paratges found within the framework of a broad regional origin. This new order made to classify the vineyards and wines of the DOQ with a tighter angle, calling the wine by its name. From the broadest, most general view to the most specific. It was based on a respect for the land, history and wine heritage. The pyramid goes bottom to the top: DOQ Priorat, Vi de vila (village), Vi de paratge (zone), vinya classificada (classified vineyard or Cru), the Gran Vinya Classificada (classified great vineyard or grand cru) (Disenny, The names of the land - Viles, Paratges i vinyes de la DOQ PRIORAT, 2019)

The regional basis of the DOC Priorat reflects the generic winegrowing personality and typicity of the entire regions that express the freedom and creativity of the winemakers to produce blends using grapes from all municipalities. It will allow a framework for creating and marketing the register trademarks.

To identify every municipality more precisely, the name “vi de vila” is used for every original town and help to restore its historic importance. The category “Paratges” or zone in English tightens the angle to seek an even purer essence of the terrain, geology, and microclimates. Moreover, consider the different traditional place names and different natural environments of every area. The classified vineyard talks about a unique vineyard that is rigorously delimited leads to a winemaking production of exceptional merit, and therefore, should be bottled separately. Finally, at the peak of this location management pyramid, it is the “Gran Vinya Classificada” or Grand Cru, which represents the most exclusive winegrowing treasures until today, unaltered in time. The wines made under the Grand Cru, are the ones with higher levels of price and made from the oldest vines, terraces in an area were the tradition, nature, and history has been preserved. (Disenny, The names of the land - Viles, Paratges i vinyes de la DOQ PRIORAT, 2019)

The existing market for wine tourism

At this point in the work, it is important to refer to the meaning of the wine tourism concept. To do this, some opinions of authors and people of the tourism industry field have been considered. Moreover, the opinions of some recognized people in the region are used to understand its possibilities and consequences in the region.

Hall and Macionis define wine tourism as “visitation to vineyards, wineries, wine festivals, and wine shows” whereas grape wine tasting and/or experiencing the attributes of grape and wine region are the primary motivations of the visitors. (Hall, 1998) A wider definition offers “experiential tourism occurring within wine regions provides unique experiences which include wine, gastronomy, culture, the arts, education and travel” (Downling, 1998). Moreover, the wine tourism experience is based on agricultural land use and the production of wine that appeals to the senses of taste, smell and sight. As more wine regions develop and the wine sector further improves production concepts and strategies, or increases volume, quality, and recognition; the links between the wine and tourism products are becoming stronger (Alonso, 2014).

The definitions presented above coincide that wine tourism is related to the visit of people to wine regions where can have an experience using their senses during activities such as wine fairs, wine events, and agricultural activities, including the culture, education, travel, and gastronomy.

Globally, wine tourism is one of the most flourishing segments of tourism demand. Linked to the traditions of rural communities, it can generate income and employment in regions where other sources of income may be in decay. The development of wine tourism further creates opportunities for income through its linkages to handicrafts, nature tourism, agro-tourism, and gastronomy. (3rd UNWTO Global Conference on Wine Tourism: Wine Tourism as a Tool for Rural Development, 2018)

The committee on Tourism and Competitiveness (CTC) of UNWTO define Wine Tourism as “a subtype of Gastronomy Tourism, which is a type of tourism activity that is characterized by the visitor’s experience linked with food and related products and activities while traveling. 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 wine tourism refers to tourism, whose purpose is visiting vineyards, wineries, tasting, consuming and/or purchasing wine, often at or near the source”. (UNWTO World Tourism Organization, 2019)

In the last decade, wine tourism has become a key component of gastronomy tourism and a pillar in the strategies of diversification of many destinations. The UNWTO Secretary-General Taleb Rifai said, “Wine tourism is intimately related to the identity of destinations and comprises cultural, economic and historical values. Furthermore, it constitutes a major driver in diversification strategies helping destinations to enrich the touristic offer and to attract different publics”. (Rifai, 2019)

The wine and winemaking can be part of the history and identity of a town. These can be a key element of a nation’s or territory brand image. This is the case of Priorat according to what the author has seen during his time living in the area. For its history related to the wine that represents an important part of its identity as well as its villages, wherein some of them it is as if the time would have never passed. In some town like Porrera, there is no traffic lights, no industries, no big companies, and no smoking factories. There are pristine landscapes and the people that live in the towns, continue to be working in agriculture, producing grapes, olives, hazels, almond trees, and other vegetables. The chapels, the farmhouses, the land, the vineyards, the history, nature, and the people, forms altogether, a rich cultural and natural heritage that must be preserved and that may work as a distinctive element for the development of wine tourism in the Priorat area.

The town of Porrera, where is located the Alvarez Duran winery, has been one of the ones that have grown more with this rebirth of the region. There, tourists have the opportunity to discover an old village and immerse themselves into a place with alive strong wine culture, being able to see the vineyards and to taste luxury wines. Nevertheless, as Daphne mentioned during the interview, “The wine tourism is an important topic that must be developed with quality in Priorat. We have to be realistic; generally, our wines are expensive, including the cheapest wines that are much more expensive than other wine regions. Therefore, we have to understand that the tourist that will come are people used to a high standard service. This is very important and we have to work a lot in this matter”.

She also said that “the wine tourism for the region is very important because create jobs and we need young people that come to work to the area in different industries” Besides this, Daphne clarify that “We cannot grow in this matter if only a few wineries are providing a high standards service. We all have to be in the same line, we need restaurants, good hotels, and a high standard service because what we want people that can stay longer than a day, we have to look at Napa, Borgoña where is a high standard wine tourism developed, we have to rescue the villages, to preserve the heritage, to rebuilt the old houses and provide a tailored service”.

In the interview with Eva Martínez Barranco, the person in charge of the wine tourism area in the DOQ Priorat, mentions that “there are plenty of opportunities in Priorat, there are cellars with a high level, prestige and with a magic that cannot be found anywhere else in the world for its history, landscapes, typology and all that the Priorat can transmit to world. Nevertheless, it is not accessible. Then, there is a great possibility when all the tourism products offered can be structured and the people can walk around the villages and enjoy them without any previous reservation and the uncertainty of not knowing if the services will be open or not”. Then, when she was asked about the strengths and weaknesses of the area, she mentioned, “As the strengths, the romantic history of Priorat speaks about the renaissance of the landscape and the magic of its wines. Barcelona is located in less than one hour and I have seen that the number of people that are attending to the fairs and events has increased and that are informed people that want to learn more. This gives us the chance to create more specific and different proposals for them. As a weakness, I think should be more cooperation among the different denomination of origin and that there is a lack of association among the wineries of the Priorat to promote the area. Today, the events and fairs must be used as a promotion because are less invasive and many associations, people of the industry, municipalities, and cellar participate in organizing the activities. In addition, there are many in different months January, February, March, and April. Therefore, with the fair, we want to brand and promote the area so more people can come. In the end, all help”.

For all the mentioned, it seems that the economic possibilities existed for a winemaker in the Priorat region are big. In addition, the wine tourism it is a good opportunity to show to the world the quality products that this blessed land has to offer, together with the history, the villages and the landscapes that might become part of a tourism product or tourism attractions that will allow continuing preserving the heritage and developing the wine industry.

In the region, there are different tourist attractions. According to the Priorat tourism office website, the attractions are combined, displayed, and divided into the beauty of hermitages, monuments, museums, natural and historical landmarks. According to Salus, four main activities are identified that mostly attracts people and that could be fitted within a tourism product that combines the visits offered in Alvarez Duran.

1) Cartoixa d’Escaladei: The Carthusian Monastery of Escaladei is one of the most important historical sites of the Priorat and a must-do for those who want to discover the origins of the Priorat.

2) Siurana: A beautiful hamlet, with cobbled streets and stone houses, it was once a defensive point and impassable border between the Christian and the Islamic Worlds. Siurana was the last Moorish stronghold in Catalonia and we can witness some remains of the Moorish fortress at the entrance to the village as well as a beautiful 12th-century Romanesque church.

3) Cova de Santa Llúcia: This immersed cave made out of the conglomerate rock was found a few kilometers from Bisbal de Falset village in July 1938. It was a few days before the battle of the Ebro began; the cave was prepared as a field hospital by the Republican troops.

4) Serra de Montsant: Declared as a natural park in 2002, this is a symbol of the Priorat and Tarragona provinces. This mountain has sheer cliffs and rocky areas, which are accessible from via “Graus”. The paths in the rock allow walkers to go through the uppermost plateau.

Besides this, In order to provide a high-quality service, it is important to have proper infrastructure. According to the Ajuntament de Porrera, there are many restaurants as la Cooperativa, Lo Teatret and accommodations as Cal Porrera or Cala Bienvenida. The services in the town a wine shop, restaurants, a pharmacy and the Estancia of Porrera. In terms of infrastructure, there is the Reus airport, Renfe train, and buses Plana. (Ajuntament de Porrera, 2019). In annex 1, there are photos of regional attractions, restaurants, and infrastructure.

More people are coming to the Catalonia region. This is shown in the following table:

Table 1 Foreign visitors: tourist and excursionist

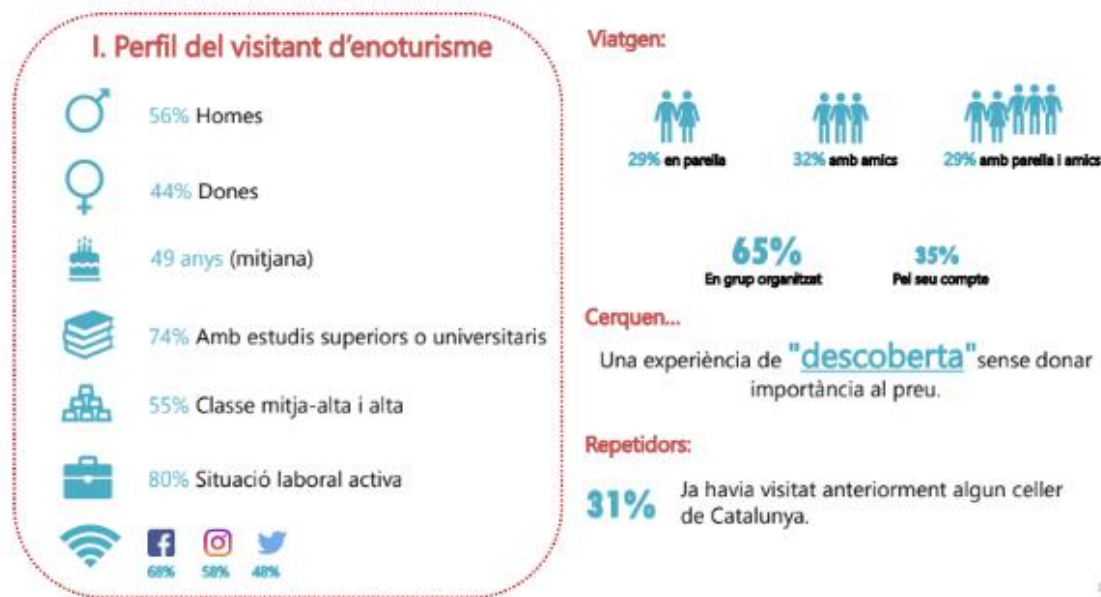
Visitants estrangers. Turistes i excursionistes Catalunya. Abril del 2019 (p)					
	Valor	% sobre total	Variació interanual		
			absoluta	% mes	% acumulat
Total	2.520,4	100,0	58,0	2,4	5,4
Turistes	1.677,1	66,5	106,2	6,8	4,8
Excursionistes	843,2	33,5	-48,2	-5,4	6,5

Source: (IDESCAT, 2019)

The table above shows that the number of foreign visitors that have as the main destination of their trip to Catalonia was 2,520 people in April 2019, 2.4% more than in the same month in the previous year. Out of these visitors, 1,677 people were tourists, which means, that they stayed overnight in Catalonia, while 843 people were hikers. This represents an increase of 6.8% of tourists and a decrease of 5.4% of hikers. In Spain, the number of foreign visitors increased (4.4%), such as tourists (5.7%) and hikers (1.9%), compared to one year ago. In addition, regarding the reasons of their trip, it can be said that leisure trips increased by 14.2% while business trips and those for other reasons (health, studies, and family) decreased by 35.8% and 4.7%, respectively.

The total expenditure made by tourist residing abroad with the main destination in Catalonia stood at 1,653 million euro for April 2019, which represented a year- over- year increase of 9.3% by country of habitual residence, France and the United Kingdom stand out, with a total expenditure of 200 and 123 million euros, with an interannual increase of 1.5 and 8.5%, respectively. On the other hand, the United States, with an expenditure of 169 million euros, shows a year-on-year decrease of 14.2%. (IDESCAT, 2019).

Regarding how much they spent, the same source says that the average daily expenditure per person is 197 euros, a figure that represents an interannual increase of 4.6%. The main expenditure items correspond to international transport (451 million euros) and to activities (344 million euros). The Tourism Catalan Agency has done an effort to define the profile of the visitors to the cellars in Catalonia. The results are displayed in the following picture

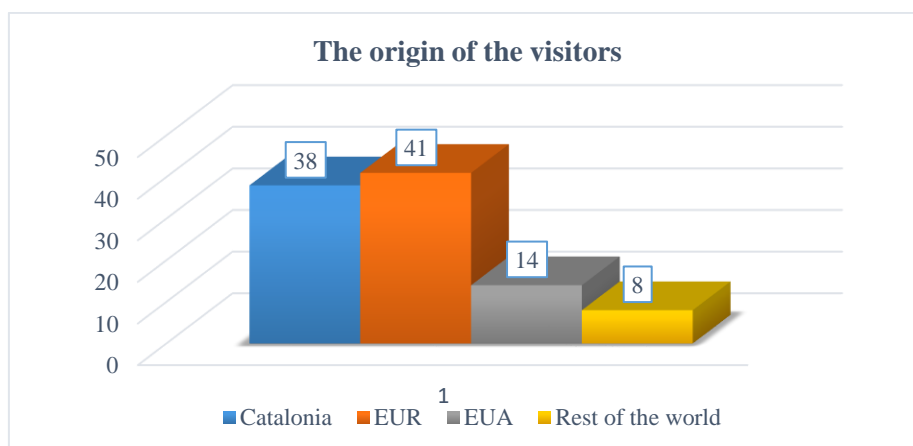


Source: *Perfils dels visitants als cellers de Catalunya elaborated by Agència Catalana de Turisme.*

The results say that the profile of visitors in the region is 56% male, 55% female, with an average of 49 years of age. 74% of them have higher education, the 55% belong to a middle – upper class and 80% of them are in an active work situation. 31% of them have repeated the visit to a cellar in Catalonia to discover new senses, not giving so much importance to the price. Their main motivation to visit one cellar is because is an interesting and cultural activity that allows you to learn new things and to discover more about the wine world.

They travel in following social groups: 29% with couples, 32% with friends, 29% with couples and friends, 65% in an organized group and 35% by their own. The cellars are attracting people through friends 50% of the time, with 28% through a travel agency and 18% through a hotel. 56% male, 55% female, with an average age of 49. (Agència Catalana de Turisme, 2019)

Regarding the origin of the visitors, the following graphic N°1 explains the situation:



Source: *Perfils dels visitants als cellers de Catalunya elaborated by Agència Catalana de Turisme.*

The graph shows that 38% of visitors are from Catalonia and decide to travel mainly with a group of friends; most of them have a salary job and use social media. 41% comes from Europe and are older age average. There is a higher percentage of them with university studies and they organize the trip on their own. The USA represents 14% of the visitors and organize the trip by themselves, plan the trips, most

of them come with couples or friends and use Facebook and Instagram at the same level. The rest of the world represent 8% and travel in couples or in an organized group.

Regarding the experiences in the cellars, these usually exceed expectations, especially for the Americans and those from the rest of the world. It is shown that half of the visitors to the region sleep in Barcelona and third of them neat the winery. The Catalans that visit the cellars stay at home and travel by car. The foreigners mainly sleep in four or five starts hotel and rural accommodations. Nevertheless, about 30% of Americans arrive in a renting car. The average cost of the activity in the cellar is 20 euros and the tourist expenditure on winery products is 25 euros. Sadly but understandable, the Catalans are the ones that spend less on winery products as a difference with the visitors of the rest of Europe and the USA. (Agencia Catalana de Turisme, 2019)

Speaking with Salus, he mentioned his will to attract more people, especially Catalans, and foreigners of Europe and USA. The Opportunities for the Catalan market are: to incentive the participation in other activities besides the activities of the wine because as 56% of the visitors have been already in the area and continue doing the same activities of visiting cellars and tasting wines. The word of mouth among the same Catalans is the main element of the decision to select a winery. Therefore, an effort to promote the recommendation and repetition of the visitors around the area must be done. The Catalan visitor is the one that expends less money buying products in a cellar, which means that a more attractive proposal must be delivered in order to increase their expenses during their visits. (Agencia Catalana de Turisme, 2019)

The OTA's are the main channel to do a reservation for the visitants that are not Catalans. The EUR and USA markets mostly use them and prefer cellars that are being offered and recommended by the hotels or travel agencies. Knowing this information means a big opportunity for a cellar. It shows clearly that working together with OTA's, is a good way to attract visitors because are the connectors between visitors, cellars and hotels. Besides this, the Americans and the rest of the world also consider doing other cultural activities during the same day, which means another opportunity for the cellars to become part of tourism packages with tour operators that might include the visit different attractions.

Competitor Analysis

There will always be competition, and the more the company is aware of the competitors, the better are the chances of success and to learn from them. Due to this, a competitor analysis has been performed.

Table 2 Competitor Analysis

Details	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Competitor 6
Business Name	Celler Ardevol i Associats, SL	Celler Cal Pla, SL	Celler Castellet,	Celler l'Encastell	Celler Vall Llach	Sangenisivaque
Distance from the cellar	2 min by foot and 1 min by car	4 min by foot and 1 min by car	7 min by foot and 2 min by car	8 min by foot and 2 min by car	3 min by walking.	2 min by walking
Website	http://www.valllach.com/ made in 3 languages.	http://cellercalpla.com/ made only in Catalan.	http://www.cellercastellet.cat/ made in 4 languages.	http://www.roquers.com/es/ in 4 languages.	http://www.valllach.com/	http://www.sangenisivaque.com/
Products offered	Tour of the winery and wine tasting of 2 hours, and several kinds of wines.	It does not appear on the website.	Tour in the farm of La Solana de Mas d'en Pubill, the cellar, and tasting of the three wines	Different kind of wines: Roques de Porrera, de Samsó, de Garnatxa, and Marge.	Visit the cellar and wine tasting.	1-hour visit to the cellar and tasting.
Pricing policy per person	10 euros	12 euros	10 euros	Do not apply	10 euros	12 euros

Target markets	Distributors in Europe, Asia, South America, North America, and Oceania. Visitors are locals and foreigners.	No information on the websites of distributors.	Germany, USA, UK, Spain, and Locals.	Germany, UK, USA, Spain, and locals.	USA, UK, Spain, Catalonia	USA, Spain, and locals.
Strengths	Well designed website, oriented to inform and sell. Present in Social Media Knowledge about agriculture and the countryside. Rigorousity in the elaboration process. Part of the D.O Priorat.	Founder in 1814, it is a cellar with tradition. Part of the D.O Priorat. Experience obtained through years of experience in the wine business.	Part of the D.O Priorat. 7 days tours with the previous booking. Awarded and recognized in the Wine guide of Catalonia, Temps Magazine, Peñin Guide, among others. - Website in four languages.	Landowners. Part of the D.O Priorat. Website in four languages. Boutique Family vineyard. Awarded many times in international contest (Moldo - Weine der Welt), Robert Parker in The wine advocate, guía Peñin.	Famous singer owner. Social media presence. Website in three languages. Establish a commercial chain to distribute their wines. Wines visit offer.	A good website in three languages. Presence in TripAdvisor. Offer guided visit by the same family
Weaknesses	Lack of an important audience in social media. -Close during the weekend.	A website with a lack of information about the vineyard history, product and visits, location Not strong recognition in Social Media. -Lack of technical knowledge.	Excellent information but with a poor friendly style. Social media are not linked to the landing page. Lack of online selling technology knowledge.	Not possible to buy or to book through the website. Not offer of wine tourism associated with the vineyard.	Not possible to buy or to book through the website.	Not possible to buy or to book through the website.
Marketing strategies	SEO investment, good communication, and website, photos, and videos of quality to communicate through Social Media.	Events, Networking	Events, Networking Appear in Newspaper, magazines Invest in SEO, good information on the website, with photos, videos, explanation of project and products.	Wines mentioned in specializes wine international magazine. Website linked to Social Media.	Well, the use of social media. Branding with the famous singer. Wines recognized in specializes journals, magazines.	Well, the use of social media. Sign outside the cellar door informing about visits and wine sell. All information is on the website.

*The wineries taken into consideration are 6 cellars out of the 17 existed in the village of Porrera where Alvarez Duran cellar is.

Source: Winemaker Australian Federation, Wine tourism toolkit. Completed after the conversation with Salus Alvarez

SWOT

Aiming to define the factors of macro and microenvironment, which influence the Alvarez Duran winery business, a SWOT-analysis has been fulfilling. Once the strengths, weaknesses, opportunities, and threats are determined, the strategic decisions (SO, WO, ST, WT) have been performed and it is shown below:

Table 3 SWOT

<p style="text-align: center;">Microanalysis</p> <p style="text-align: center;">Macro analysis</p>	<p><u>Strengths (Internal)</u></p> <p>Salus and Fina are the owners of the property and the estates. They do not depend on buying grapes to others.</p> <p>Belong to a renowned wine region area: Priorat D.O.Q</p> <p>Elaboration of high value and quality wines. Therefore, the possibility to sell them at expensive prices.</p> <p>Knowledge of viticulture, agriculture, elaboration, and winemaking.</p> <p>Strong soft skills: human contact thanks that the owners worked in restaurants for many years.</p> <p>The network that Salus has as the president of the DOQ Priorat.</p> <p>Presence in wine magazines and guides such as: Proensa guide, Enologia wine tourism guide, la guia de vins and peñin guide.</p>	<p><u>Weaknesses (internal)</u></p> <p>No website. So the absence of a platform for commercialization of the products (no paying platform, not only booking)</p> <p>Absence of effectiveness measurements (no KPI's)</p> <p>Lack of knowledge in enotourism, technologies, social media management and online selling.</p> <p>Lack of time to do commercial activities</p> <p>Lack of experience in marketing. Therefore no promotion of products and visits.</p> <p>Lack of personal for a meager budget</p> <p>No possibilities to make a mistake with the high segment. A mistake will mean a high lost.</p> <p>Fragility in production (every kind of mistake can be a big one)</p> <p>Slow answer to email request and difficulties for answering in another language. (English mostly)</p>
	<p><u>Opportunities (External)</u></p> <p>Proximity with tourism destinations as Tarragona and Barcelona.</p> <p>Cellar located in at the entrance of the town, in front of the parking</p> <p>Use the technology: to create a website, to have a constant social media presence, to sell online and do marketing activities.</p> <p>Different prices.</p> <p>Sell through OTA's (TripAdvisor, Airbnb, Wikivoyage, travel agencies and Airbnb.)</p> <p>Create partnerships with the tourism sector and associations.</p> <p>Digitalization of tourism sector: influence social media, internet, and banking.</p>	<p><u>SO</u></p> <ol style="list-style-type: none"> 1.- To create a tourism product with three different options. 2.- To use storytelling techniques to do Unique visits combining all the knowledge of the owners. 3. - To do scripts for the tours. 4. - To redesign the selling area and put a price in every bottle, add old wine elements that might be useful for the visit. 5. - To redesign the façade so the cellar looks like one and people know that they sell wine there. 6. - Wine aroma kit in a jar holder.
<p><u>Threats (External)</u></p> <p>Many competitors in the same town and in the territory of the DOQ Priorat.</p> <p>Isolation. The only way to get there is by car. 1.45 min from Barcelona and from Reus and Tarragona about to 30 minutes. No regular public transportation to the village.</p> <p>The attractiveness of other DO wine regions (Penedes, Montsant) that tourist might prefer to visit.</p> <p>Political instability in Catalonia.</p> <p>Terroristic attacks</p>	<p><u>ST</u></p> <ol style="list-style-type: none"> 1. The possibility to build a stronger brand. 2. The possibility to promote wine tourism. 	<p><u>WT</u></p> <ol style="list-style-type: none"> 1. - To learn from competitors, get ideas and improve them. 2. - To establish a B2B commercial partnership with tour companies to attract visitors despite being isolated. 3. - To create email sketches to save time and to answer faster to client's request. 4. - To create promotional material as a banner roll up and a small book with the information of the winery, the estates, and the wines.

Source: Wine tourism toolkit of WAF. Estrategical decisions added and completed by the Author.

External facilities checklist

Table 4 External facilities checklist

Entrance and signage	
Ø Trading hours clearly displayed	NO
Ø Road signage on access routes	YES
Ø Signage readable by passing traffic (day and night)	YES
Driveway and parking	
Ø Well drained and maintained all-weather surface	YES
Ø Driveway wide enough for coaches and passing (if applicable)	YES
Ø Surface well maintained (free of potholes, dust hazards)	YES
Ø Clearly designated parking for coaches and disabled visitors	NO
Ø Sufficient turning space for a range of vehicles	NO
Ø Parking within close proximity to cellar door and areas clearly defined	NO
Ø Clearly defined access paths from the car park to the cellar door entrance	NO
Ø Adequate lighting for navigation and safety	YES
Ø Directional signage to the cellar door and other facilities	NO
Landscaping and grounds	
Ø Consistent with brand image and environment	YES
Ø Provision of garbage cans and ashtrays	NO
Ø Directional signage to the cellar door and other facilities	YES
Ø Interpretive signage (plants, vineyards, views, architecture, features, etc)	NO
Ø Well maintained picnic facilities (if applicable)	YES
Ø Hazards clearly defined (dams, winery, machinery, etc)	NO
Ø Viewing and relaxation areas, photo points, etc	YES
Building exterior	
Ø Well maintained and windows clean	YES
Ø Consistent with the brand image	YES
Ø Signage readable and welcoming	NO
Ø Entrances and exits clearly defined	NO
Ø Boundaries clearly defined (if attached to the winery, house or other facilities)	YES
Ø Interpretive signage for heritage features, etc	NO
Ø Adequate lighting for after-hours access	YES
Entrance to the cellar door	
Ø Well maintained	YES
Ø Easy to locate from the car park and other facilities	YES
Ø Access via covered walkway if possible	YES
Ø Adequate access for disabled, seniors, children, groups	NO
Ø Separate group entrance if applicable	YES
Special features	
Ø Barbecue and picnic facilities	NO
Ø Nature walk	YES
Ø Children's playground	NO

Source: Winemaker Australian Federation. Wine tourism toolkit fills it by the author.

Internal analysis

The author based on the Australian document made a complete internal analysis to understand how the company is and what it is offering. Moreover, the marketing mix tool has been applied.

Production Analysis

Table 5 Production Analysis

Grape variety	Total Current Planting in Hectares	Kg	Total Volume of wine produced to bottle (Estimate in liters)
Cariñan	2,3	7.076,9	4.600
Garnacha	2	6.153,8	4.000
Cabernet-Sauvignon	0,7	1.846,2	1.200
Syrah	0,9	2.461,5	1.600
Merlot	0,2	307,7	200
Viognier	0,3	615,4	400
Macabeu	0,1	307,7	200
Garnacha Blanca	0,4	923,1	600
Moscatel de Alejandía	0,1	307,7	200
Total	7	20.000	18.000
The number of vines per hectare?	In every hectare, there are 500 vines. Therefore, around 35.000 vines.		
Total Volume sold at the cellar door.	3% of bottles are sold in the cellar. The other 97% is not sold in the cellar and is exported to Switzerland and Germany.		

Source: Winemaker Australian Federation, Wine tourism toolkit. Completed after a conversation with Salus Alvarez

Partnership

The author asked Salus: who are their business partners that promote or/and market their wine and offer their visits? If so, how many? His answers are presented in the following table:

Table 6 Current Partners

Business Name	Type	What do they do?
Wolfgang	Wine buyers to distribute it	They buy the wines to sell them.
Brankava	Wine buyers to distribute it	They buy the wines to sell them.
Restaurant la Cooperativa	Restaurant	They offer wines.
Vinos y Licores Grau	Wine buyers	They buy the wines to sell them.
El Teatret	Restaurant	They offer wines.

Source: Winemaker Australian Federation, Wine tourism toolkit. Completed after a conversation with Salus Alvarez

Salus has mentioned that he does not have any agreements with any national or international tour operators. In addition, he says that does not belong to any regional tourism association or tourism industry organization but that his cellar is recognized by the DOQ Priorat.

Segmentation and targeting

The segmentation and targeting have been done without any stats from a formal source. The stats used are the ones gathered by the family. When Salus was asked about which were their main target and in which months they receive more people he answered that the main target is people from 30 to 65 years old. Mostly the groups that come are couples or small groups of friends. They come recommended by a

friend and are people of middle-high class that has already specific interest and knowledge in wine.

Regarding the months where they receive more people, Salus has completed the following table according to his data:

Table 7 Seasonality table

When do visitors come to your town?												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Many									X	X	X	
Medium					X	X						X
Few	X	X	X	X			X	X				

Source: Winemaker Australian Federation, Wine tourism toolkit. Completed after a conversation with Salus Alvarez

Salus said that in July and August thanks to the summer weather, clients prefer to go to other destinations. It is important to put more attention in September, October, and November until mid-December for the harvest time. Then, from the end of December to April is a low season and there is a decrease in the visits. Therefore, they are differences between May, June, and December because of the seasonality.

Table 8 Cellar door performance

Cellar door performance:	
Opening hour and days	There are no fixed opening hours. It opens when someone wants to do a tour throughout the cellar.
N° staff	2 people
N° of visitors to the cellar per year.	300 estimated.

Source: Winemaker Australian Federation, Wine tourism toolkit. Completed after a conversation with Salus Alvarez

Internal facilities checklist

Table 9 Internal facilities checklist

Building interior and ambiance	
Ø Image consistent with the brand (rustic, sleek, contemporary, evocative, etc.)	YES
Ø Engagement of senses (music, aroma, visual appeal)	NO
Ø Welcoming and inviting	YES
Ø Acoustics conducive to conversation	YES
Ø Walkways free from obstructions	NO
Ø Clear directional signage	NO
Ø Connectivity to other facilities and outdoor areas well defined.	YES
Ø Focal point (display, fireplace, furniture, etc)	YES
Ø Relaxation areas (couch, coffee table, reading material, etc)	YES
Ø Interpretive signage (winemaking/viticulture processes, historical displays, etc)	NO
Ø Information boards (press clippings, awards, history, regional information)	NO
Ø Photographs, artworks displayed and captioned appropriately	NO

Ø Windows clean	YES
Ø Merchandise professionally presented and packaged	NO
Ø Emergency procedures displayed appropriately	NO
Ø Floor surface safe and functional (wheelchairs, prams, high heels, thongs)	NO
Tasting Area	
Ø Mandatory Liquor Licensing information clearly displayed	NO
Ø Public/staff boundaries clearly defined	NO
Ø Areas within public view clean and tidy	YES
Ø Separate tasting areas clearly defined	NO
Ø Tasting notes, order forms and relevant information provided (including pens)	NO
Ø Distribution information available (domestic and international)	NO
Ø Clean tasting glassware (chip, crack, and lipstick free)	YES
Ø Products appropriately displayed for access by visitors	NO
Ø Adequate lighting and background surface for wine evaluation	NO
Ø Water and spittoons available	NO
Ø Section of bar accessible for disabled visitors	NO
Ø Tasting stock clearly defined	NO
Ø Proximity of tasting stock to bar (fridges, etc.)	NO
Ø Access to fresh water	YES
Ø Appropriate wine temperature control (ice/fridge)	YES
Ø Glass washing and storage facilities	YES
Ø Polishing cloths (access and storage)	NO
Ø Space for administrative tasks and paperwork	YES
Sales Area	
Ø Clearly defined from the tasting area	NO
Ø Cash register or point of sale terminal secure from public	NO
Ø Payment options clearly stated	NO
Ø Order forms and dispatch information available	NO
Ø Mailing list and wine club information provided	NO
Ø Selection of packaging visible	NO
Ø Point of sale material and merchandise displayed appropriately	NO
Ø Pricing and incentives clearly articulated	NO
Amenities	
Ø Clean and well ventilated	YES
Ø Brushes provided	NO
Ø Waste disposal units installed	NO
Ø Sufficient supplies of toilet paper, hand towels, tissues, etc.	YES
Ø Mirror and vanity area provided	YES
Ø Soap dispenser	YES
Ø Basins clean and well maintained	YES
Ø Adequate lighting	YES

Entrance to the cellar door	
Ø Easy to locate from the car park and other facilities	YES
Ø Welcoming statement consistent with the brand image	NO
Ø Access via covered walkway if possible	YES
Ø Well maintained	NO
Ø Safe access for disabled, seniors, children, groups	NO

Source: Winemaker Australian Federation, Wine tourism toolkit. Completed after a conversation with Salus Alvarez

According to the Australian document, there are a lot of different kind of tasting experiences, with guidelines such as formal, structured, combined, segmented, and educational. After analyzing them, Alvarez Duran Winery chose to make “Informal, friendly, combined and educational tasting option”.

Table 10 Tasting

Tasting Option	Delivery	Description	Suitable for
Informal, friendly, combined and educational.	Guided or self- guided	Wine and food matched tasting; perhaps in the cellar door, on a balcony or in a dining area; fee applied.	Customized wine tours for visitors and groups.
During the experience, there are not use any tools such us spittoons for wine, sheets to write about the tasting, aromatic boxes, etc. Instead of this, it is made a wine tasting with pairing with bread, cheese, and chocolates. The goal is that people can enjoy the wine and drink it all not spit it. This is explained because they are just trying wines of the vineyard and is part of the personal brand of the owners, the wine is made to be enjoyed.			

Source: Winemaker Australian Federation, Wine tourism toolkit. Completed after a conversation with Salus Alvarez

Marketing MIX

One of the basic concept of marketing, the marketing mix introduced by Neil Borden and it is referred to the mixture of elements useful in pursuing a certain market response. This group of marketing tools that are combined for an organization to achieve the desired response of your target market. For this, different marketing strategies are implemented to achieve the established marketing objectives. In the 70s Philip Kotler reduced the concept of the marketing mix in 4 aspects traditionally called the 4 P marketing. However, several authors that are more recent have adopted different theoretical structures that take into account more aspects by adding people and processes to the traditional 4 "P's. The marketing mix will be developed on the wine tourism offer and not on the wines. Due to the mission of the work is to show what the student has done to improve the visits. Therefore, the 8 P of the services marketing is applied not as a tool to show how could work the proposals to the winery, even though are mentioned. Instead of it, as a way to analyze what the owners are doing to improve it later.

Price: The student proposed to analyze the price according to the model of 3C developed by Kenichi Ohmae. It considers the fixed and variable cost to create the services, the average pricing of the competence and what the clients are willing to pay. Besides this, it was also considered the amount of money that the owners want to earn per person doing a tour and the possibility that they might buy wine.

Costs: The fixed and variable costs to create the experience considering the items a product used. The items have no cost but the product used can be considered as a minimum of 15 euros per bottle open. (With one of 75 liters, seven glasses can be filled). Also, were considered the food for the pairing as at as minimum 2 euros per visit because the chocolates, cheeses, and sausages are bought in big quantities to pay less for them and a normal cost of all would be ten euros. Therefore, the 10 euros will be expended for a visit of five visitors. Therefore, five visitors pay the more expensive tour will be 75 euros in total minus the costs of the bottle and the food that together would be 25 euros, the family earns 50 euros not considering that the visitors may buy wine at the end of the visit.

Clients: How much the clients spend in one day? As was mentioned before, the stats say that locals spend 25 euros per person in wine products, meanwhile, the visitors residing abroad from the rest of Europe or the USA spend per day 197 euros. Nevertheless, when asked to Salus, he says that on average the target market of the company when they visit Priorat, spend at least 20 euros per person per day. The reality is that the price of the visits is decided by the owner. The prices are 15 Euros for the visit including the vineyards, the cellar and the wine tasting of three with a wider pairing, 10 euros for the visit including the vineyards, the cellar and the wine tasting of 2 wines and finally and 7 euros for the visit including the cellar and the wine tasting of two wines. There was no methodological reason for it.

Competitors: The average price taking into consideration six competitors out of the 10 offering tours in Porrera. More than 50%. Three of them set their tour fees at 10 euros and the other two at 12 euros. Thus, 10, 8 euros per person would be the average price.

Product and services: The products that are sold are wines. Nevertheless, the prices of them will not be considered in this section due does not correspond to the price of the services offered. The service is visits and three different options are offered that includes the visit to the cellar, to the vineyards and tasting experience. The services have not fixed opening hours. It is open when someone wants to do a tour throughout the cellar.

Place or distribution: it is a direct sale through the owners. The guided service is provided in the estates of the family and in their own cellar. For now, there are no intermediaries or external vendors. Nevertheless, the idea put in value their services throughout intermediaries as the student has developed OTA's and contact with companies.

The Company has two main clients that buy and distributes their wines. Nevertheless, has no partnership established in order to attract visitors to the cellar. The student proposed got to create one partnership during the internship and have recommended to use OTA's and to collaborate with Priorat Enoturisme which is a private tourism association composed by diverse agents from the sector of the hospitality of Priorat and also, to cooperate with the tourism office of Priorat that is a public entity. Moreover, the author is agree with one of the eight key areas of action on how to make wine tourism tool for a rural development successful, which says about "Partnerships and co-creation: The complexity of the wine tourism development and the diversity of stakeholders involved requires innovative models of collaboration; we need to break walls and promote the clusters". (UNWTO Global Conference on Wine Tourism: Wine Tourism as a Tool for Rural Development, 2019)

Promotion: The winery is executing activities in order to promote their tours. The people that get to book a visit are recommended by word of mouth method or by someone who knows that the owner is the president of the DOQ Priorat. Nevertheless, the student has proposed as part of the communication strategy some actions to do promotion throughout physical or digital channels. The physical actions proposed was to go to visit places to sell their wines and create a partnership with other companies, to prospect. As digital actions have been to create a website, use online marketing by listing them in OTA's, use of social media.

Processes: The processes developed in the cellar to do the tours usually were to coordinate with the visitors by email or phone, then, do the visit with the offer, time, and date agreed. The student proposed to improve the processes by creating email responses to answer faster saving time and improving chances to sell the tour, the creation of a script for the visits and the ad of some utensils that might be used in the visit.

Physical Aspects: The winery has no tangible evidence to show when participating in events, fairs or any activity. Obviously, they have the wine but nothing else. Therefore, as the people get an impression of a company from what they can physically see, it has been developed the design of the banner roll up, the book, the stickers, the wood signs with the variety grape names, the souvenirs with the company brand and to redesign the façade and the selling area.

People: The situation is that Alvarez Duran is a family winery that has no employees, only a student doing an internship. When they do the visit, are very professional, friendly, authentic, knowledgeable and emphatic with the visitors. They really make them feel at home. Therefore, the quality of the visit is great. Nevertheless, as a way to improve that, the intern has provided them suggestions to be loved as a guide. The document that can be found in the annex 2 tips for people to love you as a guide.

PROPOSAL

The proposal delivered to the family was made after a week living with them. Seeing what they do for work, their habits, capabilities, talents and the lifestyle in the town of Porrera, gave to the author a better idea of what can be done and continue to be doing after the internship will be finished. In addition, the results of the previous internal and external analysis developed by the student allowed him to understand the situation and to formulate a list of initiatives to be executed that can really add value to the family winery and help to achieve the three main objectives of this work.

Objectives

1. To promote the winery through wine tourism
2. To increase the communication activities
3. To improve and to innovate on the tourism experiences

List of initiatives to be executed

Based on the points previously described, in order to improve the Alvarez Duran Business in terms of marketing and wine tourism areas, the following initiatives were proposed and accepted by the owners:

Marketing area: To create a website for the company, to do Online Marketing, to manage social media and to create commercial partnerships.

Wine tourism area: The creation of a tourism product with three different options, a small book with the information of the winery, the estates, and the wines, to create a wine technical sheet of each wine, to create a banner roll up for the company events, to create an email sketches of proper ways to answer to a tour client's request, to confirm the tours, to cancel the tours and to ask for feedback, to create souvenirs so the clients can remember the wine experience, to design of wood signs to put in the circuit through the estates, to redesign the selling area and the façade of the house, to create stickers of the logos of their social media and to a wine aroma KIT in a jar holder.

METHODOLOGICAL APPROACH

After analyzing the internal and external situation of the company, a methodology was proposed to the owner with specific actions and only after having his consent and will to perform them into the real world, the key challenges, objectives, and actions were established. These, are measurable, tangible and have a deadline because the author understands and believes in a famous phrase that "what cannot be measured, cannot be managed". (Drucker, The effective executive, 2006)

To be able to affect effectively to this business in a short period, the experiences of the author acquired during the WINTOUR master, the data internal and external analysis of the company made, the conversations with the chairman of the DOQ Priorat, interviews with the person in charge of the wine tourism in the DOQ and with Daphne Glorian have been helpful to understand the current situation. All of the measures are aligned with the company's vision. Which is that "In the long term, Alvarez Duran aspires to become a benchmark in Priorat to produce unique high-quality wines and offering local and friendly experiences to visitors". Thus, the methodology used for achieving the key challenges of the work has been qualitative and quantitative.

Key challenges

Table 11 Key challenges

	Key Challenge	Business objective	How to do it?
1	To promote the winery through wine tourism	get weekly visits and sell directly	Delivering real consumer experiences and make authentic connections with consumers. Establishment of partnerships.
2	To increase the communication activities	To promote the brand by building a strong brand image.	Marketing actions and activities elaborated by a team member with a strong business culture
3	To improve and to innovate on the tourism experiences	To diversify and develop the tourist offer with the creation of 3 types of visit	Creating interesting, funny activities to satisfied the needs of the target.

Source: Winemaker Australian Federation, Wine tourism toolkit. Completed after a conversation with Salus Alvarez

After presenting the key challenges, then a checklist of each activity with the respective measurement is established in order to have a clear idea of what was being developed in this work and how the success can be measured.

Timeline with activities

Table 12 Timeline with activities

	Activity	Purpose	KPI	By when	Accomplished
Marketing	To create a website for the company	To increase the visibility of the cellar and his wines in Catalonia (locals and foreigners).	Website working in 3 different languages and displaying the wine and visit offer.	End of June	YES
	Online Marketing	To increase the visibility of the cellar, its wines, and wine tourism offer.	Listing in GDS and improvement of ranking. (TripAdvisor, Guide Advisor, inspired rock, Yelp) In the website to install SEO and Analytics.	End of June	YES
	Social media management	To promote the brand, the offer and to communicate with our audience	Create a social media plan for Instagram and Facebook. Posting periodically on Instagram and Facebook. The number of followers and fans of our page, video views, among others.	End of June	YES
	Create a commercial partnership with tour operators, restaurants or bars	To increase selling, the visits to the cellar and the visibility of the products through co-branding and synergy with companies that match with the target customers.	Number established partnerships and activities executed.	End of June	YES
	Activity	Purpose	KPI	By when	Accomplished
Wine Tourism Area	Creation of a tourism product with three different options	To improve the visits of the cellar by providing 3 range of authentic experiences to clients. To create loyalty to the brand by welcoming visitors who want to have a unique experience with a family winery in Priorat	The creation of a tourism product with 3 different options. Uploaded in the website and in PDF format. A general script of the information that must be told during the tour.	End of May	YES

	A small book with the information of the winery, the estates and the wines	The idea is that can be used as merchandising and remain in the table located in the selling/tasting room so the clients can see the wine information before buying them.	The book made in PDF and printed.	End of June	YES
	To create a wine technical sheet for each wine.	This was mandatory for the website and for his business so the owner can have the information ready for future merchandising and for future clients, visitors and companies that might want to establish a commercial partnership.	The technology that can be delivered online in a PDF form or off-line on paper. It will be uploaded on the website	End of June	YES
	Design a rollup banner	To be used in wine fairs, wine events, conferences.	The creation of the banner.	End of June	YES
	Email Sketches	To save time and to have an established a standard way to answer fast to a tour client's request: to confirm the tours, to cancel the tours and to ask for feedback on TripAdvisor, Yelp, Google +.	A written example of ways answer a request, to confirm, to cancel, to ask for feedback	End of June	YES
	Ideas of souvenirs	The idea is that clients can remember the wine experience and are more likely to buy if you give them something extra.	A corkscrew keychain and photos of them after the tour.	End of May	YES
	Design of wood signs	To put signs in the circuit through the estates La Rapita and el Fonellas, so people will be able to identify which vineyards are part of the family and at the same time, to improve the branding and wine tourism experience.	Design of the wood signs and put them in the vineyards.	End of June	YES
	Redesign the selling area	To sell more wine.	To decorate the area, to put the wines with a price in every bottle, add wine old elements that can be useful to explain interesting facts of the wine world, to put a special place with books that talk about Priorat, the vineyard and their history.	End of June	YES
	Redesign the façade	That the house can be recognized as a cellar and that wines are sold inside.	A photo of the new facade and decoration	End of June	YES
	Stickers of the logos of their social media.	The idea is that visitors can become part of our audience	A photo of the stickers.	End of June	YES
	Wine aroma Kit in a jar holder	To provide an extra-sensorial experience by making a wine aroma kit so people can improve their ability to pick out aromas in a glass of wine.	A photo of the wine aroma kit with a wood box holder	End of May	YES

Source: Winemaker Australian Federation, Wine tourism toolkit. Completed after a conversation with Salus Alvarez

DISCUSSION AND RELEVANT RESULTS

The development of the initiatives proposed, in most of the cases, were done during the internship. These are explained in this section divided by the marketing and the wine tourism areas. The idea is to understand how these were executed in detail, its KPI's and the results.

Marketing area

As the owner of the company has no budget to pay for a marketing strategy, inbound marketing has been used for marketing. According J.Cariou who was the digital marketing professor at the University of Bordeaux, this kind of marketing has as a main feature that “the audience is earned and not paid, the communication is interactive in two ways, the companies try to provide value and entertain the audience and the customers come via search engine, referrals, and social media”. (Cariou, 2018)

Creation of the website for the company

The cellar did not have a website and therefore, no online presence. It was mandatory to create one so they could have an online presence and be able to inform to our target market and prospects about the entire business including the wine and tourism offer. To do it properly, the owner Salus Alvarez decided the design and content of the website after receiving recommendations from the intern, who have evaluated and researched different website models of wine cellars and have taken into consideration what has been learned in the marketing course at the University of Bordeaux.

The website is the online image of the company chosen by the owner to its project, one that shows seriousness, empathy, trust, excellence, uniqueness, and professionalism. It must be easy to use, clear, order, informative and adaptable to cellphones, iPods, and computers as the increase in electronic devices increases. It has been developed with WordPress and written in Catalan, English and Spanish language. It has been included an E-commerce option, the social media platform as Facebook, Instagram, TripAdvisor and also, tools as Google AdWords and other plugins for SEO related to increasing the option to find the company on the Internet but also measure the results of marketing efforts. Google Analytics will be installed as a tool that is easier to use and does not imply any financial costs. Others plugins will be added in order to make the correct development of the website possible.

In the main page the following sections appear:

Family: This section includes information on history and philosophy.

The cellar: This section contains photos of the three floors of the cellar, an explanation of what each floor contains, and what is done on each one.

The Estates: This section contains an introduction of the two estates and information for each vineyard: La Rapita and El Fonellas.

Our wines: This section contains an introduction with the main features of the wines produced and the information of each one of the seven wines produced. It will also be the option to download the technical tasting sheet from the website.

Wine tourism: This section contains a general page containing text introducing the visits, text below of every tour option, text explaining three reasons of why visiting Alvarez Duran Priorat is a good option, text explaining the importance for the family of the testimonials and then examples of testimonials that will be linked to the TripAdvisor account. Finally, there will be six frequently asked questions.

Visit section: This section contains information regarding the three possible visits. Each visit has one separate page where it will be possible to obtain all the information on the offer. The description of the tour, the modality, duration, times, prices, what the visit includes, what to bring, etc. Every page has a contact form where the potential clients can request a tour and relay their questions by sending an email from the website directly to the company email account.

Contact section: This section provides the necessary information to make sure to show visitors how to get to the winery. A map will be displayed, an address and distances between Reus, Tarragona and Barcelona towns, and main transportation services that they may use to get to us. Photos of each website section of the website are in Annex 3.

Online Marketing

To promote the cellar, the wines and specifically, to get people to book more wine tourism visits, it is necessary to have an internet presence. To work on building a solid online presence, it is important to focus on different alternatives and not just implement one tactic incessantly but taking micro-actions every day that work to a grand whole. It is always to be mentioned in more than one place during their research as well as is good to consider that many online marketing components as social media or OTA's can be connected among them and to the main website of the company. To do this is vital to leverage the internet as much as possible to increase the visit sales. Therefore, a Search Online Engine with YOAST (a page content optimizer to improve the ranking) was used in the website, a professional offer of the visits was created and then, the idea to promote the visits using platforms that are usually used by tourism companies that are offering wine tours came into reality. Why this? Because a unit of business of wine tourism must function according to what sells, which are wine tour experiences. Taking this into consideration the list named "95 places to list your tours" was used. This list was designed by the Tourism Tiger Company leading by Matthew Newton who mentions about it "due to the sheer size of this list, you might be wondering which you should list your tours on, our advice? List them on as many platforms as possible – as long as they are somewhat relevant to your tours" (Newton, 2019)

As the visits of the Alvarez Duran winery have no presence in any OTA's that reach millions of people across the globe, the student decided in which ones will be uploaded their visit information. Three free sites have been chosen and a consistent work upon them was carried out. The goal was to create a strong presence in each site and then grow in the rankings. Nevertheless, in the future whoever takes care of the wine tourism area should continue doing this for the company.

TripAdvisor: It is the world's largest travel platform. It is written in 28 languages. It has 96 million members, 760 million reviews & opinions, more than 490 million monthly visitors who are turning to it for reviews and advice when planning a vacation or looking for great activities to do in a certain area. (Jumpshot for TripAdvisor Sites, worldwide, February 2019, 2019) What has been done is to create an account on the platform, fulfill the information of the company, upload photos of the tours, to manage the business center and to motivate people that have already come to the winery to do a visit, to write a reference for the company by sending them an email asking for a reference with a photo of their tour as a gift. The business appeared in things to do in Porrera, and at the beginning was in the last position, but after the work developed by the student, the company is located in the top five things to do.

Yelp: it is super easy to manage business directory service that has an average of 142 million people visiting it per month. It provides analytics for the owners and the possibility of list their offer rather than tasting or visits. The goal was to list them in the things to do in Porrera and now they are the second listed.

Wikitravel: Listing information on Wikipedia. It is a worldwide famous online encyclopedia, polyglot, created and edited by volunteers around the world. Inside of the business, there is the "Wikitravel" project, dedicated to creating a reliable, updated, complete and open content travel guide. The development of this action was to list the visit offer on the websites because travelers consult Wikipedia and Wikitravel to obtain information about their destinations. The fact of being there helped to position the company online with a greater presence and to provide information on the visits offered. The chosen sections to write the information have been decided according to the proximity of the towns to Porrera (Tarragona and Reus) and a city considered touristic for the number of visitors received per year, as -is Barcelona. In annex 4, it can be found photos of the company online presence in the three platforms mentioned above and in other ones too.

Social media management

The paradigm where the power of communication was the exclusive patrimony of TV, press, and radio no longer exists. Today, users of social networks have the power of information and can give their opinion on any aspect related to a company and on any subject, feeling also part of a community and solving the desire to feel heard. Nowadays, if a company has no presence on social networks is losing one of the best ways to connect and build relationships with customers. Social networks are very effective to be used as a first source data to improve the services of companies due to the valuable information obtained from what customers, prospects, and competence are doing and saying.

For the reality of small wineries, Mora says “the lack of intermediaries and partnerships in cellars has made me think about the application of a new model of communication in wine tourism from a linear communication (distributors to clients) to one multidirectional. This allows establishing a direct dialogue with the final client and the rest of the agents to create a network of information and facilitate the feedback. This possibility is important for the cellar, to learn how to improve, and for the final client, so they can have a channel to express themselves, share and ask for information”. (Mora, 2006)

For all that has been mentioned, Alvarez Duran Priorat uses social networks as a means of communication to display, communicate, respond and convey information and content generated by the organization. In addition, social networks help the company to promote its services, build trust, obtain greater online exposure, learn about competitors and trends, attract more customers, find collaborators, retain the target market and achieve a long-term relationship with its audience and through this, contribute to enhance the brand; the sales channels and the objectives of the commercial and marketing area.

The social media selected are Facebook, Instagram, and Linked In. These ones may allow establishing a long-term relationship with the audience, communicating information, getting to new partners, making promotions and selling our products or services in a direct manner. The decision was made after researching that the target market of the company are users of it. Nine out of ten people use Facebook in Spain and the user of Instagram are younger and sociable, perfect to achieve a great diffusion. (IAB Spain, 2017) According to the Generalitat de Catalonia Agencia Catalana de Turisme, in Catalonia, the profile of the wine tourism visitors using Facebook is 68% and Instagram 58%. The accounts are linked to the land page and among them with the goal to make it easy for the audience and potential customers to get to the cellar-landing page. (Agencia Catalana de Turisme, 2019)

The social media offer great possibilities to use it professionally. The intern had the management of them during his time working for the cellar. Therefore, were used to promote the brand and sales of the company through a fan page account on Facebook and an Instagram account.

The Facebook fan page has become professional. The goal of the student was to promote the recognition of the brand by informing the company details and by uploading multimedia content like videos and photos periodically. By doing this, the audience of Alvarez Duran Cellar will be aware of the news. This will allow the company to entertain them, educate them and empower them with the content. This will help the reputation of the brand and therefore the recognition, trust, and power of the company, which will increase the possibilities that the audience and potential customers can find out about their wines, offers, as well as the chance for them to buy wines or book a visit to the cellar. The key performance indicator is the number of followers on the fan page, the content uploaded among photos and videos.

The Instagram account has been organized in a different way. Before the intern managed it, there was not consistent work done. No regular posts, no videos, no highlights prepared in the account, no reply to the audience, no promotion of the wines or visits offered in the winery, nothing. Only a few random photos. The goal of the student was to promote the brand by creating good content, quality photos, and videos, and by informing the cellar news, activities and all that can be of interest for the audience. The possibility that offers this platform to communicate, learn and be interconnect with the audience is an opportunity that should not be missed because allows companies to improve from a first source data.

One of the commitments of the student was to upload content on a daily basis, interact with the audience and improve the account appearing. The key performance indicator was the number of followers in the account, the engagement and the content upload it periodically.

Linked in the account has been created to gain recognition as a serious company online. Therefore, the employees can link their profile with the keywords of the company, the vineyard's website, and RRSS. Alvarez Duran could join groups with similar interests where you can find profiles of your target audience. It is also possible to create interest groups where the contacts and clients of your collaborators join to follow the group/brand, as well as make publications with the content of interest to group members. To organize the set of social media it is important to have a social media plan. In Annex 5 an example can be seen of the social media applied and in Annex 6 can be seen photos showing the social media appearance and online presence before the student took the management of them and the results after the work has been done.

Commercial partnerships

The creation of a business partnership was an objective for increasing the sales at the cellar door without any intermediaries and to promote the visibility of the wines as well as the visits offered in the winery through co-branding and synergy with a company that matches with our customer target.

The partnership established was with a company named Wine Therapy leading by Nuria which are focused on finding local producer wineries throughout Spain to distribute their wines. The contact with them was established during a tour that has been booked after the Wine Therapy owners have seen the references of Alvarez Duran in TripAdvisor. Salus Alvarez the owner made the tour, and the intern was helping him with information during the wine tourism circuit throughout the vineyard and cellar.

Right after the tasting, the owners of both companies demonstrated intent to cooperate in the future. The student started to cooperate constantly with Nuria by providing her the information required of the wines. To do this, the student created a wine technical sheet for each wine. Actually, Wine Therapy and Alvarez Duran have started a business relationship where the cellar has gotten to sell wines and to be promoted in different reunions and the other company has been able to earn their money by delivering limited and high-quality wines to its clients. Both companies have invited each other to participate in different events as a celebration of a Restaurant named El Quincho de Mar Cambrils where Salus presented one of his wines, the Carinyena wine festival in Porrera, and events organized by the DOQ Priorat - because Salus is the president of it.

Another proposal to the owner was to become a member of WiM association, the Wine in moderation – Art de Vivre international program that seeks to make a measurable contribution to the way people approach wine, to inspire healthy lifestyles and well-being and to contribute to the reduction of alcohol-related harm. The program builds on scientific evidence, education and self-regulation to empower the entire international wine value chain, in raising awareness and knowledge about responsible drinking patterns and moderate wine consumption. (Wine in Moderation, 2019). The benefits of becoming part of the program for Alvarez Duran are: to have access to the scientific database which gather relevant studies on health, social and cultural aspects of wine consumption produced by Wine Information Council, to be recognized as a company that is responsible for promoting proper wine consumption by using the logo in its marketing actions and will be part of a networking that has as members wineries and wine associations of 26 countries, including the master of wine association, Vinos de Chile, The Austrian Academy of wine among others are present. In Annex 7 photos can be seen of the tour made to the Wine Therapy owners as well as the events where the owners of each company participated as guests. In addition, it can be seen a photo of the wine moderation logo that now can be used by the cellar.

Wine tourism area

Creation of a tourism product with three different options

The owners offered visits through the cellar and the vineyards. These were very personalized and made in Spanish and Catalan. According to the owners, the visitors always left with a smile on their faces and then recommend them. This word-of-mouth method was the reason why, without doing any marketing activities, they still receive visitors and because the chairperson of the DOQ Priorat was the owner of the winery. Nevertheless, actions were made to try to increase the number of visitors to the winery and as a consequence, to improve the branding and sell more wine.

As the company is a winery and not a tourism company that creates and sell tour packages, the student decided to not mention possibilities to combine the visit to regional attractions as Scaladei with the wine tours. Nevertheless, it seems like a good option for companies to create a product where attractions can be involved and the visit to our winery as an offer complement.

The decision of the student for the wine tourism visit was to standardize it by creating a tourism product with three different visit options, with a possible circuit and a script for tour guiding of what a person must know of the vineyards, Porrera and the cellar in order to guide a tour. By doing this, there will be the possibility that the realization of the tours do not depend on whether Salus is available or not to guide the visits.

The student-designed three visit options to standardize and diversify the existing offer. In addition, it is important to mention that the accomplishment of this task was necessary to show the options on the website and to raise the possibilities to be considered as a winery to visit for tourism companies. The visit options have the following information: name of the tour, description, modality, duration, time to start and to finish, price, what is it included, what to bring and photos.

Salus accepted the script idea. Therefore, one particular visit has been made and recorded with only one important instruction was given to the owner: that he has to comment all that he considers important during a visit, to mention all his ideas during that visit. After this, the student transcribed all the knowledge and selected the important information and give it back to Salus for corrections. Moreover, the scripts will help Salus to analyze his speech during the visits, to correct it and to improve it and then, have a material approved by him that can share with his family and future collaborators. The creation of a circuit throughout the locations of the tour was not designed due to the owner considering it unnecessary. The three visit options and scripts designed can be found in annex 8 and 9 respectively.

A small book with the information of the winery, the estates and the wines

The creation of a small book that can remain above the table located in the selling area was proposed. The idea is that it can be a source of information for the clients to know more about the estates, the winery and most importantly, the wines that they might want to buy before leaving the cellar. In addition, the idea is that the book can be printed and delivered to potential partners or clients to tell inform them more about our project. The book has an introduction with the family, the estates, the cellar and then the main information of each wine. In annex 10, an example of the small book can be found.

To create a wine technical sheet of each wine

The first question of the owner when the student arrived at work at the winery was if he could help him to create a wine technical sheet for each wine. The reason is obvious: he has been asked for it before by potential clients and as he did not have the knowledge to design it for them, he did not have the material ready and he was losing opportunities. Therefore, this was the first duty accomplished by the student, to create a proper wine technical sheet. This has been done with the information provided by Salus of his wines and the design of it has been under his supervision. In annex 11, a photo of it can be found.

Designing a rollup banner

The owner needed a banner to display when the cellar is participating at a wine event, wine fair, conference, etc. Due to this, the intern designed one for him. In annex 12, a photo of it can be found.

Email Sketches

When there is an email request, Salus or the student have to write an answer from scratch and this sometimes takes a lot of time. To solve this problem of saving time and not knowing what to answer, standards of means were created to answer a tour client's request. Answering rapidly demonstrates professionalism and increase the chances of a successful booking. In addition, standards answer created to confirm the tours, to cancel the tours and to ask for feedback on TripAdvisor. The written examples to answer a request, to confirm, to cancel and to ask for feedback are in Annex 13.

Ideas for souvenirs

The idea is to offer corkscrew keychains for the clients when the visit is about to finish and after some days to send them a photo with the characteristic mirror of the cellar. With the corkscrew keychains, they will be surprised and will go home with an item that has the brand of the cellar. In my experience, they will also feel more like to buy if you give them an unexpected gift. Regarding the email with the photo, it will also make them remember the experience afterward and be more likely to write about the cellar on TripAdvisor or another OTA's. In annex 14 a photo of the souvenirs can be found.

Design of wood signs

During the WINTOUR master field trips, the student visited many wineries as well as his homeland. Throughout the visits, it was noticed that many wineries have a sign made of different materials to identify the name of the varieties located in the vineyards. After walking throughout the estates La Rapita and El Fonellas owned by the family Alvarez Duran, the idea seemed to fit perfectly. The idea was shared with the owners arguing that will be a good way of branding that visitors and normal people can identify that the vineyards belong to them and will help to improve the wine tourism experience by helping them to identify the names of the estates, the planted varieties and to see that the family takes care of their project with details that make a difference. In annex 15, a photo of the design and a photo of how they are now located in the estates can be seen.

Stickers of the logos of their social media

The creation of the stickers with the logos of Facebook, Instagram, and TripAdvisor has as an objective that of promoting the brand and increasing the amount of followers. When the student arrived and participated in the first tours, there were no stickers in the tasting room so the visitors did not know that the company is active on those platforms. Therefore, the idea came out and the mission was to make it easy for visitors to identify that the cellar has an online presence and to motivate them to become part of the audience during the wine tour experience. In annex 16, a photo of the stickers with the logos can be found.

Wine aroma kit in a jar holder

The idea proposed was to create a wine aroma kit in jar holders for the visits. The idea came after visiting different wineries during the WINTOUR master. When researching on internet about how to implemented, appeared an article written by Madeline Puckette mentioning two methods to use a wine aroma kit: "to blend single aroma kit ingredients into a small portion of wine (in a glass) to understand how aromas interact with the volatile compounds of wine (a.k.a. alcohol); and also to smell an aroma in its jar and then smell a wine. This overloads your senses with the selected aroma and opens up your

ability to smell the wine in a different context. By smelling the aroma from the kit first, you effectively remove that aroma from your sense of smell for a short period and suddenly you will smell different things in the wine that were not as obvious before”. (Puckette, 2015).

When the idea was commented to Salus, he was glad to do it but did not share the method of using it. According to him, it is a mistake to blend aroma kit ingredients to a glass of wine and even worse to smell an aroma in its jar and then smell a wine while trying to identify the aroma in a different context. This is because the visitors would try to find the same aromas in the wine and if they can not find it will be disappointed. Therefore, it was decided to use them in a didactic manner to educate the visitors with different groups of aromas. The game that consists in identifying aromas to improve your senses while they are looking at the vineyards from the balcony of the cellar or talking among friends, but not to try to identify the aromas during the tasting. In addition, he proposed the idea to fill the jars with different groups of characteristic aromas as fruity, spicy, vegetable, mineral, chemical, oak, autolytic, ripeness, herbaceous, among others. In annex 17, a photo of the implemented idea can be found.

Redesigning the selling area

The business has no sales area. It is customary to see wineries that have the selling area at the end of the circuit so the visitors have to pass through it before they leave the cellar. In Alvarez Duran Winery, it is not possible to do so because there is no space for it – at least for now. A proposal would be to do it on the third floor of the cellar where the tastings are held, where the playing room is and where the clients relax and converse with the owners and among them.

What has been done is to redecorate the area, to put a price on the wines and in an area where they can be easily seen, to add vintage wine elements that can be useful to explain interesting facts of the wine world, to put an special place for the books that describe the Priorat wine region, the vineyards, history, etc. Regarding the sales, the author agrees with the WFA Wine Industry Tourism Toolkit when it was mentioned that, “We must be able to make the payment process easy for the clients. Specifically, when they go to the cellar: they want to be able to use different payment methods such as cash, credit cards, cell phone, pay pal, online transfer, among others. If we have more payment methods available the customers will buy more easily”. (Winemaker Australian Federation, 2019) For now, the cellar can provide receipts invoices for all customers and can take cash, direct bank account transfer. The credit card system sometimes works and sometimes not. Therefore, it is something to improve. In annex 18, there are photos comparing the façade before and after the student arrived.

Redesigning the façade

The cellar is located next to the owner’s house. Indeed, it is part of the house because inside they are connected. It happens that the house is located at the entrance of the town and right in front of it, there there is a parking lot. Therefore, there is a huge advantage with the location because many visitors will have to park in front of the cellar every weekend and could be interested in buying wines or visiting the cellar. Sadly, today no one knows that the building is a cellar because there are no signs that indicate that wine is sold there, let alone anything which would make people think that they are standing before a winery. There is only the logo of the company which by itself does not convey much. To solve this problem and to get all the people that pass to easily understand that are in front of the cellar, a redesign of the façade was proposed to the owner. The ideas were to put a sign that indicate that they sell wine on the cellar door itself, to put the sign given by the DOQ Priorat to all the cellars that form part of it in front of the house and to put some items that can easily be related to a winery such as oak barrels with flowers, grapes, vines, etc.

Some ideas were taken into consideration for the future. Meanwhile, the student has been living in the cellar and no significant changes have been made. In annex 19 are photos comparing the façade before and after implementing some proposals onto a photo of the façade, as an example of how could it be.

CONCLUSION

It is important to mention that the positive results in the present work would not have been possible without the will and cooperation of all the Alvarez Duran family. Their desire to improve the project makes them open to all the ideas proposed and, and they decided on the ones that they see applicable to the project or not.

The main conclusion is that within the period, working full-time, many ideas were possible to be implemented and that these ideas have had a positive impact on the business. It is important to mention that the experiences acquired during the WINTOUR master's program have been necessary in order to provide useful ideas and solutions to Salus for his business. The different classes and the field trips attended gave the opportunity to the student to see the different ways that small, medium and large companies are developing their wine tourism unit of businesses throughout Europe.

There is a sense of joy in being able to declare that ideas implemented related to the wine tourism area will remain in the cellar and will be a valuable asset towards improving the experience for future clients. The implemented ideas related to marketing will also remain in the business (As the website was a must-do when the intern started the project). Nevertheless, online marketing, social media marketing and the business creations established with one tour operator must be managed, as well as the idea to hire a multilingual professional with knowledge of wine tourism marketing.

An important point that should not be forgotten is that the business of a winery is to sell wine. Once that job is done, a wine tourism area seems possible to be developed to increase sales without intermediaries and to position the brand. Nevertheless, today it is very common that many wineries such as Alvarez Duran are developing a wine tourism area from the beginning, which increases their chances to grow faster. In order to continue achieving marketing results that can help Alvarez Duran to be recognized in their target markets and to develop the wine tourism area to a greater degree, it is important to think about taking the decision of hiring a helper to be in charge of the marketing area and to find professionals that may help as guides for the tours when clients request a tour in English, German, Portuguese or another language.

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ANNEXES

Annex 1: Photos of regional attractions



1) Cartoixa d'Escaladei



2) Historic Hamlet and Views: Siurana



3) Cova de Santa Llúcia



4) Serra de Montsant

Restaurants: 2 out of 4 in Porrera



Restaurante la Cooperativa



Restaurante Lo Teatret

Accommodation:



Cala Bienvenida - Porrera



Cal Porrera

Infrastructure:



Buses plana



Reus Airport



Renfe Train

Annex 2: Tips for tourist to love you as a guide.

Tips for people to love you as a guide

1.- Be friendly: This is the main thing, nobody wants to share time with people who are not willing to talk or share their experiences, ideas, and dreams. On the contrary, everyone wants to share with happy, positive people, who want to take their time to share their ideas and dreams with you. Maintain a positive mental attitude and show a genuine smile.

- * To know how to listen
- * If you treat people well, they will treat you well as well.
- * Speak well of others.

2.- Demonstrate interest in the visitor: Ask them where they are from, what they like, what their hobbies are and ... Everything you can think of! Small questions will make the guest feel valued and unique. In addition, this will give you the opportunity to advise and relate your ideas, dreams, and desires with the sites located in the circuit.

- * Being friendly is the main thing and the second is showing interest in them.

3.- Create a connection: Guides that take interest in visitors as people, (not as customers) are the ones that create lasting connections with tourists - Do not miss the opportunity to create a new friendship.

"Good friends are worth much more than money."

"It's not worth having all the wealth in the world if you do not have someone to share it with."

4.- Tell a story: There is a story in all places. Many times we overload information history to the visitor with dates and data that they forget instantly. The exact year when the big events happened is nothing compared to why and how they happened. Teach them how people lived in that time, imagine how they would have acted in "x" circumstances.

* Relate the life of the visitors with historical facts of your city or country.

5.- Injected Humor: You do not have to be a great joke accountant but a great deal of humor will always help. People love to laugh. Give them what they want and they will appreciate it. Find interesting and crazy stories and tell them.

*At the end of everything, they look for a positive experience and these are only achieved with joy. An indicator to know if you achieved the goal is to count the number of times and time they were smiling.

6.- Be different: The best guides are those people who help you see something with a completely different light. Be that person.

7.- Be attentive with small touches of interest: Small considerations will differentiate you from a person who only does his work as a duty or a normal tour operator. Bring water, sunscreen, a hat, a jacket in case it is going to be cold, etc. These little things will help show you how a human being cares about them - regardless of the money they are paying you.

*Prepare for the mistakes of your visitors and they will thank you.

8.- Be empathetic: Empathy shows that you care about others trying to put yourself in their shoes. Although many times it is not achieved, it is something that anyone appreciates. In services, it is imperative to bear in mind the importance of empathy.

* Visitors may have had a bad day, a problem or have received bad news before, during or after the tour. Try to help them and if you can not, offer them your ear and listen to them. Sometimes this may be the best way to help him.

9.- Be flexible to the needs and interests of visitors: The best tours are those where the guide manages to find the points of interest of the visitors - thus they connect at an individual level

Finally, everything is related to being human and doing what we like with passion, will, and motivation. We can not ensure that we are the best in the world, what we can assure is that we do what we like with love and passion.

[Annex 3: Website](#)

Examples of the homepage and a singular page for one of the wines.

Annex 4: Listing in OTA's

Photos Reviews Q&A Save Share

ALVAREZ DURAN PRIORAT
Booking unavailable on TripAdvisor
Want other options you can book now?
[Show options](#)

Reviews (23) [Visit Your Owner Management Center](#)

Traveler rating	Traveler type	Time of year	Language
Excellent 14	Families	Mar-May	All languages
Very good 0	Couples	Jun-Aug	English (14)
Average 0	Solo	Sep-Nov	Spanish (8)
Poor 0	Business	Dec-Feb	German (1)
Terrible 0	Friends		

Show reviews that mention

Search reviews

About ALVAREZ DURAN PRIORAT
Alvarez Duran is a welcoming family winery that respects the land and produces high-quality wines and limited production. We offer visits to the vineyard, the winery, and wine tastings. Our visits are focused on personalized the experience, giving you a real opportunity to do, learn, feel and participate We want to make you feel like compatriots and a long time friend. :) Salus y Fina.

Closed Now
Hours Today: 9:00 AM - 8:00 PM

Buscar croquetas, cenar barato, Bar Lancaster Cerca de 43739 Porrera

Alvarez Duran Reclamado
Salón de cata de vino, Tours enológicos, Vinaterías

Lugares cerca de 43739 Porrera

1. La Cooperativa 977 828 378
Carrer Unió, 7
2. Alvarez Duran 977 828 102
Salón de cata de vino, Tours enológicos, Vinaterías
Avinguda del Doctor Vidal i Barraquer, 2

Sobre este negocio
Especialidades
La Bodega Alvarez Duran Priorat se especializa en elaborar líneas de vinos representativos del Priorat. Únicos, elegantes, con carácter, intensos pero amables, aromas de fruta bien madura y minerales.

Horario
lun 09:00 - 20:00
mar 09:00 - 20:00
mié 09:00 - 20:00
jue 09:00 - 20:00 Abierto ahora
vie 09:00 - 20:00
sáb 09:00 - 20:00
dom Cerrado

<https://en.wikivoyage.org/wiki/Barcelona>

<https://en.wikivoyage.org/wiki/Reus>

<https://en.wikivoyage.org/wiki/Tarragona>

[https://wikitravel.org/es/Tarragona_\(provincia\)#Bodegas.2FCellers_DOQ_Priorat](https://wikitravel.org/es/Tarragona_(provincia)#Bodegas.2FCellers_DOQ_Priorat)

<https://wikitravel.org/es/Porrera>

<https://wikitravel.org/es/Barcelona>

<https://wikitravel.org/es/Reus>

the price dictate your choice of dishes. [edit](#)

Drink [\[edit \]](#)

Cafes [\[edit \]](#)

Try a "*café con hielo*" an espresso served with a glass of ice cubes on the side and any local 'cafeteria'. Cafes are found on each corner in Barcelona, and these days a conscious movement in favour of top quality coffee is changing the scene in the Catalan capital with a new trend in terms of coffee houses.

Bars [\[edit \]](#)

- **Chupitos** are found in several locations throughout the city, including one in Barceloneta. Chupitos is Spanish for "shots" and offers hundreds of unique shots including the "Harry Potter" (a shot that sparks as cinnamon is sprinkled over it), and "Monica Lewinsky" (a variety of flaming shots) among others. As much a show as it is a place to get a drink, it's a fun night out.

Cellars of DOQ Priorat Wine Region [\[edit \]](#)


'**Celler Alvarez Duran**' Only 1 hour from Barcelona by car is located in Av / Vidal I Barraquer, N ° 2, 43739 Porrera. In addition to selling wine, this cellar is open to wine tourism and offer visits from Monday to Friday: 9:00 AM to 20:00 PM with reservations prior to the phone 977-828102, to the email info@alvarezduranpriorat.com or visiting the website www.alvarezduranpriorat.com

There are 3 visit options available may include a tour through the vineyards of the family. The visit to the town of Porrera, the visit to the 3 floors of the winery. On the first floor, you will find the room used for the winemaking controls, the INOX fermentation tanks, and some barrels. On the second floor, the room where the wines are aging and finally, on the third floor, is the time for a guided wine tasting with pairing. Its owners will make you feel like an old friend.

Sleep [\[edit \]](#)

Barcelona offers a great range of accommodations, from cheap, decent apartments, hostels and guest-houses to five-star hotels. Every district has plentiful offerings, and thanks to the efficient public transportation you can stay comfortably in any of them, depending on your budget and preferences.

- **Ciutat Vella** offers a mix of luxury hotels and cheerful hostels within a dense urban environment. Staying there means being at the heart

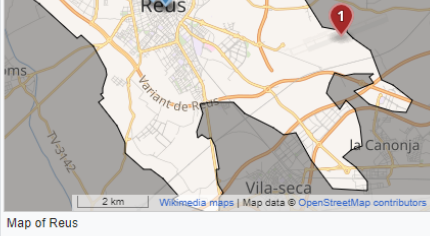


[\(PLANA\)](#) offers transfers from Reus or Barcelona to La Pineda, Salou, Port Aventura Hotels and Cambrils.

See [\[edit \]](#) [\[add listing \]](#)

Reus is famous for its "Catalan modernist" architecture

- 1 **Casa Navàs**, 5 Plaça del Mercadal. Modernist home. Tours by reservation only. [W](#) [W](#) [W](#) [edit](#)
- 2 **Institut Pere Mata**, 1 Ctra. de l'Institut Pere Mata. Modernist psychiatric hospital. [W](#) [W](#) [W](#) [edit](#)
- 3 **Casa Gasull**. [W](#) [W](#) [W](#) [edit](#)
- 4 **Casa Rull**. [W](#) [W](#) [W](#) [edit](#)
- 5 **Casa Pinyol**. [W](#) [W](#) [W](#) [edit](#)
- 6 **Gaudi Centre**. Dedicated to the famous architect who was born here in the 1850s [W](#) [W](#) [W](#) [edit](#)



Cellars DOQ Priorat Wine Region [\[edit \]](#)

- " 'Celler Alvarez Duran' " Locate only 30 minute by car from Reus. The family winery is in Av / Vidal I Barraquer, N ° 2, 43739 Porrera. In addition to selling wine, this cellar is open to wine tourism and offer visits from Monday to Friday: 9:00 AM to 20:00 PM with reservations prior to the phone 977-828102, to the email info@alvarezduranpriorat.com or visiting the website www.alvarezduranpriorat.com

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and common areas, splendid reunion salons and a wide range of Tarragona's rich gastronomy. Conveniences for a warm stay, private garage, gym, sauna and solarium terrace with pool.

- **Hotel SB Express Tarragona**, ☎ +34 977221050, e-mail: ssalas@sbgrup.com. Plaça de les Corts Catalanes 4. Located at the beginning of the Rambla de Tarragona. Private garage. Modern, comfortable and functional hotel, spacious rooms suitable for families. Free Wi-Fi connections in all rooms and common areas. Cafeteria, reunion salons and car rental office.
- **Hotel Les Oliveres**, Calle Garbí, s/n 43519 El Perelló Tarragona, ☎ +34 977 51 90 00. Beach Hotel in El Perelló
- **Ohtels Cap Roig**, Calle Marinada, s/n Urbanización Cap Roig 43895 L'Ampolla 43895 L'Ampolla, ☎ +34 977 593 80. 4-Star hotel in L'Ampolla
- **Ohtels Sant Salvador**, Calle Llobregat, 11 43880 Comarruga Tarragona, ☎ +34 977 684 041. 3-Star hotel in Comarruga
- **Gran Hotel Europe Salou**, Avda. Palfuriana, 125-127, ☎ +34 977 68 42 00. 4 Star hotel in Comarruga

Cellars of DOQ Priorat Wine Region [\[edit \]](#)

- " 'Celler Alvarez Duran' " Locate only 20 minute by car from Taragona. The family winery is in Av / Vidal I Barraquer, N ° 2, 43739 Porrera. In addition to selling wine, this cellar is open to wine tourism and offer visits from Monday to Friday: 9:00 AM to 20:00 PM with reservations prior to the phone 977-828102, to the email info@alvarezduranpriorat.com or visiting the website www.alvarezduranpriorat.com


There are 3 visit options available may include a tour through the vineyards of the family. The visit to the town of Porrera, the visit to the 3 floors of the winery. On the first floor, you will find the room used for the winemaking controls, the INOX fermentation tanks, and some barrels. On the second floor, the room where the wines are aging and finally, on the third floor, is the time for a guided wine tasting with pairing. Its owners will make you feel like an old friend.

Stay safe [\[edit \]](#)

Be careful if you choose to visit the night clubs of the Puerto Deportivo alone, especially if you are a guy. Foreign visitors have been robbed there.

Go next [\[edit \]](#)

- The nearby holiday resort of **Salou** is a popular destination.
- **Reus**
- **Poblet Monastery** [UNESCO](#) listed Cistercian monastery 30 km north on the road to **Lleida**



Compre vino [\[editar\]](#)

Vinum Priorat Porrera - Plaça Catalunya, 1 977 828 118, info@vinumpriorat.com, www.vinumpriorat.com

Bodegas/Cellers DOQ Priorat [\[editar\]](#)

Celler Alvarez Duran Localizada en Av/ Vidal i Barraquer, N°2, 43739 Porrera. Además de vender vino, esta **abierto el Enoturismo** de Lunes a viernes: 9:00AM a 20:00PM con reservas previas al teléfono 977-828102, info@alvarezduranpriorat.com, www.alvarezduranpriorat.com

Hay 3 opciones de visitas disponibles que pueden incluir: un recorrido por los viñedos de la familia La Rapita y El Fonellas. La visita al pueblo de Porrera, la visita a las 3 plantas de la bodega. En la primera planta, verán donde se ubica la sala para hacer los controles propios de la vinificación, los tanques de fermentación INOX y algunas barricas. En la segunda planta, verán la sala en donde nuestros vinos hacen su guarda en Barrica y finalmente, en la tercera planta, tendrán una cata de vino guiada con maridaje de pan, quesos y chocolates. Sus dueños te harán sentir como un viejo amigo y aprenderás la historia y pasión de la familia por el vino, por su pueblo y la región de Priorat.

Coma [\[editar\]](#)

Entre los platos típicos de ésta población destacan las cocas amasadas, la coca de huevo, el rotllo (roscón típico de San Blas), la miel, la butifarra y el vino de la DOQ Priorat.

==Beba y Fiestas== Son fiestas por San Antonio, el 17 de enero, día en que se sube a la ermita dedicada a este santo y se bendicen los animales. Antiguamente se hacía una carrera hasta llegar al pueblo, aunque sólo participaban los más atrevidos ya que desde la ermita al pueblo hay una fuerte pendiente. El 2 de febrero se compra el tradicional "rotllo", un dulce típico que la gente se come al día siguiente, festividad de San Blas. La Fiesta Mayor cae el fin de semana más próximo al 6 de mayo, en honor a San Juan Evangelista y se la conoce popularmente como "la Cirereta". El segundo fin de semana de noviembre tiene lugar la Fiesta Mayor de otoño con la rotura de ollas y el repartimiento de cocas por parte de los niños del pueblo.

Duerma [\[editar\]](#)

Ca la Bienvenida Porrera Alojamiento rural. Localizado en Prat de la Riba, 37977 828 249 info@calabienvendida.com <http://masardevol.net/> **Cal Porrera Porrera Agroturismo Escolles**, 4 info@calporrera.com **Can Peiri Porrera** Alojamiento ruralPI. dels Olivers, 2622 724 936, info@canpeiri.es **La Carrerada II Porrera** Alojamiento ruralCarreró, 4 977 828 299, anetawaw@yahoo.es, www.carrerada.com **La Icona del Pont Vell Porrera** Agroturismo

https://wikitravel.org/es/Barcelona

el barno del Eixample cerca de la sagrada Familia. [edit](#)

- **Hotel Auto Hogar**, Av. Paral·lel, 64 08001 Barcelona (España) 08001 Barcelona (España), ☎ (+34) 934 439 850, [43] [@](#). Hotel 4 Estrellas en el barrio del Montjuic cerca del centro y del puerto. [edit](#)
- **ACOMODIS**, Apartamentos full equipados en toda la ciudad. Los apartamentos disponen de: acceso a internet, wifi, terrazas, cocina de invitados, salas, etc. Abierto 24 horas. Más información en la web, [44] [@](#). Apartamentos por días y meses a buen precio. Especialistas en turismo local [edit](#) [ACOMODIS](#) [@](#)
- **Hotel Villa Emilia**, Calàbria 115-117, ☎ +34 93 2525285 (info@hotelvillaemilia.com), [45] [@](#). Villa Emilia es un hotel de 4 estrellas en el centro de la ciudad de Barcelona. Villa Emilia también ofrece una terraza de 220 metros cuadrados que dispone de pavimento flotante de madera y esta ataviada con sombrillas y palmeras. [edit](#)
- **Tryp Condal Mar**, Cristobal de Moura, 138, ☎ Tel +34 902 14 44 40, [46] [@](#). Hotel localizado en la nueva zona de negocios conocida como 22@ cerca de la playa de bogatell y el forum de Barcelona. Aparcamiento propio, piscina, gimnasio, baño turco, wifi y adsl en todas las habitaciones [edit](#)
- **Miniroom Barcelona**, Diagonal 468 – 08006 Barcelona, (reservation@hfbooking.com), [47] [@](#). Apartamentos en alquiler a corto plazo en Barcelona. Apartamentos para vacaciones y viajes de negocios. Varias categorías: Lowcost, Standard, Deluxe. [edit](#)
- **Ok Apartment Barcelona**, Villarroel 1, entr 2, ☎ +34 933 25 50 27, [48] [@](#). Apartamentos por días y meses a buen precio. Comunidad activa sobre turismo en Barcelona [edit](#)
- **Apartamentos vacacionales en Barcelona** [@](#) **Stay Barcelona Apartments**, C/ Ausias March 71, ☎ (+34) 935 141 659 (info@staybarcelonaapartments.com), [49] [@](#). [edit](#)

Bodegas/Celler de la DOQ Priorat [\[editar\]](#)

Celler Alvarez Duran A menos de 1.5h en auto, se puede visitar esta bodega familiar localizada en Av/ Vidal i Barraquer, N°2, 43739 Porrera. Además de vender vino, esta **abierto el Enoturismo** de Lunes a viernes: 9:00AM a 19:00PM con reservas previas al teléfono 977-828102 de Salus Alvarez, su dueño. info@alvarezduranpriorat.com, www.alvarezduranpriorat.com Hay 3 opciones de visitas disponibles que pueden incluir: un recorrido por los viñedos de la familia La Rapita y El Fonellas. La visita al pueblo de Porrera, la visita a las 3 plantas de la bodega. En la primera planta, verán donde se ubica la sala para hacer los controles propios de la vinificación, los tanques de fermentación INOX y algunas barricas. En la segunda planta, verán la sala en donde nuestros vinos hacen su guarda en Barrica y finalmente, en la tercera planta, tendrán una cata de vino guiada con maridaje de pan, quesos y chocolates. Sus dueños te harán sentir como un viejo amigo y aprenderás la historia y pasión de la familia por el vino, por su pueblo y la región de Priorat.

confitera. La D.O. Avellana de Reus fue reconocida en 1997. Su presentación en el mercado es variada: con cáscara, con grano entero -también conocida como avellana descascarillada o avellana en grano-, y tostada.

Beba y salga [\[editar\]](#)

Plim Se trata de una mezcla de zumos de frutas. Es una bebida típica de Reus. El Plim se fabrica desde 1928, cuando el señor Joan Gili empezó a comercializarla. El nombre proviene, según las malas lenguas, de la respuesta de uno de los comerciales de la empresa cuando se empezó a fabricar. Según se cuenta, al pedirle qué nombre se le podría poner a la bebida, este contestó: "¡A mí, Plim...!".

Suau Bebida comercializada antiguamente también por Joan Gili, se trata de una mezcla de café y gaseosa típica de la ciudad.

Vermut Miro En 1957, se funda Vermuts Miró en Reus.

E. Yzaguirre En 1884 se crea en Reus esta empresa dedicada a la venta de vermouths, mistelas y vinos.

Masclet Esta bebida es típica de la fiesta mayor de Reus. Es una mezcla de vermut y Plim. Actualmente es la bebida oficial de la fiesta mayor.

Almendrina Este producto es una leche de almendra, que se puede utilizar como edulcorante, bebida caliente o bebida fría.







Bodegas/Cellers DOQ Priorat [\[editar\]](#)

Celler Alvarez Duran A menos de 20 minutos en auto desde Reus, localizada en Av/ Vidal i Barraquer, N°2, 43739 Porrera. Además de vender vino, esta **abierto el Enoturismo** de Lunes a viernes: 9:00AM a 20:00PM con reservas previas al teléfono 977-828102 con su dueño Salus Alvarez, info@alvarezduranpriorat.com, www.alvarezduranpriorat.com

Hay 3 opciones de visitas disponibles que pueden incluir: un recorrido por los viñedos de la familia La Rapita y El Fonellas. La visita al pueblo de Porrera, la visita a las 3 plantas de la bodega. En la primera planta, verán donde se ubica la sala para hacer los controles propios de la vinificación, los tanques de fermentación INOX y algunas barricas. En la segunda planta, verán la sala en donde nuestros vinos hacen su guarda en Barrica y finalmente, en la tercera planta, tendrán una cata de vino guiada con maridaje de pan, quesos y chocolates. Sus dueños te harán sentir como un viejo amigo y aprenderás la historia y pasión de la familia por el vino, por su pueblo y la región de Priorat.

Annex 5: Social media plan

This is an example of the social media plan for a week. Facebook and Instagram accounts are connected. Thus, the same content will be shared throughout them. The goal is to have a framework to plan in advance the written content, the time and the multimedia for the entire week.

SOCIAL MEDIA PLAN							
	MONDAY 3	TUESDAY 4	WEDNESDAY 5	THURSDAY 6	FRIDAY 7	SATURDAY 8	SUNDAY 9
PHOTO or VIDEO							
TIME	10:00 am	2:00pm	15:00pm	10:00am	20:00pm	10:00am	14:00pm
TEXT	Our estates in Porrera are located on steep slopes and terraces made up with the famous soil named Licorella. It is made of slate sheets and gives character to the wines. Its colors are mostly brown and dark grey. The dark parts reflect the light and rays, expand it and imprints character to the vines produced in the Priorat vineyards. Its great virtue is the ability to absorb water. There are no water retention problems with it and therefore, there is no humidity and the plants are very healthy. #porrera #priorat #soil #licorella #steepslopes #terraces #winemaking	Visita a nuestras fincas La Rapita y El Fonellas localizadas en los cerros de Porrera. Fina duran enseñando como espampolar la vid a las amigas de #argentina y #catalunya. Este es uno de los tratamientos que se le hacen a las plantas durante mayo para quitarle el rebrote, los hijos y las hojas. Se dirige el crecimiento de la planta para que crezca fuerte y produzca una uva de calidad que pueda ser cosechada durante la vendimia en entre finales de septiembre y finales de octubre. #priorat #compañis #felicitat #bellosmomentos #hardwork #winemaking #cellar #	Visita de nuestros amigos de #viudecols. En la foto junto a #salusalvarez, quien previo a la degustación, les ha enseñado la sala en donde nuestros vinos tintos y dulces hacen su guarda. Los tintos en barricas de 225 litros, y los dulces en barricas pequeñas de 60 litros. #winetourism #enoturismo #priorat #winery #celler #amigos #wine #vin #turismo #tourism #porrera #winetasting #family #friends #travel #local #intour #oakbarrels #catalanes #videporrera #familia #videlapriorat #sundays #magicalplaces #priorat #winemaking #licorella #steepslopes	Es un vino tinto de 2016, con 15 grados de alcohol. Elaborado a partir de las variedades Garnacha, cariñena, Syrah, Cabernet Sauvignon y Merlot. Es un vino amplio, con carácter, intenso aroma de fruta bien madura, tonos florales y minerales, punta de roble de calidad. Bien armado en la boca, cuerpo medio - alto, carnoso, taninos maduros, sabrosos, largo. Excelente para maridaje con carnes a la parrilla, guisos, legumbres y arroces. Su temperatura de servicio es 16°C	La vid acabando de florecer. Al cabo de 4-5 meses esta caríngena estará lista para ser cosechada en la vendimia 2019. #oargentina #porrera #vid #florece #ojos #vine #nature #agriculture #enoturismo #tourism #catalunya #priorat #next #harvest #comingsoon #prioratwines #españolas	Nuestra Finca. #alvarezduranpriorat #amoporelvino #family #winery #viñedos #vineyards #theestates #larapita #elfonellas #vines #grapes #varieties #licorella #steepslopes #terraces #winelife #winesoftheworld #sundays #credit: @jovencito_confuso	Treballant en família. #salusalvarez #winery #family #winery #celler #cellar #vinepictures #winelife #winelovers #porrera #dogpriorat #priorat #videlapriorat #winemaking #history #heritage #culture #happyworking #lifeisgood #withwine


Annex 6: Social media appearance before and after student management.

On 12 April 2019:

https://www.facebook.com/alvarezduranpriorat/

Alvarez Duran Priorat

Ignacio Inicio Crear



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Annex 7: Commercial partnership

Wine therapy and Wine Moderation logos



Annex 8: Tourism product with three options

1) Visit the winery and wine tasting

We will gather in our home. From there, we will visit the three floors of our winery and we will explain to you the different winemaking processes that take place there. In the first floor, you will see the room where the winemaking processes are made, the reception of the grapes during harvest time, the INOX fermentation tanks and some barrels. On the second floor, you will see the room where our wines are aging and finally, on the third floor, you will enjoy a guided tasting experience.

- Modality: On foot.
- Duration: The visit lasts 1 hour.
- When starts? You can choose to start the tour between the following times: between 10 am - 12 am and between 16:00 pm - 18:00 pm. Just let us know the most convenient time for you.
- Price: 7 euros per person.
- Includes: Visit the winery, a wine tasting, and a personal guide.
- What to bring? : Positive attitude.

2) Visit the vineyard, the cellar, and tasting of two wines

We will gather in our cellar. From there, we will walk through the Porrera town that built during the XII century until getting to our estates: La Rapita and el Fonellas. Once there, we will walk through the vineyards and we will tell you anecdotes and explain to you how the work is developed in the vineyard during the year, you will understand more about the famous slate soil that characterizes the lands of Priorat called Licorella, you will see the varieties in our vineyards and learn a little more about nature. After this experience, we will walk back to the winery to see the facilities. In the first floor, you will see the room where we receive the grapes during harvest time, the presses, the room with the INOX fermentation tanks and some barrels. On the second floor, you will see the room where our wines are aging and finally, on the third floor, you will enjoy a guided tasting experience with two wines.

- Modality: On foot.
- Duration: The visit lasts 2 hours.
- When starts? You can choose to start the tour between the following times: between 10 am - 12 am and between 15:00 pm - 18:00 pm. Just let us know the most convenient time for you.
- Price: 10 euros per person.
- Includes: Visit the winery, a wine tasting of two wines with pairing and a personal guide.

- What to bring? : Positive attitude, a jacket and a comfortable pair of shoes.

3) Visit the vineyard, the cellar, and tasting of three wines with pairing

We will gather in our home, which is also the site of our cellar. From there, we will walk through the Porrera town built during the XII century until getting to our vineyards. Once there, we will walk through our estates: La Rapita and el Fonellas. We will tell you anecdotes and the work developed in the vineyard during the year by the family, you will understand more about the famous slate soil that characterizes the lands of Priorat called “Licorella”, and you will see the varieties in our vineyards and learn a little more about nature. After this experience, we will walk back to the winery where you will see our facilities. In the first floor, you will see the room where we receive the grapes during harvest time, the presses, the room with the INOX fermentation tanks and some barrels. On the second floor, you will see the room where our wines are aging and finally, on the third floor, you will enjoy a guided tasting experience. You will try three different wines that will be paired with food that will make you discover new sensations and enjoying the wines at its maximum.

- Modality: On foot.
- Duration: The visit lasts 2.5 hours.
- When starts? You can choose to start the tour between the following times: between 10 am - 12 am and between 15:00 pm - 18:00 pm. Just let us know the most convenient time for you.
- Price: 15 euros per person.
- Includes: Visit the winery, the cellar and the tasting of three wines with pairing and a personal guide.
- What to bring? : Positive attitude, a jacket and a comfortable pair of shoes.

Example of one visit option in 3 languages:

Visit the winery and wine tasting



We will gather in our home. From there, we will visit the three floors of our winery and we will explain you the different winemaking processes that take place there. In the first floor, you will see the room where the winemaking processes are made, the reception of the grapes during harvest time, the INOX fermentation tanks and some barrels. On the second floor, you will see the room where our wines are aging and finally, on the third floor, you will enjoy a guided tasting experience.



Les rebrirem en nuestra bodega. Desde allí, vamos a conocer las instalaciones donde hacemos el vino. En la primera planta, verán donde se ubica la sala para hacer los controles propios de la vinificación, los tanques de fermentación INOX y algunas barricas. En la segunda planta, verán la sala en donde nuestros vinos hacen su guarda en Barrica y finalmente, en la tercera planta, tendrán una cata de vino guiada.



Les rebrem al nostre celler. Des d'allà, anem a conèixer les instal·lacions on fem el vi. A la primera planta, veuran on s'ubica la sala per fer els controls propis de la vinificació, els tancs de fermentació INOX i algunes botes. A la segona planta, veuran la sala on els nostres vins fan la seva guarda en Bolla i finalment, a la tercera planta, tindran un tast de vi guiada.

 1 hour. In total 1 hour.

 On foot.

 Visit the winery, a wine tasting, and a personal guide.

 Calm and positive attitude.

 7 euros per person

 1-12 people per tour

 1 hour. In total 1 hour.

 A car

 Visit at winery, cata y guía personal.

 Calm and positive attitude.

 7 euros per person

 1-12 persons per tour

 1 hour. In total 1 hour.

 A car

 Visita a la vinya, tast i guia personal.

 Calm and positive attitude.

 7 euros per person

 1-12 persons per tour

* Payment method for visits: We do not need any payment in advance. You can pay by cash or with a credit card at the end of the visit. .
 * All our services are completely private. Therefore, we are able to adapt ourselves to all your needs during your visit.

BOOK your Wine Visits  info@alvarezduranpriorat.com  Sales +34 938 657393
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INFORMATION TO KNOW FOR THE REALIZATION OF THE VISITS

The purpose of this document is to serve as a guide for family members and/or close friends who could guide a visit to tourists. It has been prepared based on conversations with Salus Alvarez, the winemaker, and owner of the winery. It contains part of the conversations with him, what he has commented and some questions that tourist can ask. It's divided into 4 parts: the vineyard, the cellar, the wine tasting with pairing, and an extra one of Porrera.

Vineyards

- We have a plantation of 7 hectares between our two estates. 5.000 strains by hectare, so 35.000 strains in total. In a few years more, we will produce 25.000 kilos.
- La Rapita and El Fonellas estates are our Fincas. The Rapita looks towards the south. El Fonellas is the oldest vineyard of the family. Planted in 1996, 3 years later the phylloxera arrived in Priorat.
- Licorella it is the name of the famous soil in Priorat. It is made of slate sheets. The Licorella gives character to the wines. Its colors are Brown and dark gray. The dark parts reflect the light a lot, they expand it and therefore this imprints a character to the vineyard for the great amount of light and rays Its great virtue is the ability to absorb water, with it. There are no water retention problems with it, therefore, there is no humidity and the plant is very healthy.
- The countryside of Priorat has four productions: the vineyard, olive trees, the hazel trees, and almond trees. In addition, the people there plant own consumption plants such as vegetable gardens, onions, tomatoes, summer vegetables, among others.
- The vineyard sits on steep slopes and terraces. It is a region recognized as one of the heroic viticulture's.
- The vine grows fast, starts to bloom in the second week of May. Margaritas start to sprout, and then the green of the vines with the yellow create a beautiful landscape. After August, the margaritas must be removed to avoid that become a terrestrial vegetable mass that gets hot and raise the temperature of the soil.
- They are different grape varieties planted in La Rapita and El Fonellas estates. The varieties are Garnatxa, Carinyena, Macabeo, Garntaxa Blanca, Merlot, Syrah, Cabernet, Viogner. These, are planted according to the altitude, considering the wind and sun exposition and if the soil is stony or not. The idea is to find always the best space for the plant to find the right development. Ex: in the lowest area and where is very fresh we have planted Viogner because we want to it to keep its aromatic behavior, to finds its equilibrium and do not have a high sugar concentration levels.
- In our vineyard, we do apply parcel selection. The roads are delimiting it. We have two advantages; the soil is very regular in the nutrients from the top to the bottom of the mountain. At the top, there is greater dryness and heatstroke and more wind, so it dries faster and makes the heat more rigorous. In an area with very windy, we have to put a resistant variety.
- There are three main objectives in our varieties: (1) Durability of the plant, (2) product quality for low production (3) try not to alter the life cycle too much.
- The monks in Scaladei mentioned that we have 34 different varieties. 12 were red and 22 whites.
- Formerly, the areas were renown by the varieties names. Ex: Macabeo white planted in a flat surface.
- The human to stop the alluvium creates the stone stairs. This started with the Romans who used the field.
- Formerly, the soil was so rocky that the animals could not enter to work on it. Therefore, the man with a pillory. The mules used to help to do the work in the vineyard.
- One of the last areas where the Phylloxera appeared was in Priorat. Arrived in 1993 and in 1994 the vines started to die and in 1995 almost all were completely dead. In 1996, the replanting was made. The areas affected, also have been replanted with hazelnuts and almond trees. We have tried in Priorat to

recover the land and to do so; we plant the varieties where the vineyard already existed. We tried to plant the same historical varieties that were in every place.

- The Phylloxera is a disease that appears in France and causes the death of the vineyard. It expands across Europe at a very fast speed. During the first 10 years, the death of the vineyard could not be stopped and the famous French winemakers could not replant so many of them decided to move to Spain thinking that the disease would not appear there. They were wrong.
- The solution to the disease was to bring French-American strains from the USA that were resistant to phylloxera insect and, above the foot to make a graft with the variety chosen. 15-18 years took to discover this. As all the French vineyards in Europe had a French foot, they could not do anything about it; even they already knew the cure. Sadly, the death of the vineyard that has French foot was inevitable. So the winemakers only have to wait until the vines die, then, they remove it and put the American foot and graft it with the variety chosen. This allowed replanting again in Europe.
- The situation of the nine towns that conform Priorat was difficult during the phylloxera. During the '30s was a huge economy so when the phylloxera arrived in the 90's the families that had been able to create their fortunes and had business outside the Priorat, decided to leave the area looking for better opportunities. The medium and low class of the towns stayed in the towns. This explains the exodus during those times and that the towns remains very old and with few people – even after the reinvention of the Priorat during 1980 on.
- The “Licorella” make the structure of the soil very rich in fertilizer and this makes the plant to act differently. A normal strain in a normal terrain will live in one cubic meter. In the rock soils, as is the one of Priorat, the plant cannot grow in one cubic meter because the plant cannot break the rocks so has to find another path to develop. This makes that the plant grows.
- The vine can have 7-20 meters of deep. Nevertheless, is not linear. What happens is that the plants grow 7 meters in length because cannot drill the rock. The plant follows the structure permitted by the stones.
- The most important objective for us is that the plant can find the vegetative equilibrium so we can seek high quality. By the way, if you see the natural space, you will see that the tree that has good roots has had good development. The tree that could not find a space to develop stays smaller and weaker.
- In Priorat, we have to play the game of the micro-agriculture and the macro wines. It means that we cannot compete producing wine by volume, we compete by quality. We have to make good body wines that remind you of the terroir of the Priorat so we can help to create a space and the recognition of our region in the wine world.
- The great richness of the wine is that is made by so many different varieties, methods, terroirs, and places of the world. To understand the diversity it is important because the luxury world is identified by territorial spaces.
- Seeing the plant we can identify the grape variety. This according to the kind of leave, its shape, its structure, and its ramifications. Some of them are rounder. Some of them are more round, lobed, pointed, etc.
- The “Masias” were houses made within the mountains where the land workers could eat, sleep and protect themselves of the bad weather.
- The key moment is the harvest season because it cannot be corrected. We pass three-four times through the vineyard to harvest the grapes and we do it when the grapes have the ripeness needed.
- Plant treatments: Before harvesting, there has been a whole treatment to the plant in order to make it grow healthy. From the plantation to the harvest time, they are around 10 treatments. Once in winter to prune, we went to remove the regrowth, we went to remove the children and to remove some leaves, then we spent 3 -4 times to put sulfur to combat oidium and 2 times more to put a little sulfate mixing with copper (to combat mildieu) and then 1- 2 times to remove the yerba. Therefore, at least 10 times of actions made to the plant. Therefore, after all this work is done, to harvest in the incorrect time is a sin!
- The main sicknesses of the plant: At the beginning of the 18th century, a disease called the Mildew appeared in the vineyard because of bringing grapes from the Mediterranean to the colder parts of northern Europe. A Mediterranean plant of a dry climate when it is moved to the upper part, to more

humid climates, the plant acquires a disease. The only cure found to this fungus named mildéu is the copper.

- In the mid-19th century appears the Oidium, another sickness that creates a scab, like if the plant would have ash. In Catalan the name of the Oidium is Cendre. This disease is important in history because, for it, the phylloxera arrived in Europe.
- The story is: In an area in Gerona several farmers had been checking for 3 years that a whole row of roadside was in the summer, when the field was drying and the carriages were passing, dust was generated. It happened that the strains around the road that had dust did not have the oidium disease because a dust film was created that protected the plant. Then, they began to save in bags all the dust of the summer and then sprinkle the plants with the dust of the road. This solution did not work in Europe because, in the Atlantic area, the roads are not dry, where there is always humidity and there is no dust. Then, they realized that in the United States, in California, there were strains that did not have oidium. So they brought American vines to make a plantation to see how they work in European lands, (they did it without legalizing them, without any type of permit.) This act of bringing the American vines without permission brought the phylloxera to Europe. It came with the American foot they brought and planted without telling anyone.
- The strains have different diseases; they have bugs that attack them, butterflies, arachnids, which are treated with insecticides. Moreover, the PLANT has two annual diseases that are the oidium and the mildium. Oidium is treated with sulfur and mildium with copper.
- When a variety is planted, we wait until the 3rd year to harvest grapes from it. The first year we do not produce, the second year, we take out all the grapes so the plant does not get stress and the third year according to the current estate of the plant we decide to leave the grapes or not. After 6-7 years is, when the plant has at least a shallow root and this root has a good structure, it allows us to say that the plant can resist being a mother

Celler Alvarez Duran

- **Why the Logo?** The name of the winery comes from the Family surnames. Duran for the mother and Álvarez for the Father. The design of the Álvarez Duran was also influenced because the owners have a son who is a designer and added an allegorical element to it as the snake. One day we realized that the roman god of health was named Salus, and as Salus is the name of the owner, the decision of introducing to the logo was made. The main idea to do this was to tell that the wine might be an alcoholic product and considered even a drug; nevertheless, it is also a natural product that can have good consequences for the life of people if it is consumed properly and with the proper doses.

First Floor: INOX tanks and Oak barrels

- The winery was built in 2014. It has three parts. The lower part that is the most technical and has all stainless steel, led lights, water circuits, and a temperature control system.
- The room is equipped so that when working there is no light cable on the floor.
- On this floor, enter the grape that comes from the vineyard during the harvest season, which takes place at the end of September and end of December. The vinification is done in small quantities and the goal is to get grapes with a homogenous ripen so all the fermentation cycle can be also homogenous and can define a wine.
- Winemaking is done in small quantities. The following processes are made here: receiving the grapes, destemming, crushing, alcoholic fermentation, maceration, pushing downs, pumping over, pressing, rackling and bottling
- The grape enters and the destemming and crushing are made. The must goes to the INOX barrels. (all their wines pass through INOX tanks to keep them as skeptical as possible)
- The alcoholic fermentation is made with autochthonous yeast and takes place there during 12-14 days. Meanwhile, manual pushing downs and mechanized pumping over are made according to the winemaker

decision. Once the wine stopped fermenting, has to macerate in contact with the skin for 25 days more. In total a process of 35 days.

- Then, rackling is made between 15-18 December and, all the liquid goes to another tank and the sediments will go to the press. The sediments are softly pressed and usually, all the wine is used. For the harder vinification, the skins after pressing will not go to the best wines but will be used to mix it with wines of less quality.
- After pressing, the sediments remained can be declared as organic fertilizer by the small cellars.
- The coupages are made with the wines in the tanks by the enologist. Once the wine is made, are located for 2 months to rest in a deposit and then the rackling is made. The solid sediments are taken out by auto clarification.
- When the winemaker decides, the wines will pass to the second floor through a 20 meters hose that connects an INOX tank in the first floor with the oak barrel in the second. A coupage has been made and the wines will age for 12- 16 months. When the wines finish their aging time, are mixed again in the deposit of 800 liters to do the final coupage for the different wines.
- The analytics are made by a technological center named VITEC. These measurements are made when the wine is being elaborated. It is not used to measure during the growing of the grapes in the vineyard or during the harvest period.
- The sulfites are minimum and are added to the wines in different phases of the process. At the end could have 80 g/l.

Second floor: Aging oak

- The temperature of the room is 17°C.
- The owners designed the architecture. The idea to hung the oak barrels came from the owner.
- The Catalan vault can be seen in the roof.
- All the wines that have 15-17 months of aging in oak barrels can be drunk for several years.
- The wines are between 12-14 months micro-oxygenator through the barrel. At the same time, the barrel provides notes of toasting that has the barrel either hummus or dried fruit.
- Every 6 months a tasting of the wine is made to check if the wine evolution is correct. In every small oak barrels, there is not a specific variety, but a specific coupage made with sweet wine.
- The small barrels have 60 liters. Are made from 2 cooperage in Spain. All the hanging wine that is in small barrels will be used to make sweet wines. Sweet wine is made with ripening grapes that have been dehydrated due to excess sun and heat. We mix them with a part of the grapes that are still in a normal state. They are grapes with a high concentration of sugars, a part is transformed into alcohol between 16 - 18 ° C and then we leave it in resting for 3 months and in contact with aged wine, with a similar structure so it can age during 4 months more in the barrel.
- The two wines with a blacker color are used to do stale wines. It can be done by putting the wine to age slowly in very old oak barrels, or to put it in Crystal circle containers “Sol y Serena” with the idea that the wine can receive the sun during the day and the cold during the night.
- The biggest oak barrels have 225 liters. They may look different because are different formats of oak barrels. The wines are brought from five different cooperages from France.
- The prices of the big oak barrels are 600-800 euros and the prices for the small oak barrels are 120 euros.
- The silicone stopper is used because are the more correct, the more skeptic, clean and have a better adherence not allowing the wine goes out but at the same time a small air circulation and flexibility when the wine is expanded.

Third floor: Tasting and pairing

- The wine is camouflaged during the tasting. The idea is that people can discover new sensations and surprise themselves by telling them what will happen to them and what they will feel when tasting each

wine. The goal is that at the end of the tasting, the visitors leave with the feeling that wine can be used for things that you have never imagined before. The wines are tried by intensity. From the youngest to the oldest.

- The wines to taste are depending on the visit. The information about soil and viticulture is the same for Dual and Porrera. For the sweet wines Oro de los Angeles and Nectar de los angeles the soil and viticulture information is the same. For the Terroir x wines too. Then, every wine has its own information regarding the varieties used, the elaboration process, tasting notes, food pairing, etc. These can be found in the tasting notes sheets.
- In the third floor, is important to explain that there is a part of the room that is used as a playing room before, during or after the tasting. In addition, different utensils located in the room provide the opportunity for the guide to interacting with the visitors by playing with the wine kit aromas or telling a story of the different kind of glasses that are used for different kind of wines, the glass circular recipient used for stale wines, among others.

PORRERA

- The town of Porrera is located east of Priorat, has about 450 -500 inhabitants, with an area of 28 hectares and 316 meters of altitude and 450 meters above sea level. It extends along the Cortiella River, from the Molló, on the border with the Baix Camp. The Cortiella is confluent with the Siurana.
- It has a mountainous relief, with steep slopes, the characteristic rock is the slate called licorella, and has a silty clay texture, granular structure.
- The typical gastronomy is the coca kneaded, the coca of egg, the rotllo, the honey, the butifarra and the wine of the DOC Priorat.
- In the village, you can find the Hermitage of San Antonio Abad from the XVII century that is on top of a hill next to cypresses.
- There are sundials in the village. People live mostly from agriculture, from wine production and those who do not, work in the village in the Bar, coffee, bakery, building, in the cellars, places for accommodation or in nearby towns. The town has a school, does not have a hospital (doctors come twice a week), a municipality.
- There are several important festivals such as the ascent to the chapel dedicated to the Saint on January 17 or the greater festival that falls the weekend closest to May 6, in honor of San Juan Evangelista and is known as "La Cirereta".

Annex 10: Small book

	<h3>Family & Cellar</h3> 	<h3>Our Estates</h3> 	<h3>Our Wines</h3> 
<h4>DUAL</h4> 	<h4>PORRERA</h4> 	<h4>NECTAR DE LOS ANGELES</h4> 	<h4>CRODE LOS ANGELES</h4> 
<h4>TERROIR X EL SEGUNDO</h4> 	<h4>TERROIR X LA TERCERA</h4> 	<h4>TERROIR X LA VIÑA VEJA</h4> 	

Annex 11: Wine technical sheet



TERROIR X LA TERCERA



Alvarez Duran

Name of the wine: **TERROIR X LA TERCERA**

Type of Wine: Red

Vintage: 2015

Denomination of Origin: D.O.Q. Priorat

Analysis:
Alcoholic degree 15% Vol
Total acidity 5.2 g / L
Sugar content: 0.73 g / L

Soil: Licorella. Small sheets of slate that gives a pronounced mineral character to the wines. The vineyards are located on steep slopes and terraces.

Viticulture: Manual Harvest. The majority of the strains are trained in globet, with a short pruning looking for a balanced production and vegetative development without too many interventions.

Varieties: black carignan, black Grenache, Cabernet Sauvignon, Merlot, and Syrah.

Elaboration: Fermented in stainless steel tanks, aged in French oak for 12 months.

Tasting notes: mineral, fresh, elegant, powerful, blackberry, peach, cherry and cocoa

Service temperature: 16 ° C

Food pairing: stews of meats, stews, and legumes.



DUAL



Alvarez Duran

Name of the wine: DUAL

Type of wine: Red

Vintage: 2015

Designation of Origin: D.O.Q. Priorat

Analysis:
Alcoholic degree 15 % Vol
Total acidity: 5.36 g / L
Sugar content: 0.8 g / L

Soil: Licorella. Small sheets of slate that print a strong mineral character to the wines. The vineyard sits on steep slopes and terraces.

Viticulture: The majority of the strains are trained in globet, with a short pruning looking for a balanced production and vegetative development without too many interventions. The objective is to get the plant to adapt to the uniqueness of the Priorat.

Varieties: Garnacha, Cariñena, Syrah, Cabernet Sauvignon, and Merlot.

Elaboration: Produced with five varieties planted in the Rapita and Fonellas estates. Manual harvest in small quantities looking for the maturity of the grapes. Vinification in stainless steel tanks with autochthonous yeasts. Long macerations, 25-30 days and storage of 14 months in barrel and 3 months in bottle rack.

Tasting Notes: Broad, with character, intense aroma of ripe fruit, floral and mineral tones, quality oak tip. Well-armed in the mouth, medium-high body, fleshy, ripe tannins, tasty, long.

Service temperature: 16 ° C

Food pairing: Grilled meats, stews, legumes, rice.

WWW.ALVAEZDURANPRIORAT.COM / INFO@ALVAEZDURANPRIORAT.COM - TEL. +34696425829 - CELLER ALVAEZ DURAN - AV/ VIDAL I BARRAQUÉS, 243739 PERRERA, ESPANYA



TERROR X LA TERCERA



Alvarez Duran

Name of the wine: TERROR X LA TERCERA
Type of wine: Red
Vintage: 2015
Designation of Origin: D.O.Q. Priorat
Analysis:
Alcoholic degree: 15 % Vol
Total acidity: 5.36 g / L
Sugar content: 0.8 g / L

Soil: Licorella. Small sheets of slate that print a strong mineral character to the wines. The vineyard sits on steep slopes and terraces.

Viticulture: The majority of the strains are trained in globet, with a short pruning looking for a balanced production and vegetative development without too many interventions. The objective is to get the plant to adapt to the uniqueness of the Priorat.



TERROR X EL SEGUNDO



Alvarez Duran

Name of the wine: TERROR X EL SEGUNDO
Type of wine: Red
Vintage: 2015
Designation of Origin: D.O.Q. Priorat
Analysis:
Alcoholic degree: 15 % Vol
Total acidity: 5.36 g / L
Sugar content: 0.8 g / L

Soil: Licorella. Small sheets of slate that print a strong mineral character to the wines. The vineyard sits on steep slopes and terraces.

Viticulture: The majority of the strains are trained in globet, with a short pruning looking for a balanced production and vegetative development without too many interventions. The objective is to get the plant to adapt to the uniqueness of the Priorat.



NECTAR DE LOS ANGELES



Alvarez Duran

Name of the wine: NECTAR DE LOS ANGELES
Type of wine: White
Vintage: 2015
Designation of Origin: D.O.Q. Priorat
Analysis:
Alcoholic degree: 15 % Vol
Total acidity: 5.36 g / L
Sugar content: 0.8 g / L

Soil: Licorella. Small sheets of slate that print a strong mineral character to the wines. The vineyard sits on steep slopes and terraces.

Viticulture: The majority of the strains are trained in globet, with a short pruning looking for a balanced production and vegetative development without too many interventions. The objective is to get the plant to adapt to the uniqueness of the Priorat.



ORO DE LOS ANGELES



Alvarez Duran

Name of the wine: ORO DE LOS ANGELES
Type of wine: White
Vintage: 2015
Designation of Origin: D.O.Q. Priorat
Analysis:
Alcoholic degree: 15 % Vol
Total acidity: 5.36 g / L
Sugar content: 0.8 g / L

Soil: Licorella. Small sheets of slate that print a strong mineral character to the wines. The vineyard sits on steep slopes and terraces.

Viticulture: The majority of the strains are trained in globet, with a short pruning looking for a balanced production and vegetative development without too many interventions. The objective is to get the plant to adapt to the uniqueness of the Priorat.



PORRERA



Alvarez Duran

Name of the wine: PORRERA
Type of wine: Red
Vintage: 2015
Designation of Origin: D.O.Q. Priorat
Analysis:
Alcoholic degree: 15 % Vol
Total acidity: 5.36 g / L
Sugar content: 0.8 g / L

Soil: Licorella. Small sheets of slate that print a strong mineral character to the wines. The vineyard sits on steep slopes and terraces.

Viticulture: The majority of the strains are trained in globet, with a short pruning looking for a balanced production and vegetative development without too many interventions. The objective is to get the plant to adapt to the uniqueness of the Priorat.



TERROR X LA VIÑA VIEJA



Alvarez Duran

Name of the wine: TERROR X LA VIÑA VIEJA
Type of wine: Red
Vintage: 2015
Designation of Origin: D.O.Q. Priorat
Analysis:
Alcoholic degree: 15 % Vol
Total acidity: 5.36 g / L
Sugar content: 0.8 g / L

Soil: Licorella. Small sheets of slate that print a strong mineral character to the wines. The vineyard sits on steep slopes and terraces.

Viticulture: The majority of the strains are trained in globet, with a short pruning looking for a balanced production and vegetative development without too many interventions. The objective is to get the plant to adapt to the uniqueness of the Priorat.

Annex 12: Banner design

Alvarez Duran
Porrera Priorat

NUESTRAS FINCAS

BODEGA

VISITAS GUIADAS

NUESTROS VINOS

WWW.ALVAEZDURANPRIORAT.COM
INFO@ALVAEZDURANPRIORAT.COM
TEL. +34696425829 - CELLER ALVAEZ DURAN
AV/ VIDAL I BARRAQUER 2, 43739 PORRERA, ESPANYA

Facebook, Instagram, and a red 'WINE' button are also present.

Annex 13: Email Sketches

Determined answers to a client visit request, confirmation email, cancelation email and email asking for feedback. The idea is to get the answer done faster and therefore, increase the possibility to do the tour.

Example answers to a client visit request

Dear _____

Thank you very much for your message and interest in our winery Alvarez Duran Priorat and our vineyards located in Porrera town. We are happy that you are coming to visit us. We can definitely help you for the coming dates in ___ Month, Year.

We can offer you the following three options for your visit:

Visit the winery and wine tasting

We will gather in our home. From there, we will visit together with the three floors of our winery and will explain to you the different winemaking processes that take place there. In the first floor, you will see the room where the winemaking processes are made, the reception of the grapes during harvest time, the INOX fermentation tanks and some barrels. On the second floor, you will see the room where our wines are aging and finally, on the third floor, you will enjoy a guided tasting experience.

- Modality: On foot.
- Duration: The visit lasts 1 hour.
- When starts? You can choose to start the tour between the following times: between 10 am - 12 am and between 16:00 pm - 18:00 pm. Just let us know the most convenient time for you.
- Price: 7 euros per person.
- Includes: Visit the winery, a wine tasting, and a personal guide.
- What to bring? : Positive attitude.

Visit the vineyard, the cellar, and tasting of two wines

We will gather in our cellar. From there, we will walk through the Porrera town that built during the XII century until getting to our estates: La Rapita and el Fonellas. Once there, we will walk through the vineyards and we will tell you anecdotes and explain to you how the work is developed in the vineyard during the year, you will understand more about the famous slate soil that characterizes the lands of Priorat called Licorella, you will see the varieties in our vineyards and learn a little more about nature. After this experience, we will walk back to the winery to see the facilities. In the first floor, you will see the room where we receive the grapes during harvest time, the presses, the room with the INOX fermentation tanks and some barrels. On the second floor, you will see the room where our wines are aging and finally, on the third floor, you will enjoy a guided tasting experience with two wines.

- Modality: On foot.
- Duration: The visit lasts 2 hours.
- When starts? You can choose to start the tour between the following times: between 10 am - 12 am and between 15:00 pm - 18:00 pm. Just let us know the most convenient time for you.
- Price: 10 euros per person.
- Includes: Visit the winery, a wine tasting of two wines with pairing and a personal guide.
- What to bring? : Positive attitude, a jacket and a comfortable pair of shoes.

Visit the vineyard, the cellar, and tasting of three wines with pairing

We will gather in our home, which is also the site of our cellar. From there, we will walk through the Porrera town built during the XII century until getting to our vineyards. Once there, we will walk through our estates: La Rapita and el Fonellas.

We will tell you anecdotes and the work developed in the vineyard during the year by the family, you will understand more about the famous slate soil that characterizes the lands of Priorat called “Licorella”, and you will see the varieties in our vineyards and learn a little more about nature.

After this experience, we will walk back to the winery where you will see our facilities. In the first floor, you will see the room where we receive the grapes during harvest time, the presses, the room with the INOX fermentation tanks and some barrels. On the second floor, you will see the room where our wines are aging and finally, on the third floor, you will enjoy a guided tasting experience. You will try three different wines that will be paired with food that will make you discover new sensations and enjoying the wines at its maximum.

- Modality: On foot.
- Duration: The visit lasts 2.5 hours.
- When starts? You can choose to start the tour between the following times: between 10 am - 12 am and between 15:00 pm - 18:00 pm. Just let us know the most convenient time for you.
- Price: 15 euros per person.
- Includes: Visit the winery, the cellar and the tasting of three wines with pairing and a personal guide.
- What to bring? : Positive attitude, a jacket and a comfortable pair of shoes.

Payment method: We do not need any payment in advance. You can pay by cash or with a credit card at the end of the visit.

Regarding our main tours, Please confirm the following:

- Name of passengers taken the tour.
- The name of the visit that you want to take with us.
- The time you want to start.
- The number of people taking the tour.
- Any allergies or any medical conditions that may require special treatment.
- A contact number.

Best Regards,
Álvarez Duran Priorat
Ignacio Pérez G.

Confirmation email

Dear _____ :

Thank you very much for your confirmation. We are happy that you have confirmed the visit to our cellar Alvarez Duran.

I confirm you the following schedule:

- Day: _____ 1th
- Visit selected: _____
- Name of the person that booked:
- Language: _____

- Place to start the visit: _____
- Hour to start: ___ am/pm
- Hour approx. to finish ___ pm.
- Number of visitors ___
- Price: ___ Euros per person. / Total per ___ X = ___ euros.
- Includes:

*** Payment method for the tour:** We do not need any payment in advance. You can pay by cash or with a credit card at the end of the visit.

If you have any doubt from this moment until the visit do not hesitate to contact us

Best Regards

Alvarez Duran Priorat

Cancelation Email

Dear _____

How are you?

On behalf of Alvarez Duran Priorat, I would like to thank you for your interest in visiting our family winery. I would like to apologize that we will not be able to offer you the experience promised on the (day, month, and year).

Nevertheless, we can offer you a 10% discount on a new visit for any other date that you may choose. Please let us know what you think and sorry for any inconvenience this may have caused. Should you need anything else please don't hesitate in contacting us again,

Best regards

Alvarez Duran Priorat

We appreciate your opinion – Alvarez Duran Priorat

Dear _____,

Good Day,

On behalf of Alvarez Duran Priorat, I would like to thank you for having chosen our family winery to discover the land of Priorat and its wines.

I hope you have enjoyed your stay at its maximum.

In order to achieve constant improvement, we very much appreciate your feedback. We would be grateful if you can take a minute of your time and send us your opinion on TripAdvisor by clicking on the link below:

<https://www.tripadvisor.com/UserReviewEdit-g1945470-d17347143-ALVAREZ DURAN PRIORAT-Porrera Province of Tarragona Catalonia.html>

If you have a photo of your experience with us, we will be glad that you upload it too.

Thank you very much in advance,
Kind regards from all Alvarez Duran team

Annex 14: Souvenirs



Annex 15: Design of wood signs



Picture of how looks the Wood design in the vineyards:





Annex 16: Social media Stickers



Annex 17: Wine aromas KIT in Jar holder



Annex 18: Redesign the selling area

Before the student:



After the student:



Annex 19: Proposal to redesign the façade

Current façade:



3 Proposals:





Annex 20: Interview to Eva Martinz Barranco

Interview to Eva Martinez Barranco.

Charge: wine tourism department of the DOQ Priorat.

Email: eva.pect@doqpriorat.org

Date: 29/05/2019

To develop wine tourism, do you follow any development model in particular from another region of the world? We do not follow any particular model; we do not have a model to follow. It is just that we have just started. In the Priorat regulatory council, we are in a process of analyzing and seeing in what situation we are. There is an intention to attract the target audience through the dynamization of fairs and parties because it is a very authentic moment and could be a good way to reach people, but I would not tell you that we are following a specific model. An achievement that already comes along the years has been the creation of the biggest festivals of each municipality as the one in Poboleda, Falset or Gratallops. The moment when a budget has been designated to be able to develop wine tourism is now. I arrived in February and coincided with the launch of the "noms de la terra", the new Priorat wine classification and we have been working for this event. So, until now, we have been working in the presentation that was made in April and in *spaipriorat*. Therefore, we are cooperating with these activities and we have involved with the wine fairs that at the end are all promotion to the Priorat brand.

Have you done as DOQ any recent Analysis of the tourist activity in the Priorat? If yes, what were the results? We still do not have data. We are still collecting the offer at the level of tourism agents. Who has the data of occupation is the county council. We plan to make them a visit that we have not yet specified when. Then, the data we have used, such as the profile report of the enotourist in Catalonia, we have obtained it from the county council of tourism of the Priorat and the Catalan tourism association.

Are they part of a wine route? As DOQ Priorat not as far as I know.

Is there cooperation with the DO Penedés and DO Montsant? We participate in wine fairs with Montsant for example. However, close cooperation between DO's does not exist.

What are the opportunities of Priorat? “There are plenty of opportunities in Priorat, there are cellars with a high level, prestige and with a magic that cannot be found anywhere else in the world for its history, landscapes, typology and all that the Priorat can transmit to the world. Nevertheless, it is not accessible. Then, there is a great possibility when all the tourism products offered can be structured and the people can walk around the villages and enjoy them without any previous reservation and the uncertainty of not knowing if the services will be open or not”.

What are the strengths of Priorat? As the strengths, the romantic history of Priorat speaks about the renaissance of the landscape and the magic of its wines. There is Barcelona in less than one hour and I have seen that the number of people that are attending to the fairs and events has increased and that are informed people that want to learn more. This gives us the chance to create more specific and different proposals for them.

What are the weaknesses and threats? I think should be more cooperation among the different denomination of origin and that there is a lack of association among the wineries of the Priorat to promote the area. Today, the events and fairs must be used as a promotion because are less invasive and many associations, people of the industry, municipalities, and cellar participate in organizing the activities. In addition, there are many in different months January, February, March, and April. Therefore, with the fair, we want to brand and promote the area so more people can come. In the end, all help”.

Who should promote it? I think the tourism of Barcelona; a private-public entity should manage it. This does not exist today. The local council does some promotion work but has a very limited budget, each town does what it can and the private ones do what they can according to each activity. So here, we need to show with numbers what works and then, do a plan and execute it. The associations that make activities and helps to create synergies among wineries and restaurants helps. The magic of the micro cellar and the personalization of visitors also have a point of saturation, and then you have to know how to balance it. I have not worked much on this yet but I think sometimes, the cellars could take turns during a weekend to help each other. For example, if in a village, there are seven small wineries and we all agree that the magic is that the winemaker manages the winery, let us say that. Then, let us do one thing that we all work together to give the feeling that the town, in your case, Porrera, it is open to wine tourism all days. Then, one weekend one cellar attends the visits and the next one, another does it. At the entrance of the town should be a giant sign that says we always do visit, always. Thus, we generate flows without saturating ourselves. The idea is to have a well-planned in the joint calendar.

What are the attractions in your region? Escaladei and Siurana I would say. I do not have the exact data but you can find it on their web pages.

[Annex 21: Interview to Daphne Glorian Solomon](#)

Interview to Daphne Glorian Solomon.

Charge: Owner of Clos Eramus

Email: info@closeramus.com

Date: 02/06/2019

What do you think of the Priorat? What do you value most and what do you dislike the most? What you have to value is the unique soil of the Priorat, which is exceptional. It is a small world,

completely different from other areas. I have not seen anything like it in my travels. There is nothing of disgust. It is an incredible village to make wine.

2. How has the development process been since you purchased land in the 1980s until today? Fame came perhaps a little more quickly than we thought because when you start a wine project it really takes several years but the truth is that we were lucky and journalists have listened to us a lot. Quickly the thing has been growing fast. Today in Priorat, Gratallops looks like Hollywood was it 30 years ago, there were only people from Priorat, only older people, there was almost no one left. It really makes me proud and for others is to have helped that village to recover and to see now that there are young people, children in the village. This is the most important thing for me.

3. What do you think are the opportunities for the Priorat region in the future? There is a lot of potential for the Priorat. We are in the beginning. When you look at villages like Burgundy, they have been there for 1000 years. Therefore, we are just at the beginning of the story and I think there are huge possibilities for things that can be developed and that we have not even touched yet as we redefine the wines, refine the character of the whole region. Now we have the most important lines but the thing will go refining and improving gradually.

4. - What do you think are the weaknesses of the region in relation to other wine regions in the world? What is important is that we have a classification that is related to the soil, the sites, the different vineyards and this is what gives the quality, the rest does not matter. We have to stay with our feet on the ground. This is very important, we must reach that point.

5. What do you think are the strongholds of the region? It is the Earth. We always go back to the same thing. It is a very different soil and gives a very different character to the wines. Priorat wines are recognized in a blind tasting, they have the inevitable character that really is what differentiates us from all regions of the world.

6. - What do you think are threats to the region? I do not think they are threats. The Priorat is very small, we have very different wines and the most important thing is to make quality wines. The price topic will come when the wines really have the quality. Do not do it backward, never put the price high, and think that the wine will be better for that. You have to start with the quality and the consumers will realize quality for themselves. It is already happening. I do not see threats because of the character of the region. We have enormous potential that we can really count among the best wines in the world but we must always keep in mind that we have to produce quality.

7. - How is the Priorat promotion done around the world? Are you aware of that? If you know, do you think it is done well? What would be missing? In the end, we are not many in the Priorat. So far, we are quite united but we are not many. Each one is promoting Priorat wines in their own way. Nevertheless, what we all have in common, those who travel abroad is that when we speak about the Priorat wines, we always insist on the quality and the distinct character of the wines. This can be considered as a promotion policy, we really believe in our region.

We do not have a budget like Bordeaux wines that can spend millions doing tastings, but neither is it necessary to spend millions, but it is necessary to be in good places.

8. - When you became famous, what people from the wine area recognized you? What were the key points that helped them make themselves known and how did they reach these important people? Rene and I already had contacts. Then we have presented the wines to various journalists and people. It was not easy at the beginning; we were lucky enough that our wines were interesting to call the attention of the journalist and wine specialist. We did not have much time to promote and sell the wines. Therefore, the key was to go directly to the more important people, the more influential ones and the capability of understanding the complexity, richness, and potential of them because not everyone could do it. After finding these 10 people, all started to work out and later, when a famous person in the industry speaks about a topic, then everyone follows”

9. - How do you see the development of wine tourism? Do you think is a good business to develop for the small cellars of Priorat? How is it going to affect your business that more people come to the region? The wine tourism is an important topic that must be developed with quality in Priorat. We have to be realistic; generally, our wines are expensive, including the cheapest wines that are much more expensive than other wine regions. Therefore, we have to understand that the tourist that will come are people used to a high standard service. This is very important and we have to work a lot in this matter". I think it will benefit the region, of course, maybe not to me because I have little volume and everything is reserved. I cannot make visits, very few. However, the wine tourism for the region is very important because create jobs and we need young people that come to work to the area in different industries.

We cannot grow in this matter if only a few wineries are providing a high standards service. We all have to be in the same line, we need restaurants, good hotels, and a high standard service because what we want people that can stay longer than a day, we have to look at Napa, Borgoña where is a high standard wine tourism developed, we have to rescue the villages, to preserve the heritage, to rebuilt the old houses and provide a tailored service.

10. If you could choose a model to develop wine tourism from another region of the world and adapt it to Priorat, which region or country would be a model to follow? Provence for example. They have done an excellent job in this matter and is a region quite similar to Priorat in size. It is larger but equal. It has wines and small or medium-sized wineries like Priorat. For me, it would be perhaps the most similar region.

11. - Who supports Priorat at the promotion level? I am not very aware of these issues. In wines it is the DOQ, in promotion I imagine that it will be the Generalitat can help, the county council, but I think it must also be an initiative from below, at the level of mayors, from villages, to say now let's restore the houses, let's go To keep the streets clean, let's really focus on the beauty potential of these towns and not build more with concrete blocks and simple things like that, which are really the base. When we have people coming from all over the world to see the Priorat they have heard so much about, they do not want to find buildings that have nothing to do with the authentic style of the village and this is locally, the Generalitat does not have much to do with saying at the urbanization level, etc.

I think you cannot rely solely on grants or outside help. The initiatives must come from here, from the local people. If this not happen, it will not work. If not every one is in the same line, would be difficult to achieve goals. All the people must agree on some terms, so all the people will benefit too.

12. - What do you think of this decline of the people and of the people who do not want to take advantage of the opportunities of the Priorat? This cannot be forced on anyone. The possibilities in the world of wine exist, there are several winemakers today who have gone to the Falset Institute and have learned how to make wine. You are in Porrera and Joan Sangueniz wanted to do it seriously and it is going very well, it is not the only one, there are possibilities, now if you have the motivation or not what can we do? That depends on each one; you cannot send them to learn.

13. - Did you make wines before? How did you start in the wine world? I started in wine completely by chance, working for an English company. I did not know anything about wine until I was 27 years old but there I worked with very good wines, I hooked up, stayed there and learned more or less quickly. The company worked with Burgundy wines.

14. - Why did you arrive in Priorat? I met Rene Barbier and Alvaro in 1989 and we have started the project here. A total adventure, without much money but with great enthusiasm.

15. - And if you had not undertaken at that time? Well, we are not superheroes. We have not rescued the Priorat, we have arrived at a good time, we have taken the opportunity offered by this land and region, and we have continued like this. The truth is that I really believe that what matters to us a lot is

to have seen that young people over the years that have seen success and have come back. This is the most important thing that many more people have come to dedicate themselves to the region.

16. - Are most Priorat wines exported? This is my fault; I do not read in detail the statistics of the DO. I think most of the wineries export, I do not think there are many who can sell everything locally, now the export phenomenon is good because of the same principle was because nobody knew the Priorat wines and did not want to know them either. When we went to the cities in the 90s, they laughed, they had no idea where these wines came from and well they were not interested in something totally unknown. So, we have all headed outside. Because in other countries, people were more interested in unknown regions, people more adventurous than locally.

17. - How old were you at that time when they started selling the wines?

It was hard to be considered because of your age. I was 27 years old. More than an age issue, I think the wines surprised people because they did not know them. Then, we got there and they would see these crazy young people with some wines from a region called Priorat and they looked at us like crazy but well, the wines were good and we were very convinced. We already knew that we had an excellent product, so we insisted. In the end, Ignacio, in any project or whatever, the success is mostly due to the obstinacy, charisma or whatever you want but in the end, it is stubbornness. They kick you out, well; you come back the next day. It did not work. You try again in a different way, at the end is this. We have had some difficult moments but we have never surrendered, we never left our cause because we were convinced of what we were doing.

18. - Are you one of those winemakers who makes wine for a customer who has ordered wine with x characteristics? I have so little volume that I do not have to do all that logistics. When you make 2 million bottles, of course, you have to be commercial, you have to go dreaming. Now you can make a wine of good quality and a lot of volumes but it will be a wine that has to attract a much wider audience. If there are 23 people per year in the whole world who drink my wine, I am happy, that is it. I do not have to please so many people.

19. - How do you see yourself in the future? At the moment, the vineyards are a process of great inertia, I know that the vines that I am planting today I will never see them at their maximum but I keep planting and doing things because I like it. I continue, and meanwhile, I enjoy what I like, what I do. That is important, the day I get tired, if I decide to throw in the towel it is another issue but for now, it is not relevant.

20. - What keeps you motivated? My husband laughs, he says that I see wine as a sport, that every year I try to pass my record, like an athlete who wants to jump or go faster, it is like that. Is that each vintage I'm thinking about the next, next year I'm thinking about how I'm going to improve this, or I'm going to try this or this, I'm already on track to see what I can change or improve. Now if it is an improvement, in the end, I do not know, but we are always evolving, we are always improving everything, always. Those who make the same wine every year really is a serious problem because we are changing all throughout life, our palate, our way of seeing things and wines are changing in the same way. I always think how next year can be better or how far I can go.

21. - Is it difficult to make the same wine in the long term? They are small details, when you reach a certain level, the changes are very small, it is like a super fine musical instrument that has to be adjusted and they are very small changes but maybe they do not translate into a tremendous change in the wine, The wine will not be totally different the following year but they are small nuances. There are never such violent changes. They are small things. Placing INOX is the thing that I will never do.