

MASTER THESIS

ANALYSIS OF CHURCHILL'S COMPANY AFTER COVID-19 CRISIS, AND PROPOSAL TO ATTRACT LOCAL POPULATION IN THE DOURO VALLEY.

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0.0 Abstract

The global pandemic crisis of the virus covid-19 had a terrible effect on the tourism sector. Wineries especially the ones offering wine tourism activities have also been affected seeing their sales of wine and visits drop. After the lockdown and with the international imports stopped the local population has looked back to their own countries and started consuming more local products. This situation allows the wineries to adapt their offer to the local population and allow locals to discover the wine culture. To do so, the improvement must be in all the levels from the experience itself to the online communication. The pandemic showed the world how important is to have proper content online and optimize it to get the most of it. In the case of remote wineries adapting the offer to the local population and facilitating the transport to it, a must to do. For the case of Quinta da Gricha, this project proposes a whole day trip to the winery to experience in first person the beauty of the Douro valley.

1.0 Introduction

One of the sectors that were more affected during the Covid-19 crisis was tourism and so wine-tourism. The closing of international borders has reduced the number of tourist arrivals drastically. Due to this reduction of visitors, companies that focused their business model on the international visitors have been forced to look behind and focus on their local population. Locals now have the opportunity to discover some hidden gems in their own country, city, or town. Create and adjust the offer of the wineries, will be crucial to attracting this new customer.

The main purpose of this project is to create a new experience to attract the local population of the area of Porto and its surroundings to the Quinta da Gricha in São João da Pesqueira. These new experiences will allow them to discover the Quinta da Gricha in the Douro Valley as long as the wines from Churchill's.

1.1 The company

Churchill's was founded in 1981 by John Graham. John was the youngest son of the Graham Port family. After his father sold the business in 1970, he committed to himself to learn the craft of Port-making on his own. From the age of 20 he worked in several areas of the Port making: in the terraces of the Douro valley, on the *Rabelo boats* bringing barrels of the young Port to town the river, and in the cellar and tasting rooms of Vila Nova de Gaia. He learned from one of the bests Port masters John Smithe of Cockburn and by his late 20s has developed a reputation as one of the trade's best tasters.

Instead of picking a position of winemaker in one of the top vintage houses, he decided to found an official Port shipper in Vila Nova de Gaia, which no one has had done in over 50 years.

To do it so, he partnered with his wife and two brothers, and Churchill's was born. The first vintage was in 1982 a year before been qualified as a Port shipper. The company was named after John's wife, Caroline Churchill.

Over the next decades, the commitment to produces vintage quality Port with a dry fresh style remained the same, with a new full range of ruby and tawny Ports all of them true to the unique style of John.

In 1999 Churchill's acquired Quinta da Gricha a 50ha grade A vineyard. This milestone allowed the Company to have full control over the grape supply for the first time and a new opportunity to start producing the Douro still wines.

1.2 Quinta da Gricha

The Quinta is located near the town of São João de Pesqueria in the Douro valley on the sub-region of “Cima Corgo” on the south bank of the Douro River. The name is related to a water fountain “Gricha”.

The terroir is unique: is integrated with the mine zone, it has limestone soils with north exposures, and is protected from the winds and the high humidity.
The vineyard north exposition, in a region as warm as the Douro, allows more balanced ripening, and especially in warm years, it allows to keep the freshness and acidity of the wines. The altitude varies from 150 to 400m.

There is a huge variety in the vineyards from vines that are 60 years old to vineyards that are just planted. The oldest vineyards are composed of a mix of traditional varieties and produce wines full of structure and complexity (Figure 1). The youngest vineyards are composed by Touriga Nacional and Touriga Franca that produce more elegant wines.



Figure 1: Quinta da Gricha; churchills-Port.com

In Figure 2 it is shown the location of the Quinta, and route to arrive to it from Porto. The trip is 164 km and 2h by car. Is a long trip for someone expending the weekend in Porto and attracting tourists it's a difficult task.

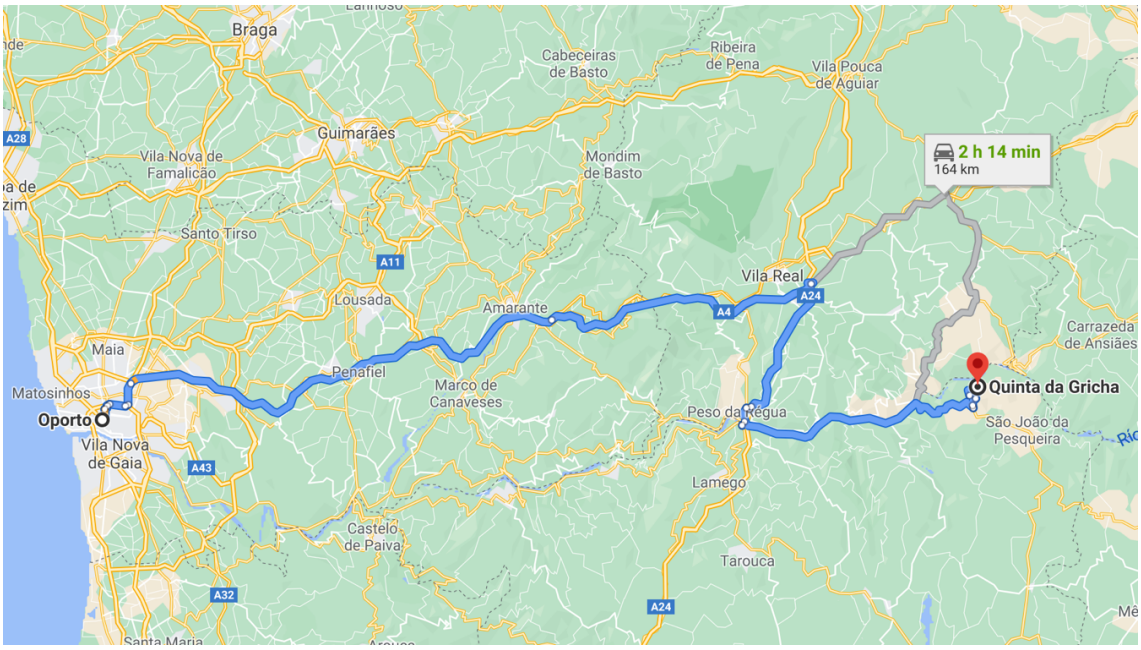


Figure 2: Map from Porto to Quinta da Gricha; Google Maps.

2.0 Analysis of the effect of the pandemic crisis

2.1 Global effect of the pandemic crisis

The covid-19 crisis had a substantial negative effect on global wine tourism. The closing of international and domestic borders had a huge financial impact on the wineries that are operating in wine tourism. The winetourism.com (2020), a website specialized in the selling of wine tourism experiences, realized an online survey to analyze the impact of the covid19 on a global scale. The survey collected data from 1203 wineries from 34 different countries. The questions were covering two main aspects. The first part intended to evaluate the impact of the covid19 on the wineries' current operations. The second part of the survey concerned the wineries' future perspective.

Global economic impact

The closure of the international borders affected directly the number of visitors that the wineries received. The results show that 47% of the wineries had a decrease of over a 90% in international visitors and 33% saw a decrease of over 50% (The winetourism.com, 2020). This decrease in visitors directly affected the turnover of wine tourism in the analyzed wineries.

The data collected, shows that over 83% of the wineries have seen their wine tourism turnover affected negatively and in most cases this impact has been drastic, cutting the income by over a half compared to the previous year (Figure 3). Interestingly, 6% have experienced an increase in income during 2020. The most interesting case is the Australian wineries a 22% of them have seen an increase in their income (Winetourism.com, 2020).

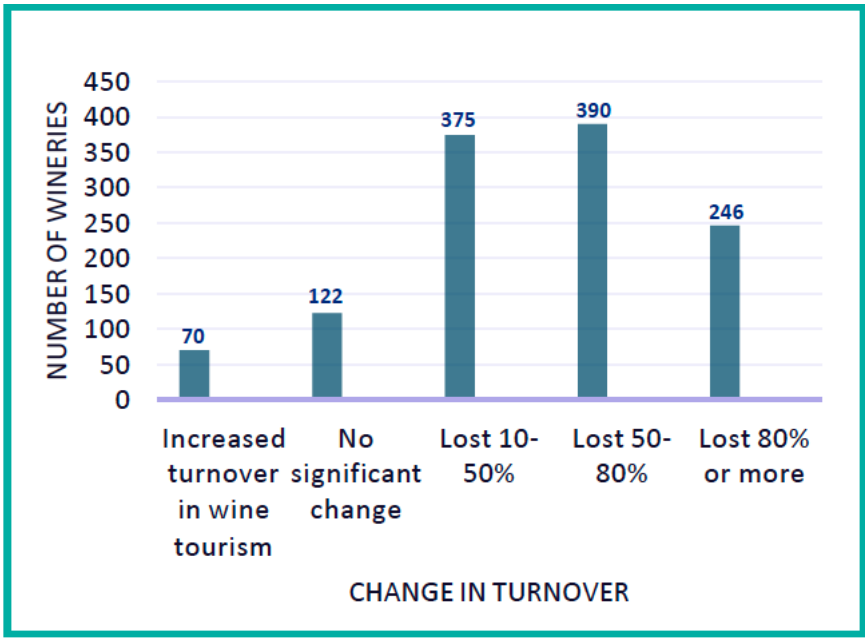


Figure 3: Change in Turnover 2020; Wine tourism Covid19 impact report.

A future perspective on wine tourism

This section of the survey analyzed how the wineries see the near future of their wine tourism. 31% of wineries think that their wine tourism will return to normal levels in 2021. This is especially the case in France where over 40% of respondents chose this answer. This can be related to the strong domestic tourism that has taken place in France. Even though, the majority of wineries of 58% believe that wine tourism will recover in 2022.

The investment in wine tourism in the post covid19 shows that the majority of the wineries (32%), are planning to increase the investment in their wine tourism in the post-pandemic period. On the other side, 31% of the wineries are planning to keep the same level of investment in wine tourism in the post-pandemic period. There is a last 26% off wineries that doesn't have any clear idea of how they will manage their wine tourism investments in the future.

The last question of the survey asks about the view of the development of wine tourism in the region in the next 10 years. The results show that the great majority of wineries (80%), believe that wine tourism will continue to grow in the long term.

2.2 Portugal Effect of the pandemic crisis

If Portugal is analyzed separately from the global survey, the results have the same tendency of the global results. The turnover of wine tourism dropped from 50% to 80% in 45% of the cases and 18% of the cases dropped more than 80%. The number of visitors has also been affected negatively in an 86% of the wineries the number of visitors has been dropped down from a 50% to 90%.
The majority of the wineries believe that wine tourism will go back to normal activity by 2022 (62%) and also, they believe that in the next 10 years wine tourism will go up (78%). In the case of the investment, the majority of the wineries don’t have a clue about their investments in wine tourism in the post covid19 situation (40%) and the other big group (35%) will increase their investment in wine tourism (Winetourism.com, 2020).

2.3 Churchills Effect of the pandemic crisis.

Taking a closer look at Churchill’s we can see that there the same tendency seen in the global Portuguese case from the wine tourism organization survey.
The total sales of the visitor center in 2020 have dropped by a 64.84% from the previous year (Figure 4). The income from the tastings and private events have also dropped by an 84% and a 90% respectively (Figure 5).
The number of visitors to the visitor center has also dropped an 81%. As shown in Churchill’s data, the international visitors are their focus on wine tourism, only 5% of the visitors are from Portugal.

In companies with a dependence on international tourism, (the case of Churchill's), the covid19 crisis has affected even more, due to the closing of international borders and the ban of traveling during the pandemic. Companies, where wine tourism is also focused on domestic tourism (France and Australia) the affection of the crisis, have been less severe and even in some cases, the wine tourism visits, and revenues have been increased. Companies will have to modify their offer and look back to their own country and start offering new experiences that allow their locals to re-discover their own identity.

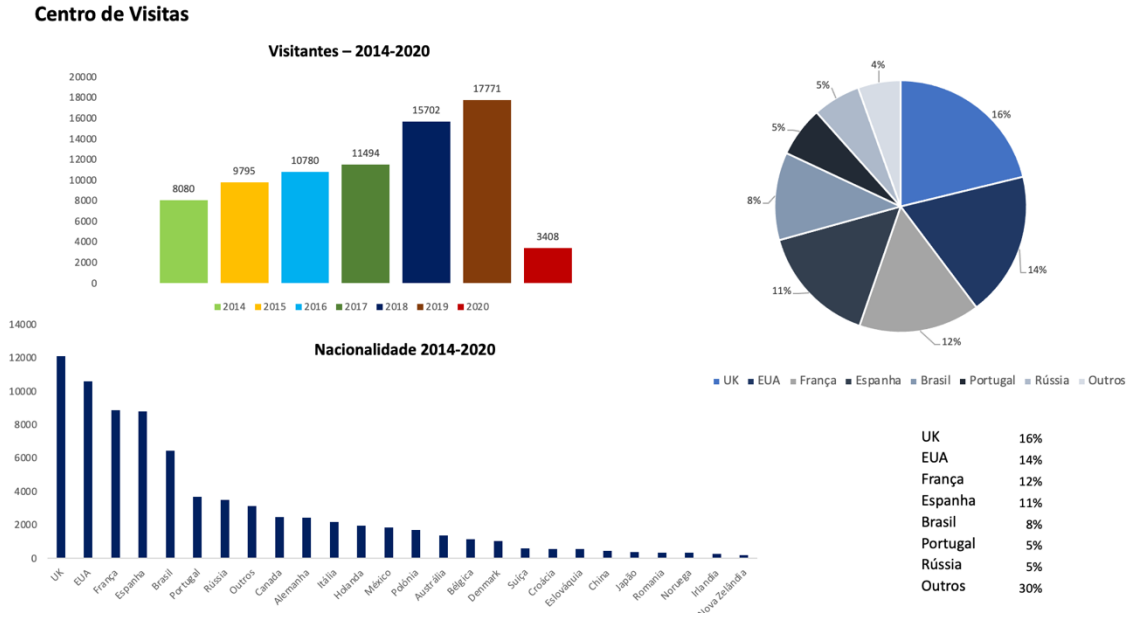


Figure 4: Number of visitors and nationality in the visitor center from 2014-2020; Churchill's



Figure 5: Sales in the visitor center from 2014-2020; Churchill's

3.0 Churchill's Touristic Offer

Churchill's Touristic offer can be divided in two according to its location: *Vila Nova de Gaia* and in the *Douro Valley.*

3.1 Vila Nova de Gaia

The iconic town of Vila Nova de Gaia is where all the Port shippers are established and so is Churchill's **Visitor Center** and **Lodge**.

To arrive at the center there is 15-minute walking from the bridge Luís I. The lodge is integrated inside of the winery where the Port wine is aging (Figure 1). During the visits through the winery visitors can have an explanation of the Port winemaking process, showing the aging rooms and barrels and they even can see workers moving barrels. The tours finish with a tasting of the different Ports enjoying the tranquility of the place. The offer to de tourists is tour guide visits and tasting. The tasting can vary from a regular tasting of Churchill's most iconic Ports and wines to an old vintage tasting of the most exclusive Ports and wines of the company. It is possible to order cheese tables and snacks to pair with the tastings.



Figure 6: Churchill's visitor center in Vilanova de Gaia; Churchill's

Apart from the Lodge, Churchills created a new space called the 1982 Bar. The name commemorates the year of Churchill's first vintage. The place it's a garden bar with a minimalist-natural style where the visitors can enjoy the views of the city of Porto,

with green grass beneath the feet. The bar offers food from local producers paired with their wines.
The bar has different offers, and tourists can prebook a Picnic box up to 4pax with local food paired with Churchill's wines. Also, for larger groups and special events, it is possible to book a space privately. For more informal visits that look to relax and chill, the bar serves finger foods with Port-inspired cocktails, with this format visitors can stay in terrace café tables or bring their blanket to lay on Churchill's lawn.

3.2 Douro Valley

The acquisition of Quinta da Gricha was not only an investment for controlling the production of the grapes and producing still wines but was also an opportunity to offer a new touristic experience in the Douro Valley. The Quinta offers different experiences:

Wine tastings and vineyard tours

Visitors are invited to enjoy a walk through the vineyards and winery, including the traditional granite *Lagares* dating back to 1852. After the tour, guests are invited to choose between a variety of tasting experiences with panoramic views of the Douro valley and river.

A day at Gricha

This pack includes traditional meals paired with the wines from the winery. Guests can enjoy the food in the beautiful "*Pátio das Laranjeiras*" an amazing backyard surrounded by orange trees. In the case of climatological issues, there is a second option at the "*Cozinha dos Caseiros*", with ceilings with traditional beams and an original stone oven. The cuisine is based on traditional dishes from the Douro region and northern Portugal

Luxury Rooms

The Quinta offers four Luxury rooms which are available to book all year long.
Quinta da Gricha features an outdoor swimming pool, a garden, a bar and a shared lounge in Ervedosa do Douro. The facilities at this property include a restaurant, a shared kitchen, room service, and free Wi-Fi. Tourists can go to the tour desk for information about the area.

Each guest room at the guest house features a *patio* with a view of the river. All rooms at the Quinta da Gricha are air-conditioned and have a private bathroom. The property serves a daily continental breakfast.

3.3 Awards

Churchill's have a wide range of different touristic offers and their wine-tourism experiences have been internationally awarded:
In 2019, Churchills won the "Innovative Wine Tourism Experiences" from The Great Wine Capitals (Great Wine Capitals, 2019). The recognition was given to the visitor center for its multisensorial experience using neuroscience to taste Port wine in a whole different way (Figure 2). In 2020, TripAdvisor gave Churchill a "Travelers Choice Award". This award is given to the accommodations, attractions, and restaurants that consistently earn great reviews from travelers and are ranked within the top 10% of properties on TripAdvisor (Tripadvisor.com, 2020).



Figure 7: Rethink Port wine experience; Churchill's

3.4 Online Presence

To analyze the impact that Churchills has on their online sites an analysis of the SEO has been done to their website with the online tool *seositecheckup.com*. To analyze the social networks such as Instagram and Facebook the tool from the website *socialblade.com* has been used.

The SEO

SEO is an acronym for Search Engine Optimization. This process of optimizing a webpage to get organic, or unpaid, traffic from the search engine results page such as Google. It involves making certain changes to the website design and content to make the site more attractive to the search engine. SEO can be divided into two different optimizations: On-Page SEO and Off-Page SEO.

The On-page SEO involves these elements that happen on a website and the owner is capable of change. Elements such as title tags, Meta descriptions, image names, alt Tags, or internal links are classified as On-Page SEO.

Off-Page SEO is the element that the owner does not have control over it. These external factors determine the ranking of the webpage on the engine. Factors like Trust, Links (backlinks), and social media are Off-Page (Optimizely.com, 2019).

SEO Analysis

To analyze the webpage of Churchills (churchills-Port.com) the tool from the webpage seositecheckup.com were used. In figure 8 and 9 are presented the main issues found in the webpage regarding the SEO.

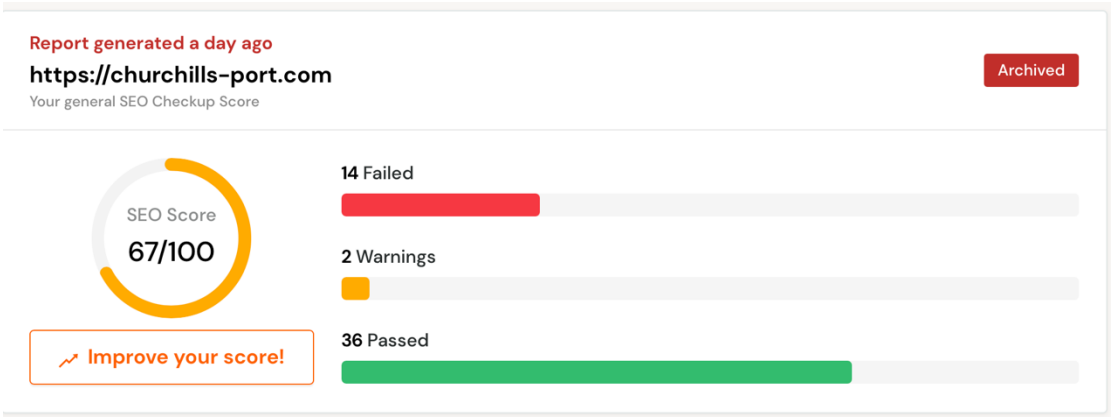


Figure 8: SEO Analysis score; seositecheckup.com

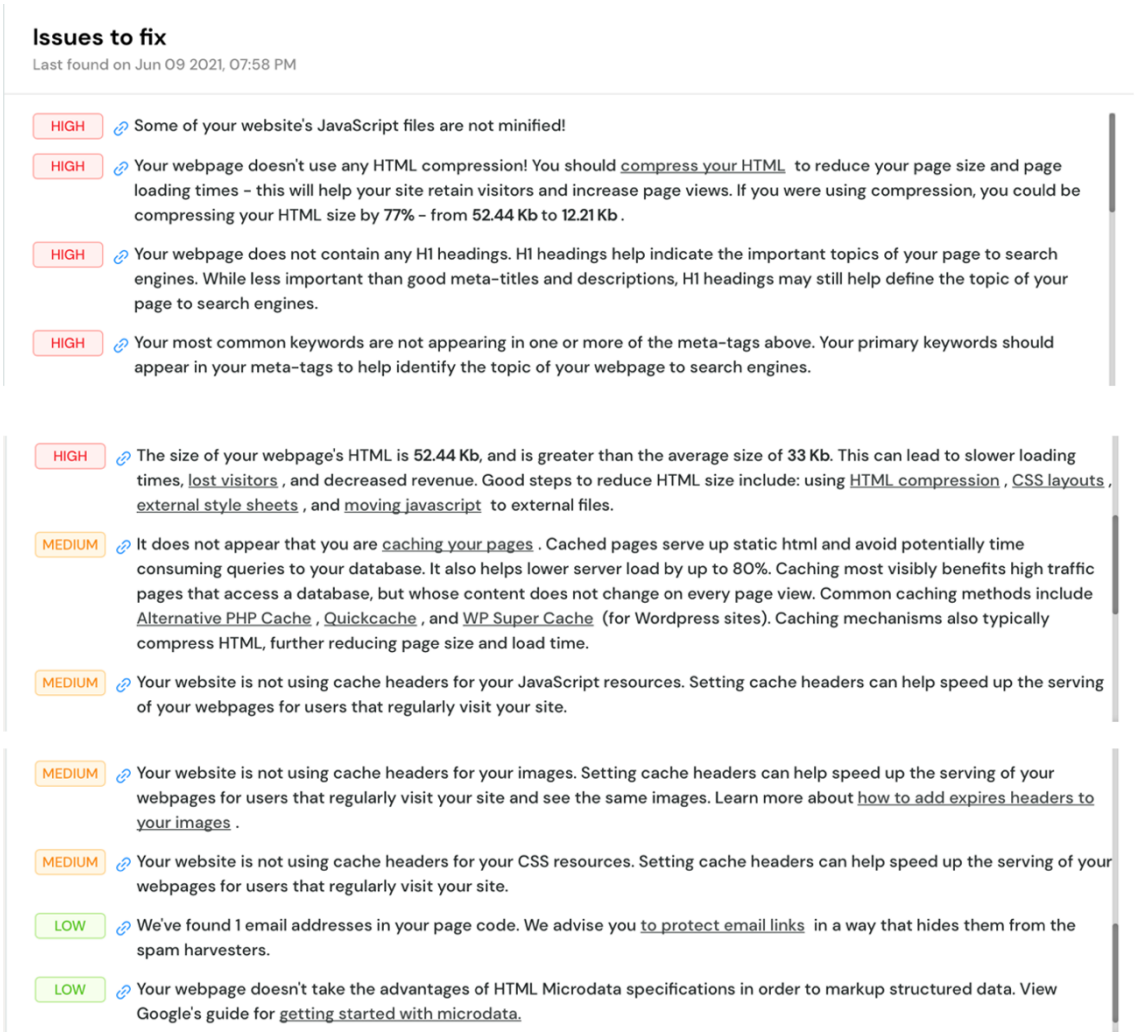


Figure 9: SEO Analysis issues found; seositecheckup.com

According to the results generated by the tool on the website seositecheckup.com, the SEO analysis score for Churchill's website is 67/100. As it can be seen in the results there are three different kinds of issues to fix on the website according to their importance (low, medium, and high). Nowadays a website is more than just a place with information about a company, it's their cover letter.

Fixing these issues will increase the chances of having more online presence and a higher influx of traffic through the website. Alas, any marketing campaign or promotion will highly have more impact and reach more potential clients.

Social Media

Over 3.8 billion people worldwide use social media. This number is expected to increase to 4.41 billion in 2025. These numbers show that social media is a powerful tool for business. Social media can boost traffic in a website or increase customer engagement levels, channels such as Facebook and Instagram are great for promoting a brand, its products, and services. These platforms can help small and medium enterprises stay competitive allowing them to connect with potential customers and keep an eye on those other businesses are doing (Martin, 2021).

Creating content according to the objectives set and focusing on the proper target audience is the key to have success on these platforms.

To scan Churchills social media, the tool socialblade.com has been used. The platforms analyzed are Instagram, Facebook, Twitter, and Youtube.

Instagram

The results obtained from social blade classify Churchill's Instagram with a grade of C+, this result is calculated by comparing the rank obtained in social blade against the whole company database. Churchills have been on the platform since 2014 it has 8143 followers and 667 media updates with an average of 160 likes per post and 5 comments per post. The engagement rate of this platform is 2,04%. The engagement rate can be defined as the level of interaction between the followers and the content posted by the company. It is calculated according to the following formula:

$$Engagement\ rate\ (\%) = \frac{Followers\ reached\ (Likes\ \&\ Coments)}{Total\ number\ of\ Followers}\ x\ 100$$

Good engagement rate depends on the kind of industry, audience size, and style of the content published. According to (Mee, 2020) the quality of the engagement rate can be classified as: between 1%-3,5%: average/good, between 3,5-6% high rate, and above 6% very high (Table 1).

Table 1: Engagement rate classification

Engagement rate (%)	*Classification*
Less than 1%:	Low
Between 1%-3,5%	Average/good
Between 3,5%-6%	High
Above 6%	Very High

According to this, the engagement rate from the Instagram of Churchills is classified as good/average (Figure 10).

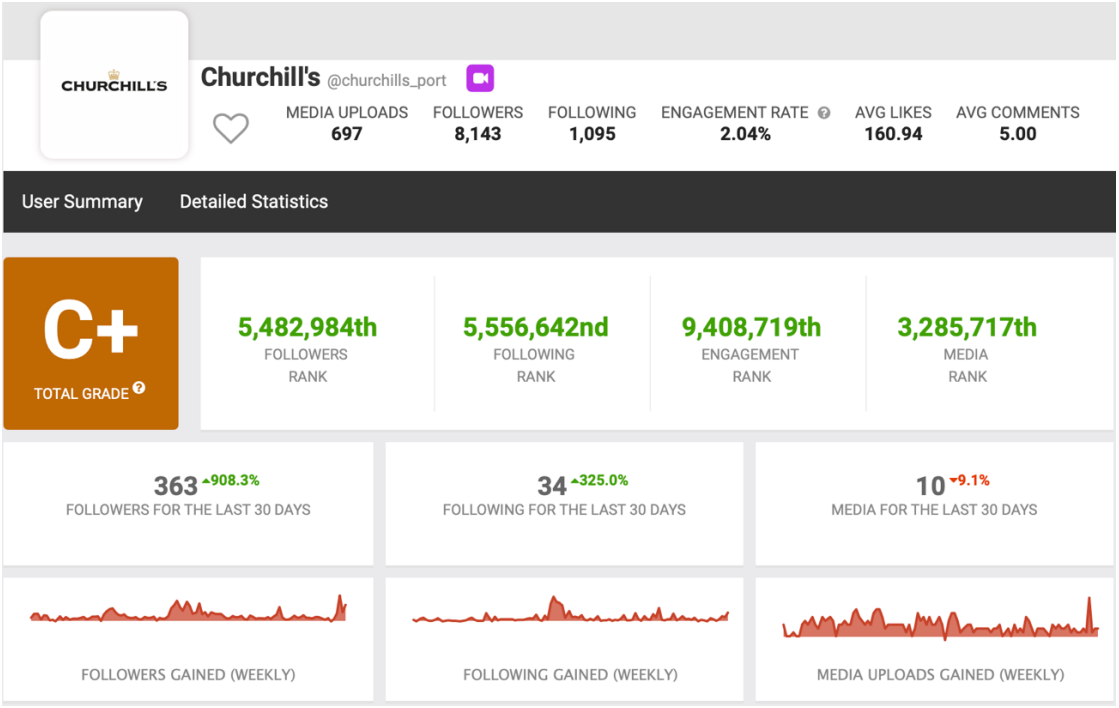


Figure 10: Instagram analytics; socialblade.com

Another interesting data showed when Instagram is analyzed is that the posts are not constant in time. The media published does not follow a tendency and being constant with the publications and create proper content is crucial to gain followers and increase the engagement rate.

Twitter

Twitter is the social media with a low number of followers compared to the other social media networks. The account was created in 2012 and since then they have published 1550 tweets. The grade from the SocialBlade platform is a C. The quality of the content published is good and visual but in 2021 the company has only posted 7 tweets of which 2 of them are retweets (Figure 3).

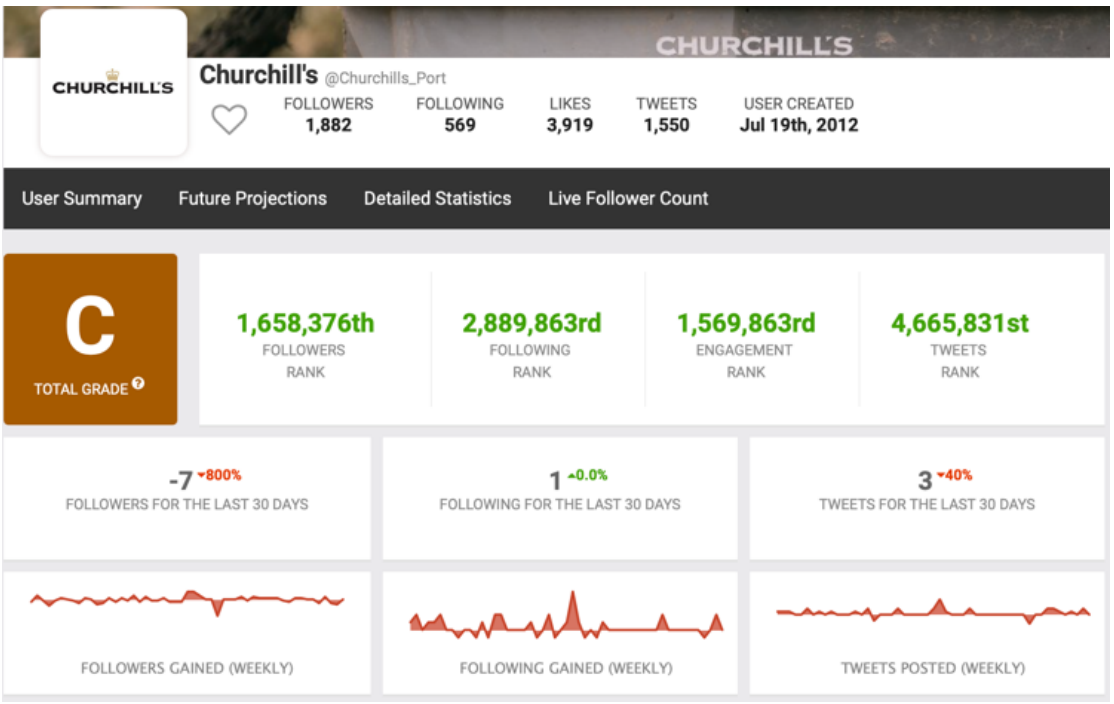


Figure 11: Twitter Analytics; socialblade.com

Platforms such as Instagram or Facebook are more visual and are better to share media content than Twitter which is a platform that was designed to share short texts.

Facebook

This platform is the one that has the best results among all the other social media from the company. It has a score in Socialblade.com of B- and a very high number of followers, 62k (Figure 4).

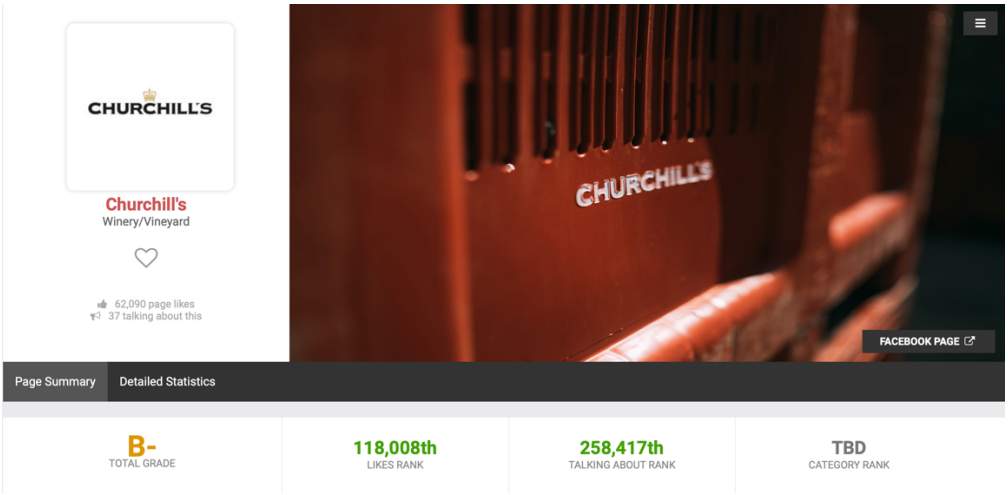


Figure 12: Facebook analytics; socialblade.com

Even with this large number of followers checking the Facebook page it can be seen that their pots do not rage a high audience. This is reaffirmed with the metric “talking about this” which is pretty low compared to their large number of followers.

Youtube

This platform is dedicated to the share of videos. Users can make their channel and the platform can even pay them according to the number of visitors to the videos. In the case of Churchill’s, they use this platform to share their videos about the harvests, special wine-tourism events, and interviews.

Based on the data extracted from socialblade.com company has a grade of C. They have 57 subscribers, which is low, and 30 videos uploaded (Figure 5 and 14).

Their videos with the highest numbers of views are from 2016 (when the channel was created) and 2018 with 1.7k and 1.3k views. The quality of their videos is really good, with a good edition and nice filming. Not reaching a higher number of views can be due to several factors such as not a good promotion of it on the other social media platforms and the low number of videos posted on the platform.

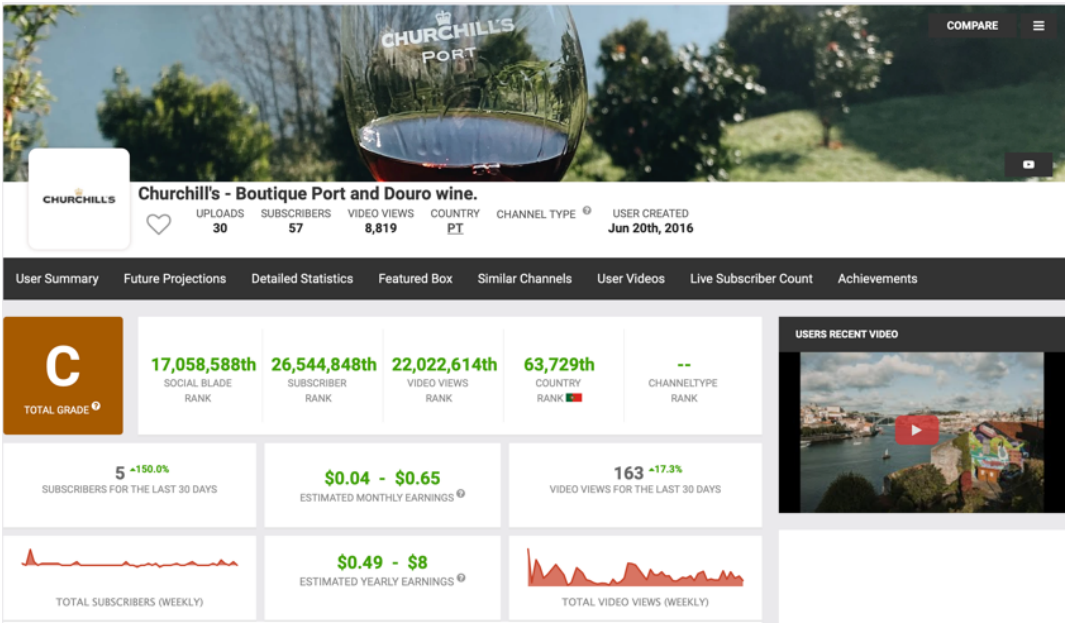


Figure 13: YouTube analytics; socialblade.com

50 Latest Videos | 50 Most Viewed Videos | 50 Highest Rated | 50 Most Relevant

DATE	VIDEO TITLE	VIEWS	RATING%	COMMENTS	EST. EARNINGS
2016-12-22	Churchill's Port: My Family Gift	1.7K	100.0	0	$1 - $7
2018-10-03	Churchill's presents: Gricha Symphony - the music of ...	1.3K	100.0	1	$1 - $5
2016-09-02	Churchill's Port: 30 Years In the Making	1.1K	100.0	0	$1 - $4
2018-10-03	Churchill's presents: Gricha Symphony - the music of ...	975	100.0	2	$0 - $4
2016-10-03	Churchill's Taste Discovery (Case Study)	648	100.0	0	$0 - $3
2020-10-23	Churchill's 2020 Harvest // A vindima da Churchil...	591	100.0	1	$0 - $2
2016-06-22	Churchill's Port - Sense the taste of Churchill&#...	252	100.0	0	$0 - $1
2018-09-06	Quinta da Gricha: Explore Churchill's vineyard in...	246	80.0	0	$0 - $1
2020-04-24	(Virtual) Conversation with Johnny Graham: Three styl...	244	100.0	0	$0 - $1
2016-06-20	Churchill's Port - Sense The Taste Experience	242	nan	0	$0 - $1
2016-09-17	Churchill's Taste Discovery - Event Recap	226	100.0	0	$0 - $1
2016-06-22	Churchill's Port - Sense the taste of Churchill&#...	182	100.0	0	$0 - $1
2016-06-22	Churchill's Port - Sense the Taste of Churchill&#...	171	75.0	1	$0 - $1
2020-04-24	Conversas (Virtuais) com Johnny Graham: três estilos ...	104	nan	0	$0 - $0
2018-11-21	Churchill's Highlights 2018	99	100.0	0	$0 - $0

Figure 14: YouTube analytics most viewed videos; socialblade.com

To sum up, social media is currently one of the most important platforms to share and get to know a company. Posting constantly, having high-quality content, and target the proper audience will help to increase sales, build brand awareness, increase traffic through the website and be stronger against competitors.

3.5 SWOT ANALYSIS

Strengths

Young Company: Churchill's is the youngest Port company; it is known for creating dryer Ports than its competitors and being in constant innovation in the cellar and in their wine tourism operations

Good Positioning: The company has a good positioning as a premium quality wine.

Innovative Wine tourism: Their wine tourism operations have been awarded several times for their innovative experiences.

Weaknesses

Dependence of international markets: As seen in their selling graphs their main costumers are the international markets.
Visitor center far away: the location of the visitor center is far away in Vila Nova de Gaia. Visitors will find it more attractive to go to another Port winery because of the distance.

Opportunities

Gain popularity in the Portuguese population: The story of John Graham as a young man creating a Port shipper surrounded by wineries of more than 100 years old can be captivating for the Portuguese population.
Increase brand value: The current touristic offer and its improvements can increase the brand value.

Threats

Competitors: There are several Port wineries in the same market segment.
Pandemics: The uncertainty of another pandemic or the imposition of new restrictions measures.

To sum up, Churchill's touristic offer has a wide range of experiences that even have been awarded by some of the most important institutions in tourism and wine tourism. Analyzing the data provided by the company, in terms of the number of visitors, it is notable that the company has been doing a great job as from 2016 their visits to both of the facilities have been growing.
Previous to the Covid-19 crisis, the company had a strong seasonality effect that is translated into the decrease of visitors during the low season. The caption of the local visitors will also help to stabilize the number of visits during the low season and build loyalty with the clients.

4.0 Methodology

As previously seen, the effects of the pandemic crisis of the covid-19 on wine tourism are making to struggle wineries all around the world. In some special cases, particularly in regions where the majority of wine tourism is domestic or local, some wineries have been able to keep their business running normally and even having an increase in visitors.

The key point of accomplishing stable local wine tourism is to create a strong link between the region or brand, and the local tourist. Doing so, the visitor will have to feel this link as part of their identity and will relate the experiences to moments of fun, joy, disconnection… such as any other of their hobbies. Once this link is created, the wine tourism to a specific local region will become part of their own identity, the locals will attract their near circles, and the income of local wine tourists to a specific region/winery will be created.

In the specific case of Churchill's where only 5% of their visitors are from Portugal, generate this link with their population is crucial to start attracting more local visitors. To attract local people to Quinta da Gricha it will be necessary to work directly on the population of Porto and its surroundings.

Working on the online position and the online promotion of the brand is necessary to create this strong link with the locals. Another key point will the creation of new activities in the visitor center in Vila Nova de Gaia to make feel the locals that Churchill's is their home. For last the promotion of Quinta da Gricha along with new tourist activities specifically made for the local tourist will be made.

4.1 Target

The strategies proposed, have to be focused on a specific target. In the case of Churchill's, the target will be: Portuguese men and women from 25 to 45 years, interested in wine, and seeking to discover new ways to experience wine.
This target will be located in the city of Porto and its surroundings, but domestic travelers from other parts of Portugal will also be targeted.

4.2 Online Presence improvements

As previously analyzed, the online presence of the company has several issues to fix to be more competitive. Fixing the main SEO issues is the first thing to do, as the website is the neuralgic point of the online presence. Once the on-page SEO has been fixed it will be time to improve the Off-page items such as social media.

Social media improvements

To improve the social media accounts setting goals will be crucial to focus the efforts and obtain the desired results. Below is shown some of the possible goals for each social media.

Facebook

Goal: Reach a higher number of followers per post

The main issue with the posts on Facebook is that they are not reaching a higher number of followers per post. According to (Martin, 2021), a post usually is only seen by 10% of the total number of followers. Considering that the followers on Facebook are 62k this would mean that in average every post should have between 5k-6k visualizations. To achieve this there are several strategies to follow: Post consistently, post at the right time, answer comments, and questions invest in video content. A commonly used strategy is to make a contest as it engages people, helps to gain followers and generates interactions in the page that feed the algorithm improving the post visualization.

Instagram

Goal: Gain followers and increase the engagement rate

The best option to gain followers on the Instagram page is to attract them from the Facebook page, where the number of followers is much higher. The easiest way to do it is to share the posts from Instagram directly to Facebook. In this way, followers will have a direct link from Facebook to access the Instagram page, allowing them to follow it easily. Also, all the strategies showed on the Facebook section are valid for this social media too.

YouTube

Goal: Increase subscriptions and views

YouTube is the social media that is more demanding in terms of work to do to gain followers. As is dedicated to video content, generating it is time demanding and sometimes expensive. The actual content of the channel is really good, and it makes the viewer view more about the company. Being constant in time is key, the best strategy to start with this social media is to keep doing high-quality content that could also be used for the other platforms and have it well-programmed during the year: Posting 5-4 videos per year and using them for the other platforms will eventually increase the number of subscribers but with the right promotion in the other platforms it will increase a lot the number of views.

4.3 Activities in the Visitor Center

Churchill's is already working on new activities in the visitor center. The main ones are focused on the 1982 Garden-Bar where Churchill's is collaborating with local food companies such as grazebox.pt, to order boxes of cheese and charcuterie from local producers to enjoy at the garden bar.

Another activity that the company has already done for its 40th anniversary is the collaboration with a local artist Kruella D'Enfer for the painting of a mural in the 1982 Bar (Figure 6).



Figure 15: Kruella D'Enfer mural in the 1982 bar; Churchill's

As the company is currently collaborating with local companies and artists to attract local, it won't be any proposal regarding the visitor center in this project.

4.4 Proposal of new activities in Quinta da Gricha

Quinta da Gricha is one of the most beautiful Quintas in the Douro Valley. For international tourists and locals, it is a hidden gem. Arriving at the Quinta from Porto it's a 2h drive by car and there is no public transportation available to get to the place.

To attract the local population from Porto and its surroundings is crucial to have a proper transportation system that makes it easy to go to the Quinta. Driving to the Quinta is the

best option but mixing wine tasting and driving is dangerous and illegal. To solve this situation, Churchill's can provide a shuttle bus to transport visitors from Porto to Gricha allowing them to spend the day in the Quinta without worrying about drinking and driving. The bus will have to be adapted to the current covid-19 protocols and limited to a certain amount of people.
To purchase this kind of shuttle bus the activities offered in the Quinta have to be worth it to spend the whole day at the winery.

The "new day at Gricha"

The day at Gricha concept is currently offered by the winery. It gives the visitor a whole tour of the winery with a wine tasting and lunch in the "*Patio das Laranjeiras*" (Figure 7). This activity is nice for visitors that are spending their holidays around the Douro valley have a high budget and are usually international visitors. To do this activity attractive for our local population it will have to modify and adapt. The activity right now is focusing on high-end travelers especially international ones. As now we are aiming for local population prices have to be lower but also offering an excellent experience. Combining several cultural aspects such as wine, gastronomy, workshops, and jazz music is the best way to attract the local population.



Figure 16: Patio das Laranjeiras in Quinta da Gricha; Churchill's

A new day at Gricha Schedule

In the Table 2 it is shown the schedule for the new day at Gricha. The proposal takes the concept of the activity day at Gricha with a twist adding workshops and new activities in order to be attractive for local population. The new activities include wine blending workshops and a jazz concert along with a visit to the winery and vineyards, lunch paired with wines from the company.

Table 2: Schedule for the new day at Gricha

9:00 Pick-up clients	The pick-up will be made in a specific meeting point in the city of Porto, the place chosen is the bus station of *Cordoaria* near the *Jardim de João Chagas.* Once the pick-up is done the bus will head to the Douro Valley, destination Quinta da Gricha.
10:00 Breakfast	To make the trip to the Quinta less heavy, the bus will stop for 20-30min in the town of Vila Real to have a coffee break before getting into the Quinta.
11:00 Arrival to Quinta da Gricha	Once the Bus arrives at the Quinta it will be a small-time before the visits to the winery started.
11:10 Visit to the winery and vineyard	The visit will be guided by the staff of the Quinta, and they will go through the history of the place, the company, the vineyards, and the winery and its winemaking.
13:00 Wine Blending workshop and aperitive	Along with the winemaking explanation and before the workshop the visitors will be invited to participate in a small workshop on blending their wine. The purpose of this workshop is the get knowledge of the local varieties by itself and understand how the blending between them works and how it affects adding more or less of a variety to their taste. The workshop will be accompanied by an aperitif to pair with the wines.
14:00 Lunch at Patio das Laranjeiras paired with Churchill's wine	At lunchtime, visitors will be invited to have lunch in the beautiful patio das Laranjeiras. The meals will be a mix of regional and fusion cuisine all paired with a specific wine from the company. The idea is to have a 3-course lunch with two options in every course. The idea is to have 6 different wines, from still to Port with its specific paired food.
16:00 Jazz concert with	The day keeps going after the long lunch on the Patio, to make the afternoon fun and enjoy the views of the Quinta it will be a jazz concert. The visitors will be able to taste the innovative

Churchill's Cocktails	cocktails with the Port wine that the company offers or just have another glass of wine.
18:00 Return Bus to Porto	Once the concert is over the visitors will head to the bus and start their return to the city of Porto.
20:00 Arrival in Porto	

The activity is programed as a whole day out of Porto and aims for the population seeking to disconnect from the city life and enjoy a day in nature with food and wine.

5.0 Chronology

This activity is aiming to attract local people all year long. Thus, starting during the months of spring and autumn is a good option. Also, during these months, the sun sets earlier and by the time the jazz concert finishes the visitors would be able to see the sunset from the Quinta. As the activity has several resources to manage that are complicated to move to the Quinta, such as a jazz band and renting a bus, the activity will only be done once per month on Saturdays/Sundays. During the months of summer, it will be possible to schedule more days for this activity as the number of people and weather are more favorable.

Promotion for the event is fundamental, a month before the event it has to start the promotion campaign. Using either, the webpage with a proper explanation of the activity, and the social media applying the improvements explained will be the best way to engage the local population.

5.0 Conclusion

The covid-19 crisis has affected all of the industries around the world. In the case of tourism, the damage has been severe, and in the case of this project, the wine industry has been affected at every level, from production to sales passing through hospitality. With the closing of international borders and with the local population confined at home, companies such as Churchill's, have seen their sales reduced drastically. Right now it seems that tourism and wine-tourism are re-starting again. As the international borders were closed, domestic tourism and the consumption of local products have risen among the local population.

This fact encourages the tourism sector and especially the wineries to create a new offer of activities especially dedicated to this local population. Creating new activities in a company that already has been awarded their innovation tourism experience is not an easy task. Their hospitality center in Vila Nova the Gaia has a wide offer of tastings and visits for the tourists to enjoy. Moving this offer focused on the international tourists to the local visitors using the right social media promotion is relatively easy. On the other hand, attracting local visitors to their winery in the Douro valley, Quinta da Gricha, is another story. The Quinta is located two hours away from Porto by car, and for locals, even with a car, it's a long trip to spend the day and drive back to the city. The proposal is of this project is to take the currently existing offer of "A Day at Gricha" and adapt it to make it easier for the local population to get there without the necessity of driving, providing a shuttle bus, and adding activities that allow locals to discover this hidden gem in the Douro valley. With the right promotion management and targeting domestic tourism, the activity could increase the number of local visitors in Quinta da Gricha.

In conclusion, attracting visitors to these remote locations far away from the main urban areas is a complicated task. Create innovative experiences, promote and communicate to the right target and make it easy for the clients to get to the winery are the main factors to a successful activity in these uncertain times.

6.0 Resources

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