



UNIVERSITAT
ROVIRA I VIRGILI



MASTER THESIS

**VINS I OLIS SUÑER: PRACTICAL EFFORTS TO BOOST THE WINE
AND OLIVE OIL TOURISM**

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**Internship developed at Vins i Olis Suñer
Ginestar, Spain**

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Abstract

Vins i Olis Suñer is a small company located in the heart of Ribera d'Ebre in Tarragona. The production of olive oil and wine has been for decades, the business of the Suñer family. But even though the products reflect the authenticity of the land and its people, these values have not been strongly communicated to the public to attract them to get to know the place and enjoy its richness. Through the application of the knowledge obtained during the completion of the International Master on Wine Tourism Innovation, this project intends to look for the strengths and opportunities the company has and work on its weaknesses, in order to develop a marketing strategy that increases the current volume of tourists. The actions conducted during the internship in terms of social media showed a positive response from the consumers and, other actions suggested to target specific market sectors such as campsites, travel agencies, MICE (meetings, incentives, conferences and exhibitions) and regional population, will complement and reinforce the presence of the brand and its products in the consumer's mind.

Keywords: Ribera d'Ebre, campsites, social media, final consumer sales.

List of abbreviations

CCPAE: Consell Català de la Producció Agrària Ecològica [Catalan Council of Ecologic Agrarian Production]

Covid-19: Coronavirus disease

DO: Denomination of Origin

DOQ: Qualified Denomination of Origin

Fam tour: Familiarization tour

ICCA: International Congress and Convention Association

ICT: Information and communications technology

INCAVI: Institut Català de la Vinya i el Vi [Vine and Wine Catalan Institute]

MICE: Meetings, incentives, conferences and exhibitions

ROI: Return of investment

RV: Recreation vehicles

SWOT: Strengths, weaknesses, opportunities and threats

TCB: Tarragona Convention Bureau

TOK: Tourism Open Knowledge

USA: United States of America

1. INTRODUCTION

The following master thesis presents a detailed explanation of the project developed for Vins i Olis Suñer, which is a marketing and communication strategy to boost its tourism affluence.

In the interest of confirming the ideas that form the basis of the strategy proposed and therefore, to assure the success of it, different tools were used to gather the pertinent information; they were a compilation of tourism statistics in the province of Tarragona and wine production statistics in Catalonia, interviews performed by the author and research of scientific documents on camping tourism, whose findings reflect the evolution of the market of campsite areas and the varied ways this type of tourism has turned into, granting tourists the opportunity to connect at a deeper level with nature and themselves and, based on satisfactory experiences received by tourists through these service providers, guarantee a continuous growth of this type of accommodation.

Research on scientific studies about social media also supports part of the strategy, since they prove the importance of websites and social media as profitable marketing instruments, how they deliver a valuable connection and source of information of a business' clientele.

Even though the initial intention was to implement on-site several activities, with the purpose that immediate results could be measured and presented; it was not possible due to the situation derived by the Covid-19 pandemic. Therefore, the plan will remain as a proposal for the company to implement later and the actions taken to overcome the loss of activities during the internship are presented.

The objectives of this endeavor are:

- To promote Vins i Olis Suñer's tourism activities and its most important products (wine and olive oil) through selected channels.
- To structure the tourism offer.
- To improve the technological and communication tools available for the consumer.

1.1 Company overview

Vins i Olis Suñer was founded in 1936 in Ginestar, Tarragona (Annex 1). It started with the production of olive oil and bulk wine. Then, as the business grew, the family was able to acquire more land and expand the facilities. Later on, the production of bottled wine came along, giving the company a different market to target. Years after, they opened the doors to tourism and

more recently the offer was increased with the renovation of a manor house available for holidays, private celebrations, conferences, and meetings.

Today, the business is run by the third and fourth generation of the family; Manuel Suñer, current owner in charge of the olive oil and bulk wine production; María Alba Suñer, enologist in charge of the bottled wine production; Josep Suñer, in charge of tourism and commercialization; and Bernardette Mas, in charge of the guest house administration.

1.1.1 Wine production

The family owns 41 hectares of vines covered mostly by the varieties Macabeo and Merlot. The Merlot vineyard represents approximately 8.5% of the total, while Macabeo covers around 91%. The remaining percentage includes other varieties such as Cabernet Sauvignon and Muscat.

The bottled wine production started in 1998, when Manuel decided to renovate the old winery located in the first floor of the family house. This production was meant to be small, organic and premium, project that would be handled by María Alba, who had graduated from the enology career.

Today the production of this small winery is around 10.000 bottles per year, divided into six types of single-varietal wines produced from Macabeo and Merlot. The philosophy of the winery is showing the true expression of these two grapes in the Ribera d'Ebre region through different winemaking methods such as young, aged, rosé, orange and "*blanc de noir*".

1.1.2 Olive oil production

The production of olive oil has been key in the business since the beginning. With approximately 35 hectares planted with olive trees, plus the olives bought to local farmers, the average annual production goes up to 80.000 liters of olive oil. Suñer's estates of olive trees are planted with two different methods, the centennial trees of Fulla de Salze, traditional variety of Ribera d'Ebre and the super intensive plantations of Arbequina. And just like with the wines, the philosophy is applied to the olive oil, giving the single-varietal olive oils a great importance. What makes a big difference in Suñer's oil quality, compared to other olive oils of the area, is the technology used to extract the oil; it is modern and the human intervention is minimum, keeping intact the properties and freshness of the olives.

1.1.3 Legal certifications and adhesions

Both products, olive oil and wine produced from Merlot (red, rosé and *blanc de noir*) are certified organic as per the Catalan Council of Ecologic Agrarian Production, CCPAE, for its

initials in Catalan. This institution certifies all the organic products created under sustainable processes, ensuring high quality.

The winery is part of the Denomination of Origin Tarragona, from now on D.O Tarragona and Cellers Singulares Association, a group formed by nine wineries from D.O Tarragona that got together with the objective of supporting each other in the communication of their brands and wines.

1.1.4 Tourism

The winery opened its doors to tourism in 2015, but the development and follow up has not been regular, having ups and downs and no consistency. Besides wine tours and tastings, they created the concept of “Wine en Kayak”, a tour that takes the visitors in a kayak trip starting in Mora La Nova’s pier through the Ebre river for approximately 9 kilometers, ending the route in the Ginestar’s pier; where the white wines are prepared for a tasting in a setting by the river. The experience ends with the tasting of the rosé and red wines inside the cellar, paired with a local specialty called “*clotxa*”, which is a type of sandwich made with tomato, onion and sardines or sausage.

Then, as mentioned before, the addition of a lodging option to the company’s offer is very recent. Cal Pubill opened its doors for business in September 2019. This guest house is a renovated manor from the early XX century with 600m², 8 rooms and 4 bathrooms, among other common areas. It represents the only option for accommodating big groups in Ginestar. It is available not only for lodging, but also for meetings and private events. The guest house is available in platforms such as [airbnb.es](https://www.airbnb.es) and [booking.com](https://www.booking.com).

All these products are offered in the natural environment of Terres de l’Ebre, a quiet and relaxing place in the inland of Tarragona.

1.1.5 Current Suñer’s consumer profile

The public that currently visits the winery or consumes Suñer’s wines, can be divided into three types:

1. “Wine en Kayak” tourist: the highest number of visitors Suñer receives is to do the “Wine en Kayak” experience. They come from April to July, in groups of friends from Barcelona, Tarragona and Girona, between 30 and 45 years-old.
2. Winery Shop tourist: foreigners traveling in recreation vehicles, older than 40 years-old, camping for a few days in Ginestar.
3. Bar/restaurant wine consumer: local Catalans that purchase the wines in the different restaurants from Tarragona province.

These profiles were assembled with the information received from the owners of the company, based on an average from their past visitors; however, there are no statistics or database accounting the visitors per year, their places of origin or their average spent for tours or products in the winery shop.

1.2 D.O Tarragona inside the Catalan wine production

The Denomination of Origin Tarragona is one of the twelve D.O's within Catalonia. In terms of vines planted, Catalonia recorded a total of 53.193 producing hectares in 2018; 48% of that number is planted in the province of Tarragona. This number includes vines destined for: table grapes, wine produced under a denomination of origin and wine produced without denomination of origin (Observatori de la Vinya, el Vi i el Cava, 2019a)

In reach of the planted vineyard destined only to produce wine with denomination of origin, in the harvest of 2017-2018; Catalonia took account of 40.254 hectares without including D.O Catalunya or D.O Cava for two reasons: some data would be doubled and D.O Cava covers the production in other parts of Spain. From that area mentioned before, D.O Tarragona owns the 12%, for a total of 4.872 hectares. (Table 1) (Observatori de la Vinya, el Vi i el Cava, 2019a)

Table 1. Area in hectares destined for wine with D.O in the 2017-2018 harvest.		
Denomination of origin	2017-18	% from total
Alella	data not available	data not available
Conca de Barberà	2 900	7%
Costers del Segre	3 976	10%
Empordà	1 766	4%
Montsant	1 768	4%
Penedès	16 531	41%
Pla de Bages	480	1%
Priorat	2 010	5%
Tarragona	4 872	12%
Terra Alta	5 951	15%
Total	40 254	100%
Source: Incavi (Observatori de la Vinya, el Vi i el Cava)		

According to the Vineyard, Wine and Cava Observatory, the production of the D.O Tarragona specifically, has decreased over time. During the 2011/2012 harvest, wineries produced 32.150 hectoliters but for the 2017/2018 harvest, the production was 14.367 hectoliters, decreasing 55% (Table 2) (Observatori de la Vinya, el Vi i el Cava, 2019a). The main reason for this fall is that many big producers who used to bottle under D.O Tarragona, started to bottle under D.O Catalunya because it represented more advantages for them, such as lower

rates in the guarantee seal provided by the D.O and the fact that Catalonia has more recognition in the foreign market than Tarragona (J. Llauredó, personal communication, May 19, 2020).

Table 2. Wine production in hectoliters covered by Catalan Denominations of Origin.							
D.O	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Alella	3 191	n.d.	n.d.	4 496	n.d.	n.d.	n.d.
Conca de Barberà	8 434	4 470	6 025	5 764	8 195	6 172	5 711
Costers del Segre	35 949	40 916	41 394	32 105	36 807	29 803	34 777
Empordà	36 696	38 924	43 124	46 302	43 388	35 965	42 440
Montsant	34 446	37 662	30 690	46 128	53 149	45 549	45 876
Penedès	164 021	133 167	138 541	143 173	136 429	147 157	141 703
Pla de Bages	6 926	6 573	6 954	5 911	6 138	3 689	4 800
Priorat	8 315	9 528	11 961	13 887	14 611	14 417	11 402
Tarragona	32 150	22 600	17 563	18 375	13 400	13 200	14 367
Terra Alta	34 870	31 613	40 018	50 318	46 707	55 586	61 431
Subtotal	364 998	325 452	336 270	366 459	358 824	351 537	362 506
Source: INCAVI (Observatori de la Vinya, el Vi i el Cava)							

Starting from the base of this information, a fact can be pointed out; it is the relation area/acknowledgement D.O Tarragona has. Table 1 indicates that D.O Tarragona is the third denomination of origin with the biggest vineyard in Catalonia, but the production under this D.O keeps decreasing year after year; on the contrary, a denomination like Priorat with a production of 11.402 hectoliters in the 2017/2018 harvest, produced almost as much as D.O Tarragona but with only 5% of the total hectares planted for wine under a denomination of origin. Here is where the global recognition of the D.O comes to play an important role, this can be supported with the fact that 53.4% of the wine from D.O.Q Priorat is exported while D.O Tarragona exports close to 40% (Observatori de la Vinya, el Vi i el Cava, 2019b). This is the scenario that D.O Tarragona wineries have to fight against to commercialize their wines.

1.3 Ribera d'Ebre and Ginestar

Ribera d'Ebre is a region in the southern part of Catalonia, it has an extension of 40 kilometers covering both sides of the Ebre river, it is formed by 14 municipalities and 17 villages. (Ribera d'Ebre, n.d.). The region has a rich tourism potential, natural heritage such as the Sebes i Meandre de Flix Natural Reserve, the islands of the Ebre river, Serra de Llaberia, the mountains of Tivissa-Vandellòs and Serra de Cardó. Historically speaking the region owns a great heritage, due to several civilizations that lived in the area, some examples of this legacy are: the Miravet Castle, the Old Church of Ginestar and the Renaissance palace Ca Don Joan

(Ribera d'Ebre, n.d.) The traditions, culture and gastronomy of the region are rooted in the locals.

Ginestar is a small village within Ribera d'Ebre with 15.84km² and a population of 753 inhabitants by 2019 (Institut d'Estadística de Catalunya, n.d.). It is a community that lives mostly from agriculture and livestock. The places of interest that can be found in the village are the old church, build in the late XIII century, Saint Martí Parrish, manor houses and of course, the Ebre river (Consell Comarcal Ribera d'Ebre. n.d.). When it comes to tourism, neither the Ginestar municipality, nor the County Council authorities have collection of data on visitors, so unfortunately there is no information to compare or somewhere to gather a local visitor profile from.

In terms of vines destined to produce wine, Ribera d'Ebre registered 1107 hectares in 2018; 39 hectares less than 2017 (Observatori de la Vinya, el Vi i el Cava, 2019a). From these vines a production of 7.700 tons of grape was accounted in 2018 (Secretaria General Gabinet Tècnic, 2019).

1.4 Duties and activities performed during the internship

Over the course of the internship several activities took place in different areas.

Tourism related

During the first and last days, tasks in the tourism field were developed. They included wine tastings, Wine en Kayak experiences and sales of products in the winery shop.

Office work

To conduct the tourism division to a more systematized operation where results could be easily drawn, a sales form was created for the different activities; sales made in the shop, from wine tastings, from Wine en Kayak, from wine fairs and other special events. These forms were created using Excel program and designed in a way that are easy to fill with automatized calculations from a central source of information so, when the prices change there is only one place to modify the data; also, with an automatic statistic calculated every time the sales change. The goal is to constantly update these sheets to know and compare monthly and yearly the tourism activities, establish the seasonality period and evaluate the ROI from wine events outside of the winery.

Then, the adjustment of the tourism offer was done, creating more structured and diversified tours. For the new tour the material was gathered to have, in an organized way, the information

that will be transferred to the visitors. Written speeches in English of all the experiences were created as well.

Other duties done in the office included the follow up of social media, the renovation of the website along with the person in charge, the preparation of orders to send, translation of the wine's technical sheets to English, and the following material was created: a brochure targeted to final consumer with the tourism experiences available in Catalan and English, a wine catalogue and olive oil catalogue for restaurants and distributors in Catalan, Spanish and English, a commercial booklet targeted for travel agencies in Catalan and English.

Finally, the new organization for the tours following the government recommendations after the Covid-19 pandemic was arranged, to provide a safe environment for the tourists.

Adjacent tasks in the winery

The internship also included some tasks carried out in the winery such as bottling, labeling and wine transfers. And even though these were not related to tourism in a direct way, they involved a purposed within, which was to increase the knowledge of the winemaking process with experience; knowing this, the information can be explained to visitors with criteria. It should be mentioned that a previous winemaking internship was done in Vins i Olis Suñer by the author of this thesis, therefore the initial processes of winemaking were already known.

Due to the Covid-19 pandemic and its lockdown, the regular operations of the company in terms of tourism were shut down completely from March to mid-June. For that reason, almost all the tasks done were limited to be behind closed doors and with no visitors, focusing on a more organizational work. A more comprehensive explanation of the consequences of the pandemic in this project can be found further on.

2. METHODOLOGY AND STRATEGY DESIGN

In order to create a strategy that is especially adapted to the situation of Vins i Olis Suñer, it is fundamental to establish what the current status of the company is, which areas can be enhanced and which areas need improvement, that is why a SWOT analysis was drafted.

2.1 Suñer's SWOT analysis

Strengths

- “Boutique-style” quality wine.
- Varied product offer: wine, vermouth, olive oil and vinegar.
- Close location of the properties, helping the grapes and olives arrive in perfect condition.
- Authenticity and expertise in their production.
- Part of Cellers Singulares Association.
- Affordable prices thanks to having own production.
- Good response from visitors.
- 35 minutes distance to the closest beach.
- Lodging option to attract more tourism.

Weaknesses

- No sales control in the winery store, tours or fairs.
- No control of number and origin of the visitors.
- Work overload in different areas of the person that handles tourism.
- No sales point in Barcelona city.
- To access the winery shop, customers have to ring a bell, because the door is always closed.
- No physical space destined for tastings.
- Outdated website.
- Weak follow up of social media.

Opportunities

- Several options of campsites to promote the company.
- Possible links with agencies and tour operators.
- Selling the wines in Barcelona.

Threats

- Priorat wine region's proximity.
- Ginestar being a small village with few attractions and low tourism offer.
- Small population for local sales, everything should be sold outside of the village.
- High competition with producers with similar products.
- D.O Tarragona lacks acknowledgment and there is no D.O for the olive oil.

Having identified the types of visitors, the potential areas for development and the basic needs of the company in terms of tourism, the marketing and communication strategy was divided into five different parts.

The first part is directed to the sector of camping tourism, which is present in the province. Campers, especially those traveling in recreation vehicles, are current clients of Suñer and even though the company has no records on numbers yet, it is a segment that could represent a great potential and it should be targeted in a bigger scale. This is supported with the statistics of camping tourism to prove how this sector has grown. Also, research on general literature on camping tourism was used and, although is not much, it shows a progressive growth of possibilities from the old style of camping until today. The aim is that Suñer becomes a part of those campsite's suggestions, for outside activities for its guests.

The second part covers the optimization of the technologic tools available for Suñer's customers. With tourism being immersed in the technology world, it is clear that having updated information available is crucial. This part of the strategy included the improvement of the website and its online store and constant follow up of social media in the different platforms.

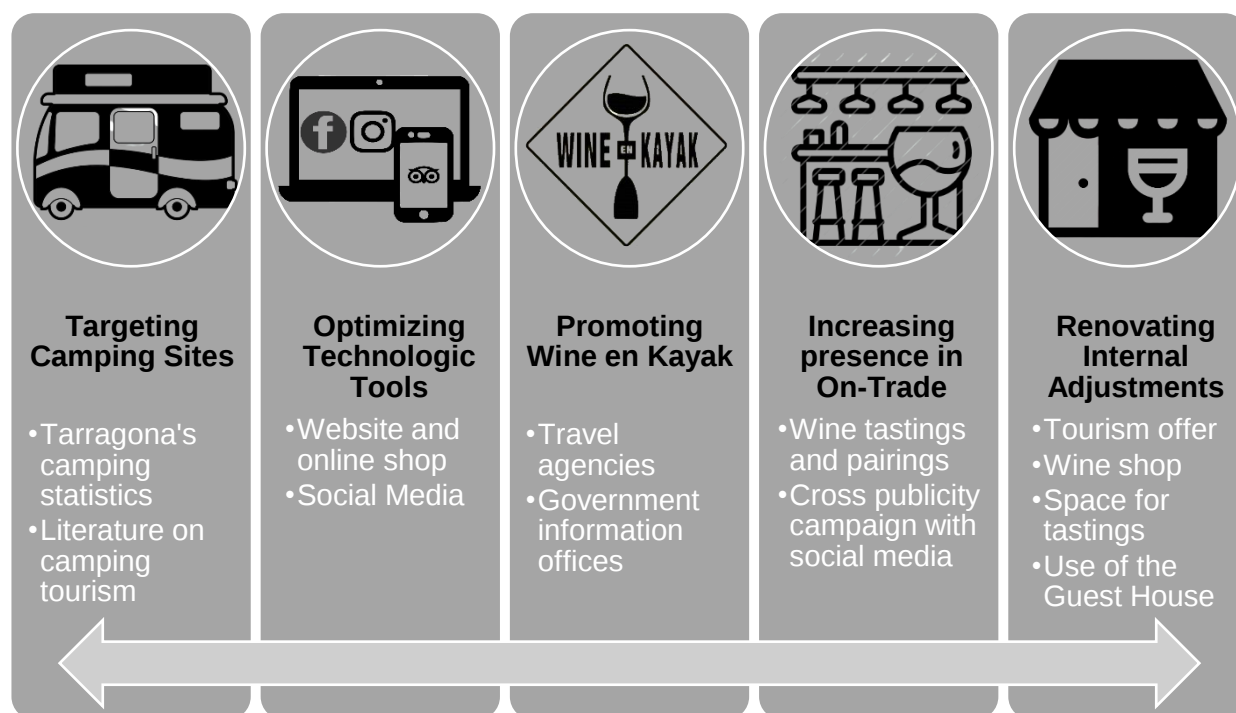
Then, the "Wine en Kayak" activity is the most distinct tourism product Suñer has, therefore, to increase the number of visitors it receives nowadays, it is essential to promote the activity not only for the wine tourists, but also for the nature and sports tourists, and here we bet on receptive tourism agencies. Contacts and posterior interviews with them to promote this tour will bring more international visitors to the company.

Also, not only to increase tourism in the company but the sales as well, it is highly important to communicate the brand, the products and the philosophy to local current and new consumers. This will be done in collaboration with wine bars and restaurants, organizing tastings and pairings and also a crossed publicity with the places where the consumers can find Suñer's products, this supported with social media.

Finally, the last part includes adjustments to the structure of Suñer's offer, such as tours, the physical space where tourists are received, and the use of the guest house.

At some point, the five parts of the strategy are connected among themselves. For example, publicity in campsites, tasting events and social media can help increase the knowledge about "Wine en Kayak" activity among the public.

The complete strategy proposal is summarized in the following way:



For the development of the five parts of the strategy, different types of research were applied. Part number one required a quantitative methodology, given the fact that an analysis of statistics of camping tourism was conducted and the correlation of the variables used, explain in an objective way the performance of the sector. In the case of the parts two to five a qualitative approach was more appropriate, since it was based in observation, thoughts and knowledge of past experiences that have proven to achieve the positive results pursued by this project.

2.2 Part 1: Targeting camping sites

Camping is an acknowledged type of outdoor activity, what once was sleeping inside a tent, has progressed to recreation vehicles or RV, caravanning and a handful options of luxury (Brooker & Joppe, 2013, p.1). In specific, car camping has been referred to show an important economic growth when it comes to nature-based tourism (O'Neill *et al.*, 2010, p. 143).

Camping is closely associated with meanings such as experiencing nature, self-identity, social interaction and restoration (Garst *et al.*, 2009) and this is exactly what the environment of Terres de l'Ebre can offer to its visitors.

The reasons why camping tourism was chosen to target this strategy are: first of all, in Catalonia, the offer of campsites is almost as high as hotels when considering available bed places. According to Catalonia's Tourism Strategic Plan there are 1931 hotels in Catalonia that represent 283.238 bed places while for 350 campsites, there are 270.585 bed places. (Agència Catalana de Turisme, 2020, p. 21). This shows the importance of campsites in Catalonia's tourism rates. Second, Suñer receives campers in the winery shop; when they spend nights in Ginestar and walk through the village, they pass by to purchase wine and olive oil. And knowing that outside of Ginestar, there are many of this type of tourist, it becomes key to let them know about the possibilities they have to experience Suñer. And the third reason is because of the specific profile the camping tourist has: they travel by vehicle, they can move around, they like nature and they are not restricted by the weight-limit of a plane trip, therefore they can buy wine and carry it. All these motives give the camping tourist an added value for the objective of this project.

2.2.1 Classification of tourism data in Tarragona

The tourism statistics of Tarragona province are gathered and accounted in a project called Tourism Open Knowledge, from now on TOK, powered by the Observatory of the Scientific and Technologic Park of Tourism and Leisure of Catalonia, located in Vila-Seca, Tarragona. This institution is supported by the Tarragona's Tourism Board, a subdivision of the Local Government.

The database of this project is nourished in two different ways: one is through a biweekly survey filled by all accommodation establishments, and the other through surveys performed directly to the tourists inside the province. (Parc Científic i Tecnològic de Turisme i Oci de Catalunya, n.d.)

The following province division and all statistics contained in this section were collected from the TOK's database. The analysis was made by this project's author.

Tarragona province, when it comes to the tourism sector, is divided into two regions: Costa Daurada and Terres de l'Ebre, each region is also divided into different subregions as follows. (Annex 2).

Costa Daurada

Northern zone: includes all the municipalities from Altafulla to Cunit in the northern coast of the province.

Central zone: it is divided into two zones, both in the coast.

Central zone (central area): includes Cambrils, Salou and Vila-Seca.

Central zone (rest): includes Hospitalet de l'Infant, Mont-roig del Camp and Tarragona.

Inland zone: includes all the municipalities inside the Costa Daurada borders that do not have access to the sea.

Terres de l'Ebre

Southern zone: includes all the municipalities from Ametlla de Mar to Alcanar in the southern coast of the province.

Inland zone: includes all the municipalities inside the Terres de l'Ebre borders that do not have access to the sea. Ginestar, the municipality where Suñer company is located, is considered part of this zone.

2.2.2 Tarragona's camping tourism statistics

The aim of the research for the camping tourist profile is to target the most beneficial zones and with it, the efforts to communicate and promote the tourism offer of Suñer.

Therefore, for the interest of this project, only the statistics of Terres de l'Ebre (Inland and Southern zone) and the Central zone of Costa Daurada, were taken into account; from 2014 to 2018 to evaluate the behavior of the different variables. The reasons to choose these specific subregions were: proximity to Ginestar, in the case of the Interior and Southern zone of Terres de l'Ebre; and tourism concentration, in the case of the Central zone of Costa Daurada. It is important to mention that other subregions were not considered for this evaluation due to the longer distance (Northern zone of Costa Daurada), and the proximity to other wine regions such as Priorat and Montsant (Inland of Costa Daurada). Hence, a more focused strategy can be implemented.

For a better comprehension of the reader, the Inland zone of Terres de l'Ebre is referenced as Inland zone, the Southern zone of Terres de l'Ebre as Southern zone and the Central zone of Costa Daurada as Central zone.

When considering these three zones, the bed places available have grown from 2014 to 2018; 27% in the Inland zone, 35% in the Southern zone and 38% in the Central zone, which shows

an increase in the offer. (Table 3, Appendix 1 and 2). It proves that campsites are gaining relevance as an option for lodging, this is supported by Table 4, that shows that the arrivals to camping areas despite of their highs and lows during those four years, ended in 2018 with an increase of 26% and 24% in the Southern zone and Central zone respectively. The Inland zone showed an important decrease especially in 2015 and 2016 but it recovered many arrivals by 2018, almost matching the numbers of 2014. (Appendix 3 and 4).

Table 3. Bed places available in camping areas in the Inland and Southern zones of Terres de l'Ebre and Central zone of Costa Daurada from 2014 to 2018.

Year	Inland Zone Terres de l'Ebre	Growth 2014-2018	Southern Zone Terres de l'Ebre	Growth 2014-2018	Central Zone Costa Daurada	Growth 2014-2018
2014	534	27%	3 720	35%	21 885	38%
2015	535		4 447		24 839	
2016	529		4 496		25 640	
2017	616		4 560		26 899	
2018	676		5 014		30 123	

Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.

It is important for the coming years that campsites in all zones improve their standards and quality, in order to maintain a sustained growth year after year. In an exploratory study made by Hardy *et al.* (2005), it was proven that loyalty to campsites is directly related to the visitor's satisfaction (p.9). And it can be said that a camper style of tourist, especially those who own a RV or caravan, can repeat the camping experience as often as they want, so, having loyal consumers is extremely important for campsites.

Table 4. Arrivals to camping areas in the Inland and Southern zones of Terres de l'Ebre and Central zone of Costa Daurada from 2014 to 2018.

Year	Inland Zone Terres de l'Ebre	Growth 2014-2018	Southern Zone Terres de l'Ebre	Growth 2014-2018	Central Zone Costa Daurada	Growth 2014-2018
2014	24 806	0%	103 326	26%	770 867	24%
2015	18 080		97 825		931 987	
2016	19 100		111 355		962 712	
2017	21 419		124 290		951 636	
2018	24 752		130 187		953 842	

Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.

In terms of nights spent, the statistics are positive when comparing 2014 with 2018, even though in the years in between there have been decreases; the numbers of 2018 show that campsites are getting back on track, attracting more people than they did in 2014. For example, the Inland zone grew 13%, the Southern zone 12% and the Central zone 26%. (Table 5, Appendix 5 and 6).

Table 5. Nights spent by tourists in the Inland and Southern zones of Terres de l'Ebre and Central zone of Costa Daurada from 2014 to 2018.

Year	Inland Zone Terres de l'Ebre	Growth 2014-2018	Southern Zone Terres de l'Ebre	Growth 2014-2018	Central Zone Costa Daurada	Growth 2014-2018
2014	75 483	13%	441 910	12%	3 808 863	26%
2015	58 913		487 991		4 408 471	
2016	60 066		511 799		4 757 534	
2017	79 615		562 442		5 014 628	
2018	85 314		495 098		4 804 235	

Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.

In a closer look to the markets covered by tourists during 2018 in the Inland, Southern and Central zone, it should be pointed out that there is a clear difference between the number of Spaniards visiting Tarragona versus foreigners. Starting by the Inland zone, 73% of its camping visitors are from within Spain, followed by France with only 9%. In the Southern zone 63% represent Spain, followed by France with 17% and in the Central zone, Spaniards own 47% of the share, followed by The Netherlands with 17%. (Table 6, Appendix 7). This proves how significant the local market is; therefore, this segment is the focus on this part of the strategy but without forgetting to cover the international market.

Table 6. Nights spent by market in the Inland and Southern zones of Terres de l'Ebre and Central zone of Costa Daurada in 2018

Country	Inland Zone Terres de l'Ebre		Southern Zone Terres de l'Ebre		Central Zone Costa Daurada	
Spain	61983	73%	310297	63%	2264940	47%
England	6390	7%	21685	4%	188867	4%
France	7411	9%	83881	17%	624095	13%
Germany	4057	5%	18290	4%	441863	9%
Italy	3	0%	1172	0%	22792	0%
Belgium	115	0%	4839	1%	172737	4%
Ireland	10	0%	455	0%	127578	3%
Russia	0	0%	69	0%	3995	0%
The Netherlands	4282	5%	33612	7%	798533	17%
USA & Canada	1	0%	102	0%	1116	0%
Portugal	0	0%	253	0%	6099	0%
Other markets	1063	1%	20445	4%	151619	3%
Total	85315	100%	495100	100%	4804234	100%

Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.

Finally, from the Spanish population visiting each zone, the most recent data comes from the Summer of 2016 where it is important to highlight that the Inland and Southern zone received

more tourists from Barcelona than any other place and the Central zone received more Spanish tourists from outside of Catalonia. (Table 7, Appendix 8)

Table 7. Spanish tourists' place of origin in the Inland and Southern zones of Terres de l'Ebre and Central zone of Costa Daurada in summer 2016			
Origin	Inland zone Terres de l'Ebre	Southern zone Terres de l'Ebre	Central zone of Costa Daurada
Foreigners	15,4%	21,9%	56,4%
Barcelona	43,5%	41,4%	10,9%
Tarragona	6,8%	6,2%	0,5%
Lleida	2,6%	3,2%	2,0%
Girona	3,5%	3,2%	0,8%
Rest of Spain	28,2%	24,1%	29,4%
Total	100%	100%	100%
Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.			

In general, when the statistics are compared between coastal zones, the camping tourism is far more developed in the Central zone than in the Southern zone, and without a doubt the Inland zone still has a lot of work to do to increase its tourism. Unfortunately, not only in camping but in all types of lodging there is a high concentration of tourism in the coasts, where tourist's main objective is to look for beach and sun (Agència Catalana de Turisme, 2020). Hence, there is an important effort needed to attract more tourists to the inland, that is why having 10% of the tourists spending nights in the upcountry is one of the main objectives to achieve by 2022 of the Catalonia's Tourism Strategic Plan. (Agència Catalana de Turisme, 2020). This goal will certainly benefit inland communities and companies such as Ginestar and Suñer.

This analysis brings a positive outcome in order to reaffirm that campsites are a justified target to increase tourism in the company.

2.2.3 Camping sites by subregion

In an effort to cover as much campsites as possible, the existing campsites in the three zones will be contacted in order to negotiate the possibility of having available for their guests, all the information about the experiences in Suñer. The following list of camping sites is provided by the Campsites Association of Costa Daurada and Terres de l'Ebre (2020), this organization was previously contacted to gather information on processes, but by policy, they do not promote any external company with its associates; this is the reason why the contact must be done campsite by campsite. The information to promote Suñer's tourism offer will be given in the form of brochures in both Catalan and English (Appendix 18) available in the front desk or

reception halls of each campsite, and a 10% commission can be offered to the campsite when reservations are referred by them. This is the same commission managed for travel agencies.

List of campsites by subregion:

Central zone Costa Daurada: Las Palmeras, Las Salinas, Platja Larga, La Pineda de Salou, La Unión, La Siesta Resort, Sanguli Salou, La Corona, Platja Cambrils, Baix Camp, Amfora d'Arcs, Eco-Camps Vinyols, La Llosa, Joan Bungalow Park, Oasis Mar, Alannia Els Prats, La Torre del Sol, Playa Montroig Resort, Miramar, La Masia, Torre de la Mora, Playa y Fiesta, Cala d'Oques, El Templo del Sol.

Southern Zone Terres de l'Ebre: Nautic, Ametlla, Ampolla Platja, L'Aube, Eucaliptus, Alfacs, Cases d'Alcanar, Estanyet, La Tancada.

Inland Terres de l'Ebre: Els Ports, Terra Alta, Alberg Tivissa, PortMassaluca.

2.3 Part 2: Optimizing technologic tools

The world is now moved by technology and the human being has entered a stage where the advances in this area are non-stop, releasing everyday new ways to connect people all around the globe. And the field of businesses has not escaped from this, getting immersed in a new set of tools to communicate, share and sell.

2.3.1 Website

Websites are an important part in this scheme and since their creation the priorities have evolved over time. The design moved from an information-system approach (technical factors such as security, usability and visual aspects were essential) to a marketing approach (the main criteria was based on information about the products, the ease in the ordering process and services after sales); until these days, a combined approach is predominant and aspects from both are taken into account to deliver a better user experience. (Chiou *et al.*, 2010).

The website of Vins i Olis Suñer was created in 2015 and had a few posterior updates but since 2018 it had not been worked at all and several problems had appeared such as errors in pages, incomplete information in all languages, the online shop was disabled and in general the website had very dark colors and a non-engaging appearance. As mentioned before, the importance of a proper website is key nowadays, many customers go over the website to get to know the company and its products, and clearly if it is not updated nor organized, the potential consumer will probably get a bad impression and look somewhere else for what they are trying to find.

Therefore, a big transformation was made to Suñer's website. This task was the most time consuming. The purpose was to renovate the whole site with the correct and complete information, new and colorful pictures and a proper online shop, all these in Catalan, Spanish and English. (Appendices 9, 10 and 11). Now the website displays different pages that talk about the company, its origins, current administration and philosophy, the winemaking process and each wine explained with a concise technical sheet. Then, an explanation of the olive oil process and the types of olive oil produced, with a description for the consumer to understand the differences between them (Vins i Olis Suñer, 2020).

According to Buhalis (2003), and Buhalis and Law (2008) *cit.* by Law *et al.* (2009) it has become clear how important internet is as a powerful and efficient instrument for tourism marketing. For this reason, one specific section of the website was devoted to tourism, it is essential that the offer is shown appealing to the visitors to attract them to the company. In this section, visitors will find all the pertinent information about which experiences are available, as well as the information about the guest house and pictures to illustrate.

It was vital not only to achieve a complete, easy and more attractive website for the consumer; but also, to reestablish the online shop. According to Eurostat, in 2009, 51% of the internet users from 16 to 74 years-old bought or ordered products or services online in the European Union. In 2019 this percentage increased to 71% and more specifically, in the same year, 31% of the group from 25 to 44 years-old bought food and groceries online (2020). So, after a work of redesigning, the online shop was completed with all products, each one with its corresponding information, different ways of payment for the customers to have more possibilities and incentives of free shipping inside Peninsular Spain when the order reached 45,00 €.

2.3.2 Social media

Social media is a part of what is called Web 2.0, a socializing and networking set of platforms available online through the "World Wide Web". These platforms give users the virtual place to communicate from one side of the world to another (Verean et al., 2013). Georgescu and Popescul explain how social media has become a way for companies to transfer knowledge, the most important asset, in a way that does not require the physical proximity between people, it is a non-expensive publicity and through the analysis of the followers and clients, the company can get to know them and interact with them, getting valuable information (2015).

In terms of social media, Suñer had presence in five platforms, Facebook, Instagram, Twitter, Google and TripAdvisor but the follow up was not being done and posts were published only in the first two platforms mentioned above. Consequently, it was decided that from all of them, Twitter was not the ideal social media to develop for the company; so, the account was

removed to focus on Instagram in first place and then Facebook. A calendar was made with posts created to reintroduce the company, the philosophy, the products and share content posted by the followers (Appendix 12). It was also used to promote sales of a special pack of combined products during the lockdown of Covid-19 pandemic. Regarding TripAdvisor the stickers to place in the company's shop were ordered and a strong visual link to Suñer's page in that platform was added to the website; it is truly necessary to increase the interaction of Suñer's visitors with TripAdvisor because currently there are only 4 opinions. Finally, the information in Google was also updated, since it is a reference website browser. It was strongly recommended to maintain these accounts active with constant posts that keep the brand in the followers' mind and to answer all of the comments received in the different accounts, in order to show appreciation to the followers and create a good communication with them.

2.4 Part 3: Promoting "Wine en Kayak"

"Wine en Kayak" is the star tour and the main source of visitors when it comes to tourism in Suñer. The comments received by the tourists after the tour are very positive 100% of the times.

After an online research, there is no other winery with this type of tour in Tarragona province, and there is only one sports company that provides this tour to three different wineries in Alt Empordà in the province of Girona (SK Kayak, n.d.), less than 50 kilometers away from the border with France and almost 300km away from Ginestar. This fact makes Suñer's Wine en Kayak even more unique in the region, opening up the opportunities to succeed with strategic negotiations.

The part number one of the strategy, that focuses on campsites, is planned to reach all type of public, but especially the Spanish market that showed to be predominant in the statistics. Thus, to reach a more international market, travel agencies and information offices were contacted to have an approach to external markets.

Travel agencies still represent an important share of the bookings for the different tourism products or services. According to Jet, in 2015, 34% of Millennials made a reservation with an offline travel agency (2017). This information is important because with the fast growth of the internet, there was a point where the future of the travel agencies was at risk and the assistance of a representative to reserve a product or service was more and more unnecessary. So, changes had to be implemented to keep up with the continuous increase of the information and communication technologies (ICT), and those agencies that have managed to become a combined travel agency (traditional and online) have been able to stay

in the market and even show a positive behavior (Lacalle *et al.*, 2013). These, and purely online are the examples of travel agencies of interest to introduce the “Wine en Kayak” experience.

Currently Suñer is part of the offer of some agencies; Enoguia, a printed and online guide of wineries in Tarragona; Avintura’t, an online platform that provides varied experiences for the wine tourist (Avintura’t Enoturisme, n.d.); and Fent país, a website that offers several types of activities all across Catalonia (Fent país, n.d.). These three companies target the Catalan and Spanish audience only. So, to approach the desired international tourists, three new contacts have been made:

El Brogit Guiatges: this is an online travel agency and hiking company, specialized in active, cultural and wine tourism in Catalonia. This business has been working for over 12 years now, it started with tour operators but it became a travel agency on its own in 2013. It works mostly with international tourists from USA, United Kingdom and northern Europe (M. Omella, personal communication, May 13th, 2020). Currently El Brogit Guiatges offers different possibilities of wine and olive oil tasting in the regions of Priorat and Terra Alta (El Brogit Guiatges, n.d.), but there was no similar product to the Wine en Kayak, therefore now that it will be included in El Brogit Guiatges options, it will become the only product in its category.

Tez Tour / Neo Travel: this tour operator has worked for more than 25 years organizing trips and tours for travelers from the Commonwealth of Independent States, formed by Russia, Ukraine, Belarus, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan, Armenia, Azerbaijan, Moldavia, and Georgia (Ministerio de Industria, Comercio y Turismo. n.d.) and Eastern European countries. Part of the work this agency does, is creating incentive trips for its clients that include the Ebre region (Y. Britskaya personal communication, April 3rd, 2020), and here is where Suñer’s activities will enter, becoming a new alternative for their groups. The tours proposal (Appendix 13) was sent and a meeting will be held plus a visit to the winery for the agency to get to know the products and agree the final terms of the commercial relationship.

Also, the government tourist information offices were included in this section, even though they are not considered as travel agencies, but they certainly are a highly important source of information for foreign tourists. The Catalan Tourism Agency was contacted to obtain the requirements and procedures to have information of Suñer’s experiences available in their tourism offices. According to Mr. Carles Masó, head of the agency for Tarragona and Reus airport, Suñer will be informed about guidelines as soon as the operation of the offices is reestablished, by the time this research was completed, there was no fixed date to reopen the offices since new protocols must be created to implement after the pandemic.

2.5 Part 4: Increasing presence in wine bars and restaurants

This part of the strategy was thought to reinforce the sales of wine in the On-Trade market. Currently Suñer sells its wines only within Catalonia, mostly in Tarragona city and Ribera d'Ebre.

The plan consists in strengthening the winery's presence in wine bars, restaurants and wine shops that are already customers, and two types of actions will be implemented to achieve this. First, and with the help of Instagram, a series of stories will be posted where photographs of Suñer's wines will be captured in each one of the On-Trade establishments, they can be in hands of the owner, in front of the façade, or in a particular spot of the place, for the clients to know where to find the wines. These stories will include a tag of the establishment's Instagram as cross promotion, so it reaches the followers of both companies. Taking into account that Instagram stories last only for 24 hours, they will be highlighted for the follower to have permanent access to them in Suñer's profile.

The following action will be to schedule wine tastings and/or pairings in specific establishments, chosen based on whether they make regular orders, or places Suñer is interested in increasing the sales. There will be one activity held every 2 weeks.

This part of the strategy could not be executed, due to all of these businesses' establishments mentioned above, were forced to close for the pandemic. It will be implemented once they go back to a more regular operation.

2.6 Part 5: Renovating Suñer's internal resources

Besides all the work that was being organized to improve the coverage of the wine and tourism activities in Suñer, there was an existing need to rearrange basic details inside the company.

2.6.1 Tourism offer

The tours offered in the company were not properly established. According to the old version of the website, visitors had three options for wine related tours. First, there was the option of taking a walk in the vineyards, the cellar and taste all wines for 5,00 € or, a harvesting experience for 10,00 €; but clearly none of the prices reflected the real value received by the tourist, this had to be changed. It was decided to offer only one wine experience including the walk in the vineyard, the cellar and 5 wines for 10,00 € per adult and 3,00 € per person younger than 18 years-old with tasting of ecologic grape must. The length of this tour is approximately 2 hours, available all year long.

The “Wine en Kayak” activity was the most structured tour available. This one, as it is organized along with a sports agency, was kept the way it is and, as it is an outdoor and weather dependent activity, it is only arranged between the months of March and October. The relation price-quality of this tour is tremendous, the price is 35,00 € per adult, 23,00 € per person younger than 18 years-old and 3,00 € per kid younger than 8 years-old, with the possibility of group discount when there are more than 8 adults. This price includes the materials for the kayak navigation (safety briefing, guide, vest and single, double, triple or quadruple kayak with paddles), tasting of 4 wines by the river and tasting of 3 wines in the cellar paired with snacks. The length of this experience is around 4 hours.

Then, there was also a cooking workshop of traditional local food that was performed only once a year, specifically for a local artisan fair in the month of September. Now it will be done once a month from October to March to fight against seasonality and will be available to schedule for groups as a private workshop. The advertising of each month's workshop will be implemented through social media and the price depends on the menu to prepare, but there is a base of 35,00 € per person. It includes the preparation of different dishes and at the end, the group enjoys the food prepared, paired with Suñer wines.

And considering that the olive oil is such an important product for Suñer, an olive oil experience was created and with it, the possibility of offering an alternative experience to wine. This 2-hours tour includes a walk in the olive tree plantation, the olive oil mill and tasting of 4 different olive oils for 10,00 €.

It is important to mention that all tours' prices remain very accessible, but it has proven that when the price of the tour is low, tourists are willing to spend more money on products, which is the goal.

2.6.2 Wine shop

The wine shop needed some adjustments and general cleaning. Apart from Suñer's wines, olive oils and olives; in the shop there are available grape-based cosmetics and Cava wine from a friend of the owner, but all products were mixed up in the shelf, making it harder to look for a specific item. In order to create a more pleasant environment for the customer, it was important that the place looked tidy and with full availability of the company's products. Also, it was key that the most important merchandise was placed in the shelf at the eye level of the client, because it is known in the marketing world that this level is the one that receives more attention from the customer, consequently higher sales from those products. In this case, the wines were placed in that spot. All products were organized by category, giving always Suñer's products more importance than outside products. (Appendix 14).

2.6.3 Tasting room

Due to the fact that tourism has not been widely developed in the company, there is no space destined to welcome tourists yet, and currently visitors' tastings are performed inside the winery. Even though for the visitors it becomes a magic and charming area to have the tasting, surrounded by barrels and tanks; in terms of logistics is not convenient at all, since the table, chairs and other materials must be set up and removed every time and if the tour takes place during harvest season, the tasting must be moved to another area. For this reason, it was suggested to Suñer that one space should be destined to receive visitors with its appropriate set up and all materials needed for any of the experiences offered. Fortunately, there is one room right in front of the winery that was used as a store room for machinery and other harvesting tools. It was decided this place was suitable for the tasting room and it was cleared to start working on its renovation. (Appendix 15). However, the room needs several works on its structure, lightning, the creation of a restroom for visitors, all the necessary equipment and tools. This space is meant to host up to 20 visitors, where all of them can sit around a long rectangular table. The place will be equipped with glasses, spittoons, blue olive oils tasting cups, plates, etc. The investment for this project is approximately 7.000,00 €

2.6.4 Incorporation of Cal Pubill Guest House to the Tarragona Convention Bureau

The MICE (meetings, incentives, conferences and exhibitions) tourism has become the ultimate target for destinations. According to the ICCA report (International Congress and Convention Association), released in 2019, the number of international meetings has doubled its number every 10 years since 1963 (p. 5).

In 2019, Spain held the 4th position of the total number of meetings and congresses in the world and Barcelona and Madrid held the 4th and 5th position respectively as the cities of the globe where more congresses take place (ICCA, 2020). Although this information covers a statistic at a very large scale, it shows that this segment is worth looking for.

Even with a small capacity, Suñer can offer a whole package to provide services for MICE. This sector, as the name suggests, combines businesses with incentives, and according to the Spain Convention Bureau (2020), wineries are the new trend for incentive trips, due to the energizing power that the environment of a winery and the rural scenario have in people. Taking advantage of this is why it has been considered that summing Cal Pubill, as accommodation and meeting facility; plus the tourism activities with wine and olive oil, can result in a perfect option for events for groups up to 15 people. A partnership with a catering service needs to be implemented to offer food in the guest house.

To achieve this, the TCB (Tarragona Convention Bureau) was contacted to include Suñer as a part of their proposals for MICE events and an agreement was set. It consists in having the information about Suñer available for no cost in the beginning; to evaluate if events are hired from this office and the commercial relationship is rewarding, then a membership can be contracted with a possible investment of 1080,00 € per year. The reason is that this institution is mostly contacted for events within the city of Tarragona. To cover a bigger area and include a Convention Bureau that comprises the inland, it is suggested to follow up with the request sent to the Costa Daurada Convention Bureau for the same purpose.

It is important to mention that for a medium term, the facilities will be upgraded. In the case of Cal Pubill, the construction of 4 extra bathrooms, to have each one of the bedrooms with its private bathroom. But there is also a new project the Suñer family is working on: they recently purchased a house in the center of the village, it is a big property that will become a set of 3 tourist apartments plus a big space in the lower floor that could become either a terrace with a restaurant or an event hall (Appendix 16). This would increase the offer for bigger MICE groups.

2.7 Other actions taken

2.7.1 Incorporation to “My Vintage” Project

My Vintage is a project created by David Getiser, a former Wintour student. It consists in providing customers the opportunity of creating their own wine without having a cellar. To explain it better, an example will be set with a woman. She will have a customized experience: through an interview she will describe what kind of wine she loves, reveal her favorite aromas and those ones that bring happy memories to her, all this, in order to find an ideal winery to make her dream come true.

The contract is done for a 3-year period and she would be part of the entire process in the vineyard and in the cellar, making important decisions such as what kind of yeast, variety blend, barrel, aging time, packaging, etc. By that moment she will have received an introduction to winemaking so she can understand the processes performed. The first year involves all the vineyard preparation and winemaking; the second year, aging and barrel tastings; and the third year, the bottling process. The idea is to create a personalized experience with her.

For the winery this represents a fix income of minimum 300 bottles for that hired harvest. The client makes an investment that covers the entire process, except packaging if she wants a different one from the one used in the winery and the cellar space if the bottles are kept in the winery for longer time.

This wine; even though, will only be produced once, will have all the legalities from the D.O.

In terms of tourism, this represents a completely different proposal for the winery as it guarantees the selling of a wine barrel. It is a project targeted to an exclusive and high-end sector, that will form its clientele by word of mouth.

David, as the head of this innovative project will be the one suggesting Suñer as an option of winery whenever he runs into clients looking for a wine profile and environment that matches Suñer. (D. Getiser, personal communication, May 5th, 2020). The negotiation has started but it will be completed with a meeting in person to arrange the details of the partnership.

3. RESULTS AND DISCUSSION

“Visibility”, this is the word that integrates the goals of this project and through the completion of this practical internship from Mid-February to May; these are the results obtained and the proposals given to Suñer, for a posterior implementation and improvement of tourism.

The actions executed so far to put Suñer in the map, have shown positive outcomes that prove that the product is valuable, appreciated by the consumer and has potential of growth.

One of the key aspects that brought new business opportunities to the company was the work done with the website and social media. Thanks to a more continuous presence, two new importers from the United Kingdom have shown interest in the wines of Suñer and negotiations have started, one of them specifically already made an order of wine, vermouth and olive oil to distribute in London, their names remain confidential as deals are in progress. Also, one of the weaknesses mentioned in the SWOT of not having a place in the city of Barcelona where we wines were sold was mitigated. Suñer has started a commercial relationship with Wines and Copas, a wine shop with a great location near the Sagrada Familia Church in the city of Barcelona that will help marketing the wines in the northern part of Catalonia, along with a small company called Vinamera that does distribution in the area of Sabadell in the province of Barcelona, approximately 25 kilometers north from downtown.

One of the main reasons why this achievement is important, is because according to the statistics of Instagram, Suñer’s followers are mainly located in Barcelona (16%). This way, having a commercial partner in that area give Suñer the opportunity to have an easier approach to them through the organization of special events.

Continuing with social media, the statistics indicate that the number of followers has increased in both accounts from late February to late May. Facebook went from 738 to 758, a growth of

3% and Instagram went from 622 to 717, for a growth of 15% (Figure 1). These numbers might not sound as big figures, but with the constant effort and follow up, this raise can be regular.

An interesting fact is that Instagram proved to be more responding than Facebook as it was noticed that interactions in the posts were more present in Instagram with reactions, likes and comments. Facebook on the other side, did not show that level of interchange of communication even though the posts were the same.

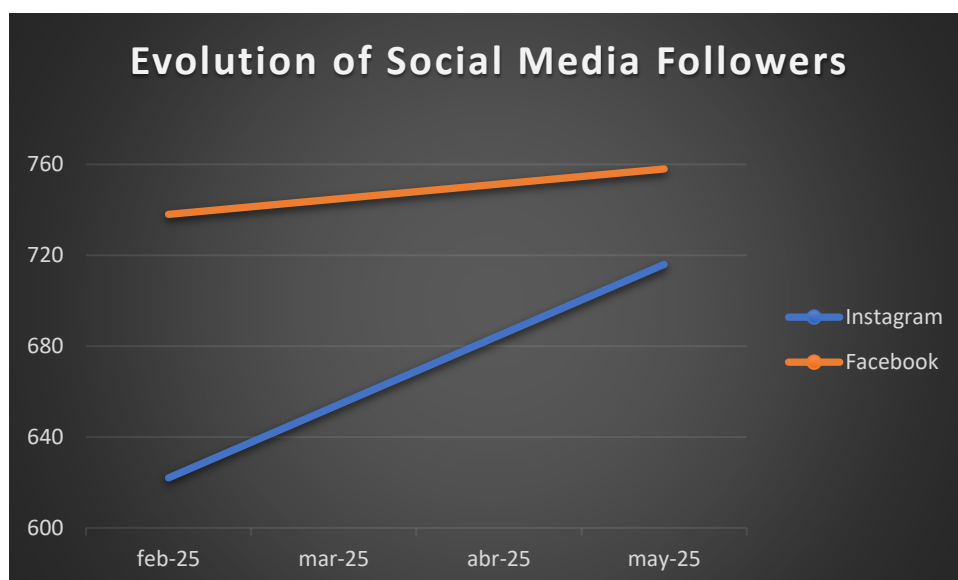


Figure 1. Evolution of social media followers. Source: Instagram and Facebook accounts of Vins i Olis Suñer. Figures expressed in number of people.

Regarding the place of residence of the Instagram audience, 86% correspond to Spain, 2% to USA, 2% to Costa Rica, 1% to France and less than 1% to Italy. The city with the highest number of followers is Barcelona, followed by Tarragona, Ginestar, Reus and Miravet respectively, all these cities located in Catalonia.

The Instagram audience is concentrated in two main age groups, 25 to 34 and 35 to 44, 33% each group, and from the total, 51% are woman and 49% are male. This data shows a target of interest and gender equality. (Appendix 17)

Another positive outcome was the improvement of the website, there have been complements towards the new design and the company has already received orders made through the online shop.

In order to have newly print media to deliver in campsites and tourist information offices, a new brochure was designed with the reformulated tourism offer available in Catalan and English. Also, the business card was completed with important information such as address and social media accounts. For special events a new roll-up banner was designed as well, with the current logo and more modern pictures. (Appendix 18).

The following activities are recommended to be performed:

- Register number of visitors and their place of origin.
- Continue to track the income for tours and sales to final consumer.
- Regular follow up of all social media accounts.
- Execution of wine tastings programmed before the pandemic and inclusion of new ones.
- Visits to camping sites to offer Suñer's tourism activities and brochures.
- Delivery of brochures in the Catalan Tourism Agency's information offices.
- Settlement with the Costa Daurada Convention Bureau.
- Execution of the Wine en Kayak fam tour for representatives of new and current companies working with Suñer, such as travel agencies (El Brogit Giatgues, Tez Tour/Neo Travel, Enoguia, Avintura't, Fent pais), restaurant or wine shop owners (Wines and Copas) and distributors as a reintroduction of the tour.
- Tasting room set up.

3.1 Effects and measures of the COVID-19 pandemic

A situation without precedents took place during the internship and the execution of the project at Vins i Olis Suñer. The spread of Covid-19 changed the whole planning intended to be carried out from February to May.

One of the goals of the internship was to perform several activities involving visitors and company clients. Some of the activities planned were:

- The implementation of a Wine en Kayak calendar
- The Wine en Kayak "fam tour", it was going to take place in late May.
- Wine tastings and pairings scheduled in wine bars.
- The Instagram cross promotion campaign with bars and restaurants.

And other activities already planned by the company like:

- Tasting for an enology class of the Municipality.
- Participation in special events like Tarragona Wine Fair, scheduled to be held in June; and "Galeria de Macabeus", which was an event organized by the D.O for professionals, where a project of different Macabeo from Ribera d'Ebre was going to be exposed, it was going to take place in April.

Unfortunately, none of the activities mentioned above could be performed, they will be re-scheduled, some of them for October and the others as soon as the authorities and circumstances allow it.

Being in a state of alarm situation, where restaurants and bars were closed and people secluded in their houses, certainly decreased the normal level of sales in the company for both products, wine and olive oil. Therefore, to counteract some of the incoming money loss, a new mixed product, targeted to final consumer was created: the “Quarantine Pack”. It consisted in the purchase of minimum 6 products where the client could combine bottles of wine, olive oil and vermouth as pleased and this package was delivered home free of shipping charges. It turned out to be a successful bet for having free shipping and the simple detail of letting the people decide what they wanted to buy; and this showed interesting outcomes that will be analyzed later on.

Another attempt to be present in social media, taking advantage that many people were home and connected to the internet, was the staging of “Instagram Lives”. The one live done was transmitted on April 9th and the topic was a conversation / interview between the author of this project and the enologist; the live was called “The Secrets of Acàcia”, where very interesting facts about this wine were going to be discussed plus a tasting of the wine. Sadly, there were connection issues throughout the entire transmission that were out of the winery’s control, hindering the possibility of making more quality approaches to the followers in this specific way.

3.2 Analysis of wine sales

One of the main purposes of the internship at an internal level, was to start accounting the information and revenue of the different tourism activities and sales to final consumers; this included tours, shop-walk-in-customers and fairs, this information had not been recorded yet. The aim was to analyze this data and based on it, make decisions in the near future about marketing actions with strong foundations, in order to get the best ROI out of them.

By the end of the internship this was only possible with the sales from the “quarantine pack” and a few sales done in the shop. These are the results.

Some facts to take into account are:

- The Quarantine Pack, as mentioned before gave the consumer the opportunity to choose the products to buy with total freedom, unlike other packages in the market that were preset in advance.
- The two emblematic wines of Suñer are the Macabeu de Ginestar and the red Merlot, that is the reason why the production is higher in these two wines.
- The percentages shown here, only considered the sales of wine (no olive oil nor vermouth).

The three best-selling wines were Acàcia (white) with 21%, the red Merlot with 24% and Moska Negra with 18% (red). From this data it can be said that price was not an influential factor, due to the prices of these three wines are in the highest price range; on the contrary, the wines with the lower price (Macabeu de Ginestar and the Merlot Rosé) only represented 13% and 9% of the sales respectively (Table 8).

Table 8. Suñer's wine sales to final consumer from March to May 2020				
Product	Price	% of sales per product	Production quantity	% of annual production
Macabeu de Ginestar	5,00 €	13%	2 000	19.7%
Acàcia	8,50 €	21%	800	7.9%
Eclipsi	9,50 €	14%	360	3.5%
Merlot Rosé	6,50 €	9%	1 000	9.8%
Red Merlot	7,00 €	24%	4 000	39.4%
Moska Negra	9,50 €	18%	2 000	19.7%
Source: information gathered from the sales of Vins i Olis Suñer by the author. Production quantity expressed in number of bottles.				

The Acàcia wine; as one of the favorite wines for the audience, is the second lowest in production, the reason is the limited amount of acacia barrels the winery has. But, could it be possible that investing in at least one more acacia barrel to increase the production, the sales could increase as well?

Even though, the wine Macabeu de Ginestar is the emblematic white wine of the winery and additionally, it has the lowest price; consumers did not ask for it that much, it was one of the wines with the lowest sales. This is reinforced with the fact that the Rosé was not included in the publicity of the "Quarantine Pack", but still, people who knew about the existence of the Rosé, ordered it almost as much as the Macabeu. Knowing this, should it be reconsidered having one of the highest productions destined to a wine that shows this type of results?

When digging deeper and analyzing 2019, a year that went by with a "normal operation"; the total sales including distributors, restaurants, wine shops and final consumer showed the following results. From the total number of wines sold, the percentages from Macabeu de Ginestar and Acàcia were very similar, 13% and 12% respectively (Table 9) but it must be considered that the production of the first one is quite higher than the second one and according to the costs, production, characteristics and prices, these wines are intended to target different buyers, so this raises another question: is the sales strategy being the same for both wines? and, also the fact that the final consumer likes more the Acàcia is not being taken into account?

The red Merlot in the other end, has the predominance in sales with 44% of the total wines sold in 2019, this justifies the high production of this wine and confirms that consumers like it.

Clearly, to answer these questions, a broader amount of information must be considered, changes in the production as suggested before, cannot be done with a base of three months or a year, but it should be the start of an inquiry. And the urgency to draw a specific sales strategy is clear.

Table 9. Percentages per type of wine from total sales 2019	
Wine	Percentage
Macabeu de Ginestar	13%
Acàcia	12%
Eclipsi	10%
Rosé	9%
Red Merlot	44%
Moska Negra	12%
Total	100%
Source: Vins i Olis Suñer's sales record	

It is strongly recommended for the company to keep a detailed track on the sales to be able to analyze this data with greater depth and clearer detail.

4. CONCLUSION

Vins i Olis Suñer is a small company filled with potential, and this project presented to improve its tourism is only a sample of many ideas that can be implemented. Having not only quality products such as wine and olive oil, but also a unique setting for tourism products and accommodation facilities, is a great opportunity to grow as a unit. Along the suggestions made by the author of this master thesis, a solid sales strategy is key to take this business to a next level in an organized and polished way. In such a short time of internship a considerable number of areas of improvement appeared and there is only one path to success, to go forward little by little filling those empty spaces that will complete the puzzle.

5. ACKNOWLEDGMENTS

After a two-year adventure culminating with the presentation of this master thesis, I would like to thank first of all my family, whose love and encouragement were essential for me. Also, my sincere gratitude to the Suñer Family, for making me feel so welcome, and for trusting me to develop this project, especially to Josep Suñer that stood by me all the way backing up my ideas. I would also like to thank Josep Llauradó, my academic supervisor for his constant support. Finally, to all my professors from Universitat Rovira i Virgili, Université de Bordeaux and Universidade do Porto for all the knowledge shared during this time.

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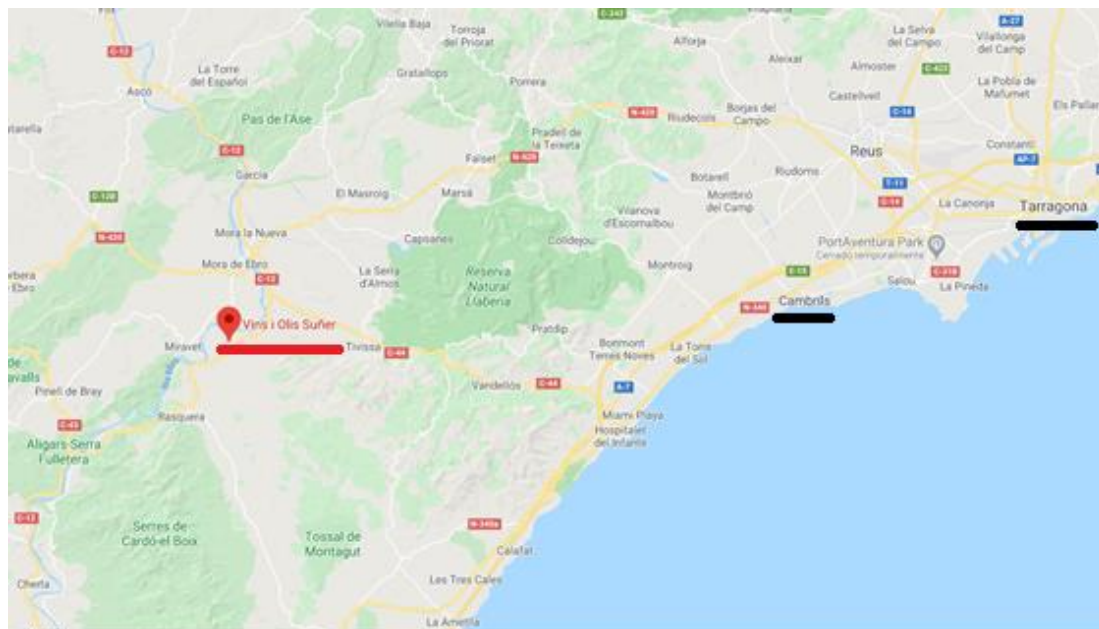
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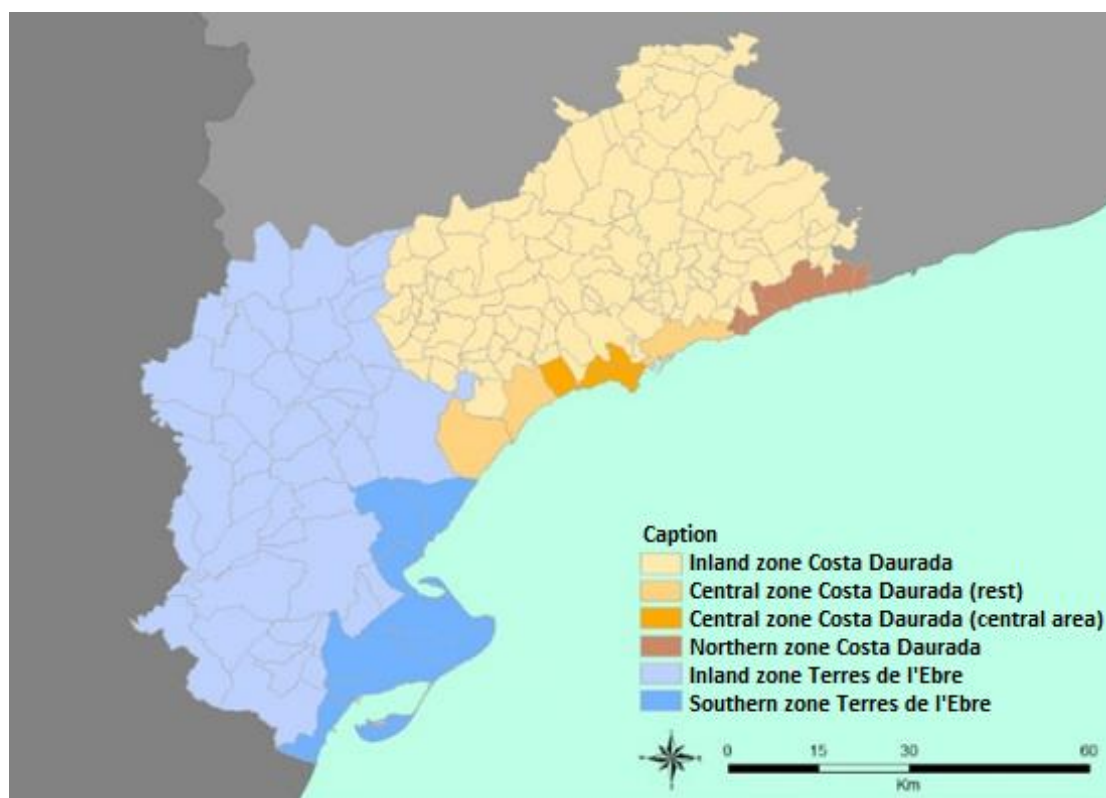
ANNEXES AND APPENDICES

Annex 1. Vins i Olis Suñer location



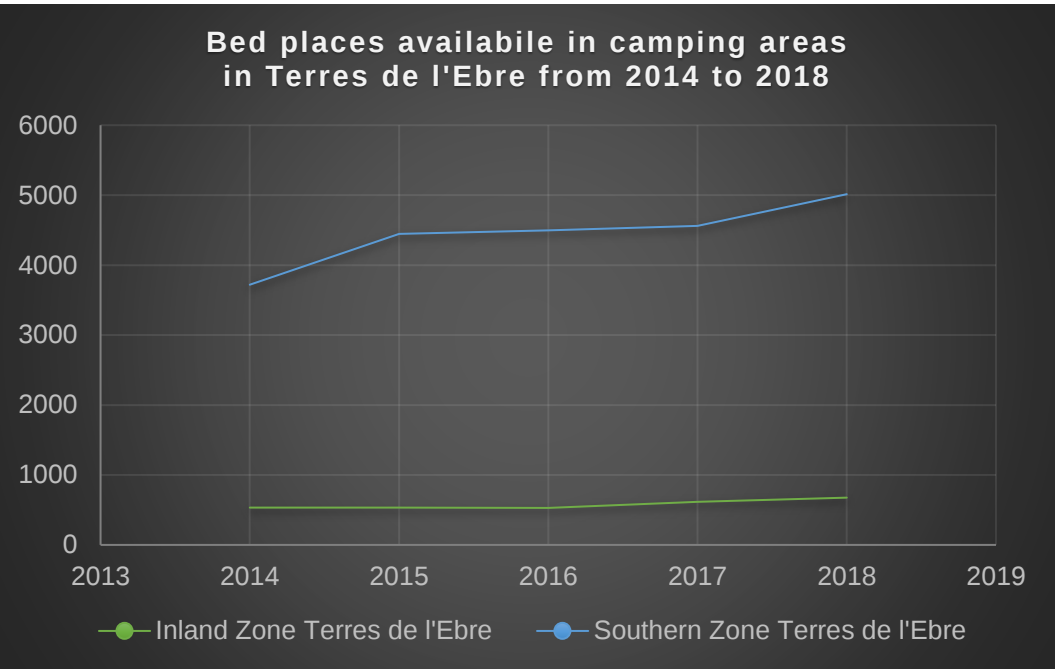
Source: Google Maps

Annex 2. Zoning map of Tourism Open Knowledge system



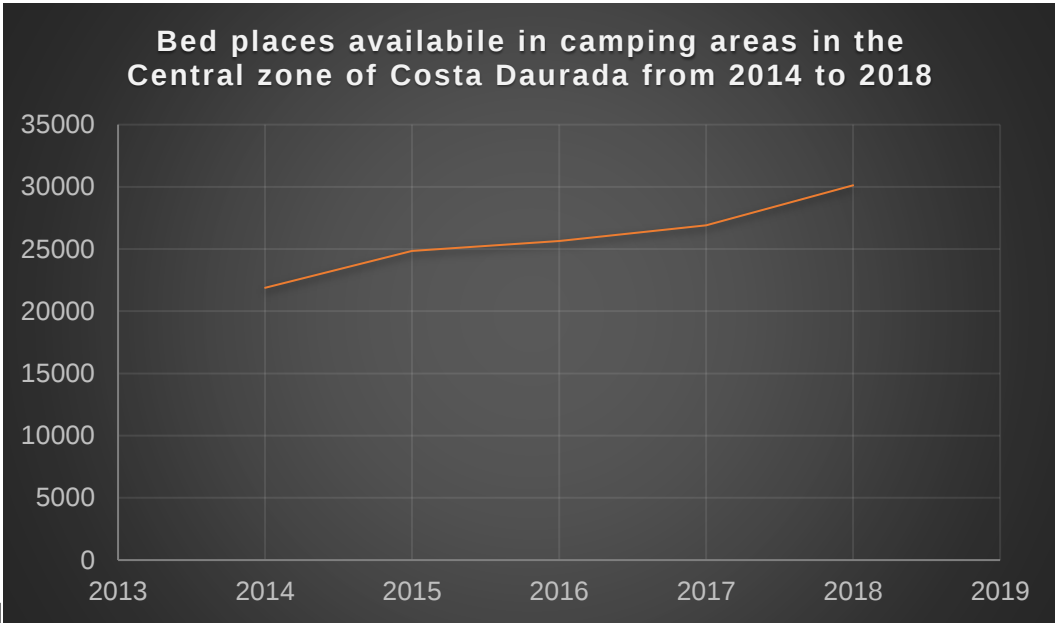
Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia

Appendix 1. Bed places available in camping areas in Terres de l'Ebre from 2014 to 2018.



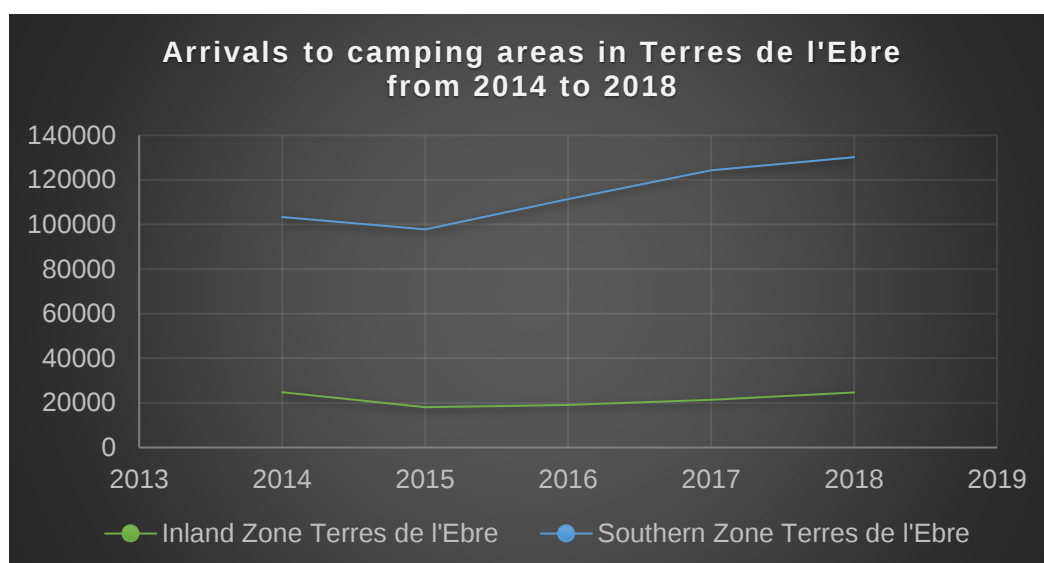
Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.

Appendix 2. Bed places available in camping areas in the Central zone of Costa Daurada from 2014 to 2018.



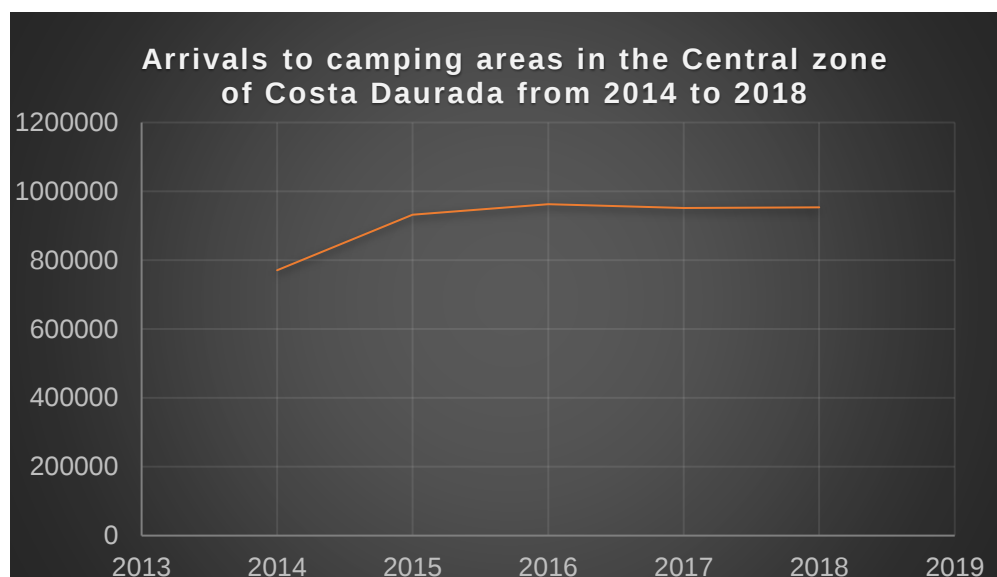
Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.

Appendix 3. Arrivals to camping areas in Terres de l'Ebre from 2014 to 2018.



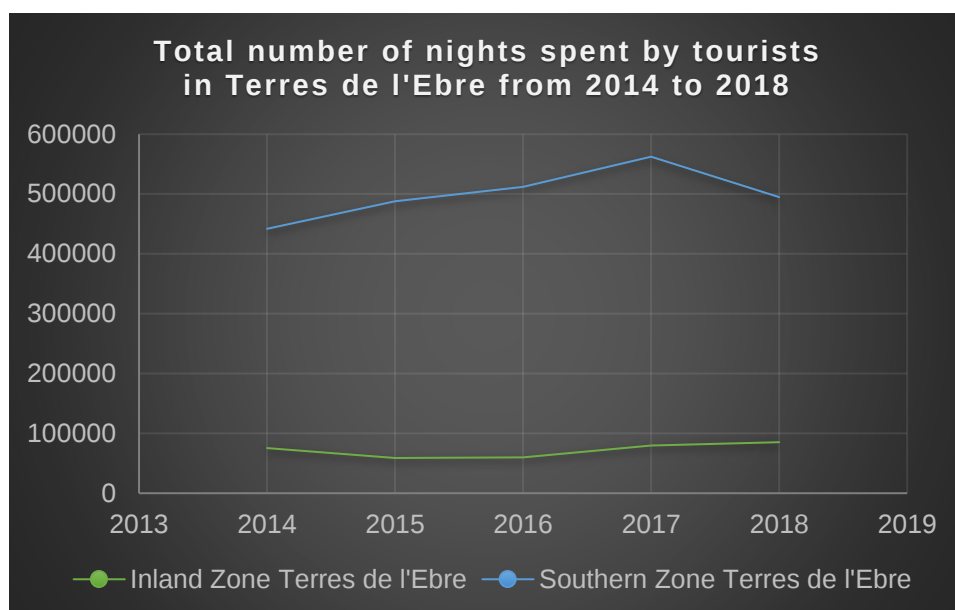
Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.
Figures expressed in number of people.

Appendix 4. Arrivals to camping areas in the Central zone of Costa Daurada from 2014 to 2018.



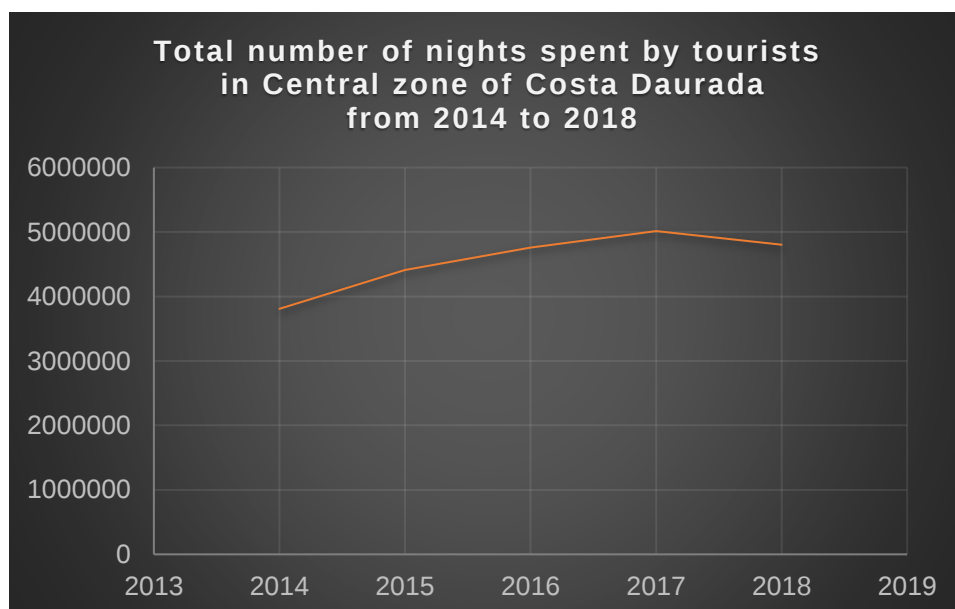
Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.
Figures expressed in number of people.

Appendix 5. Total nights spent by tourists in Terres de l'Ebre from 2014 to 2018.



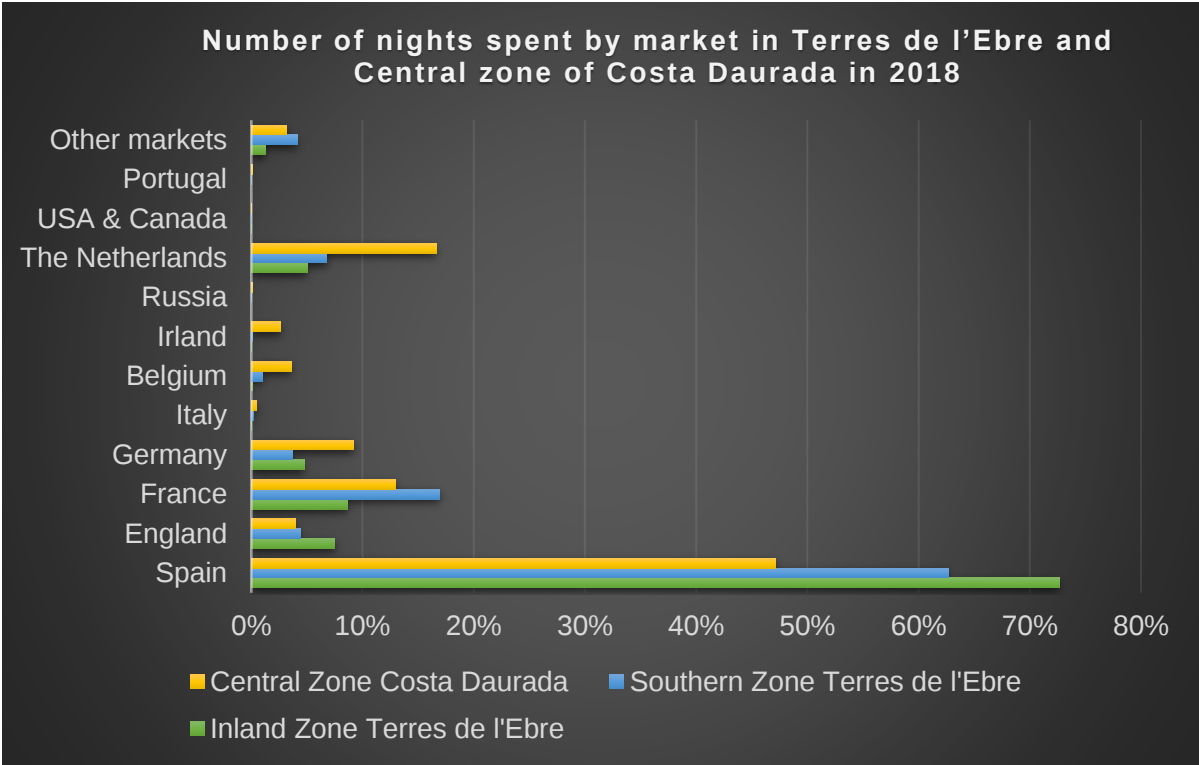
Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.

Appendix 6. Total nights spent by tourists in the Central zone of Costa Daurada from 2014 to 2018.



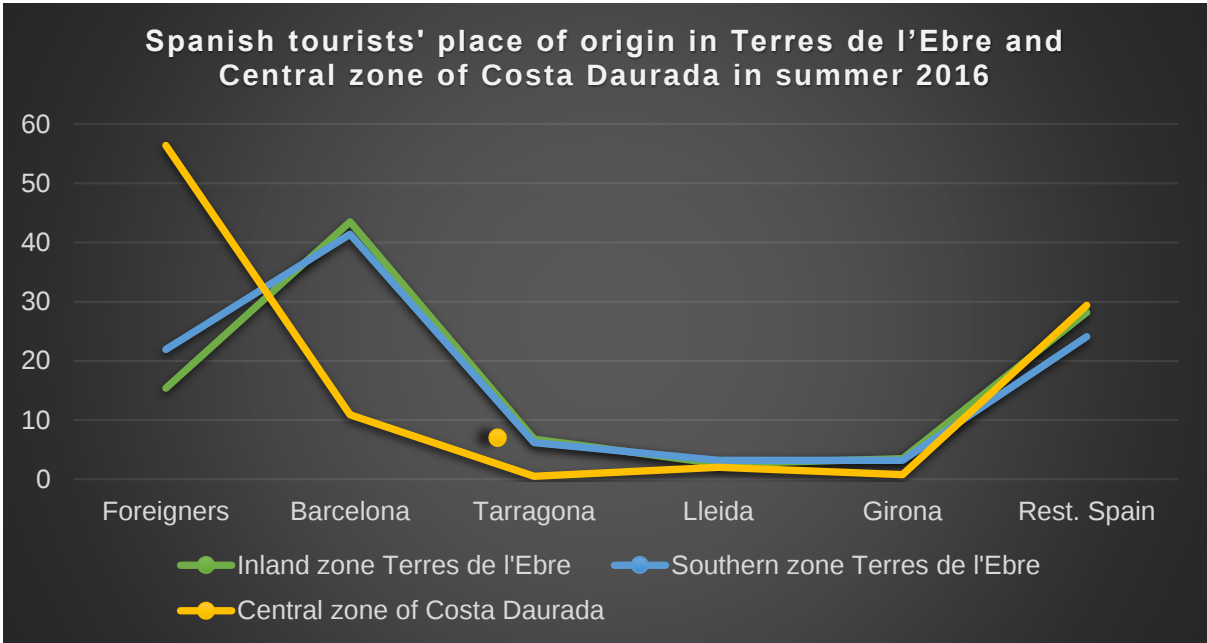
Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.

Appendix 7. Nights spent by market in Terres de l'Ebre and the Central zone of Costa Daurada in 2018.



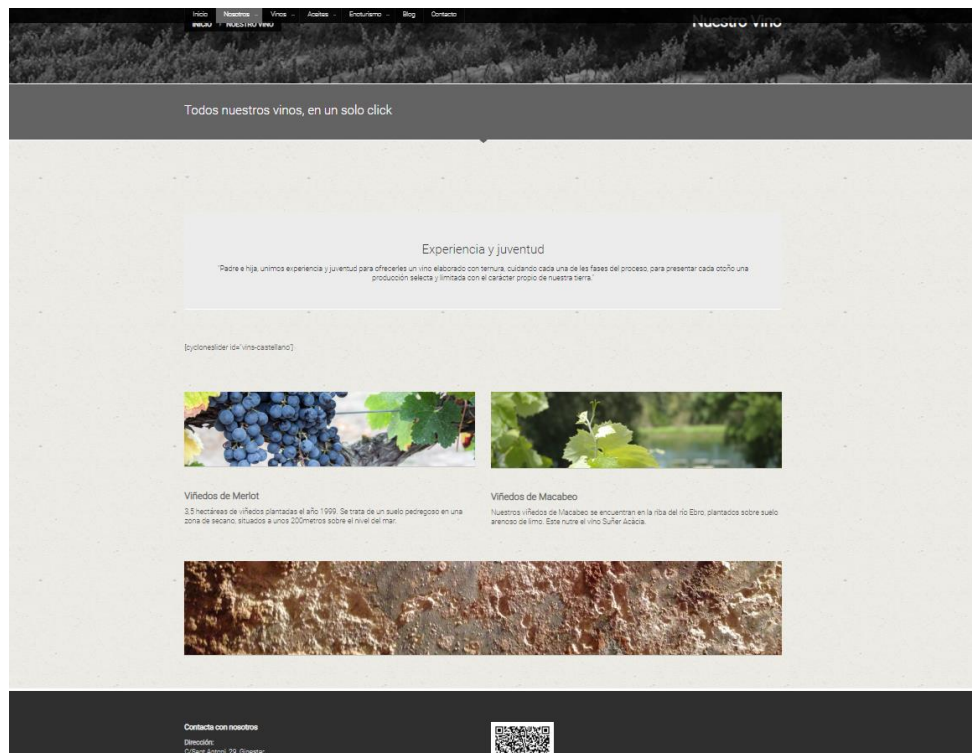
Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.

Appendix 8. Spanish tourists' place of origin in Terres de l'Ebre and Central zone of Costa Daurada in summer 2016

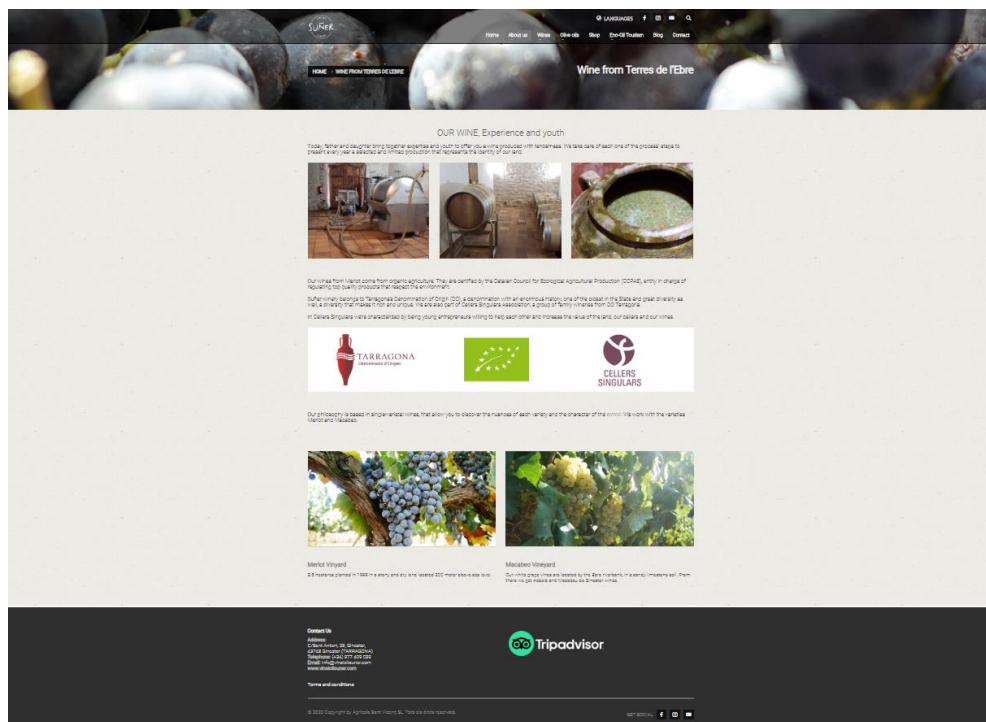


Source: Scientific and Technologic Park of Tourism and Leisure of Catalonia.

Appendix 9. Sample of web page: old (upper) versus new (lower) #1

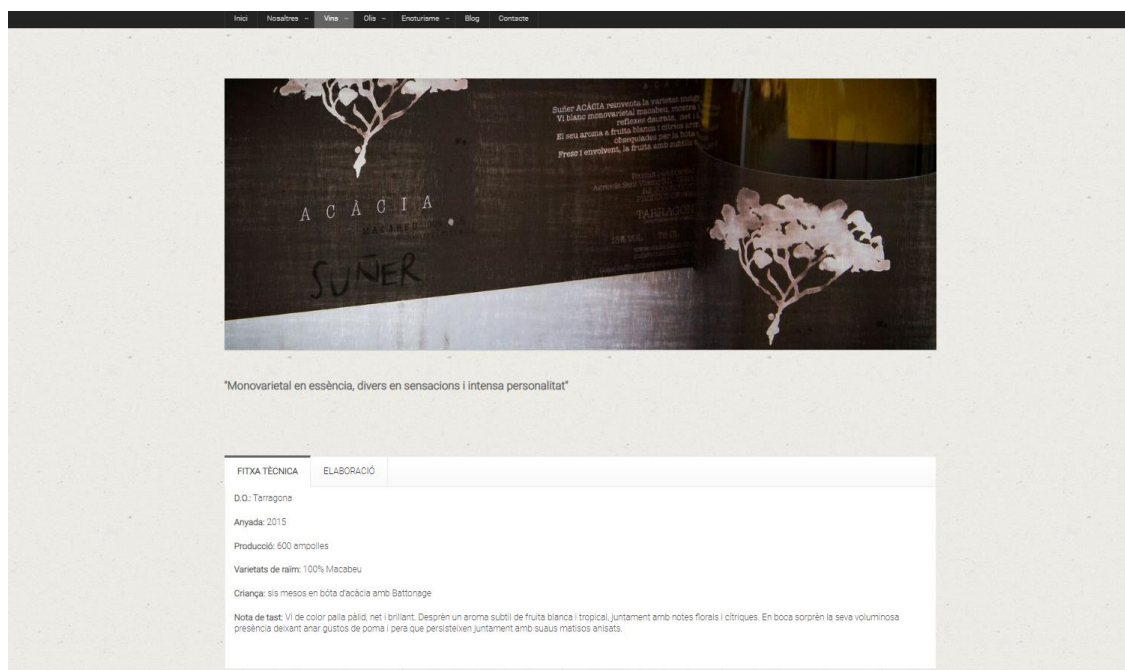


Source: www.vinsiolisuner.com

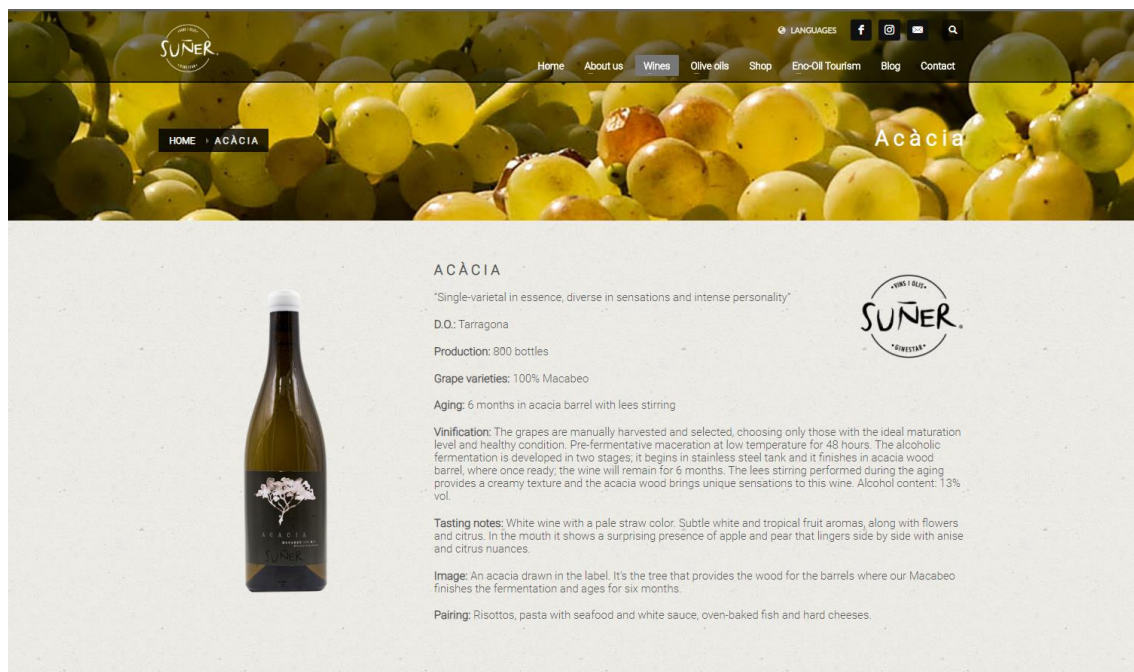


Source: www.vinsiolisuner.com

Appendix 10. Sample of web page: old (upper) versus new (lower) #2

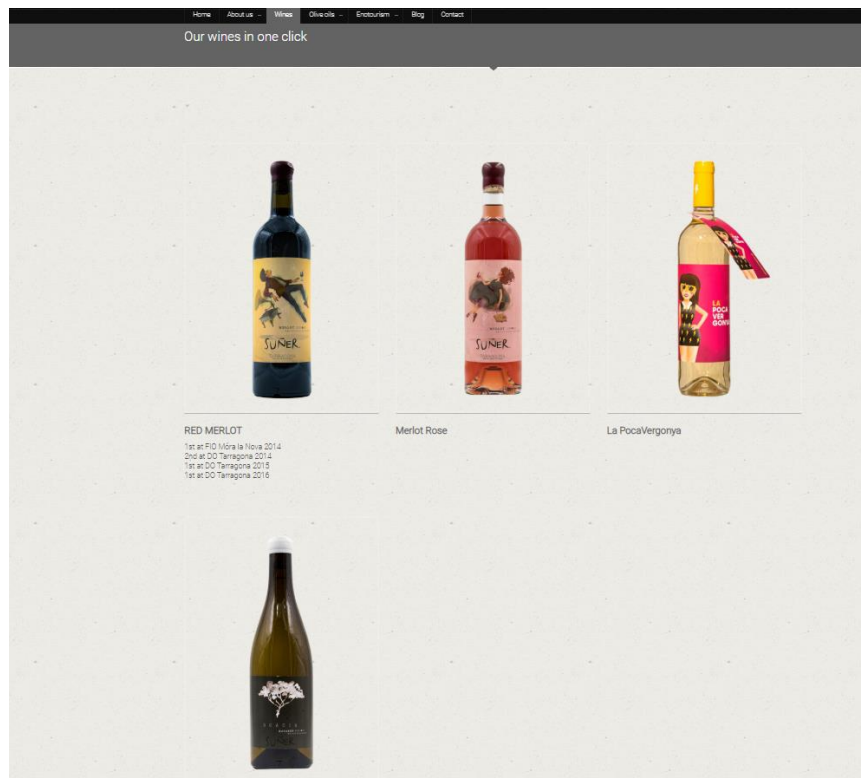


Source: www.vinsiolisuner.com

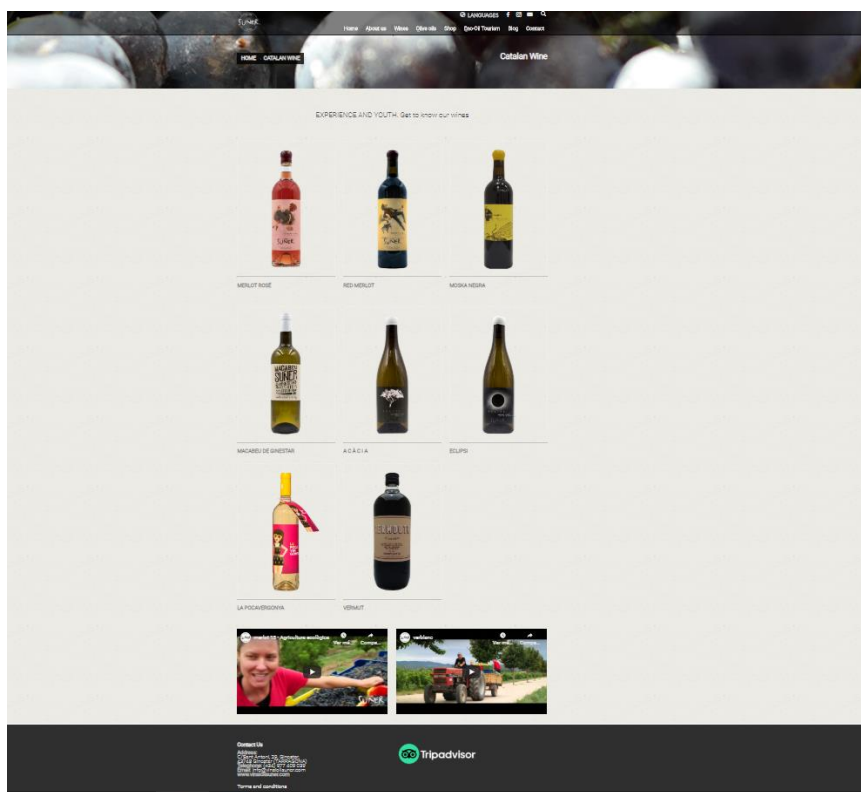


Source: www.vinsiolisuner.com

Appendix 11. Sample of web page: old (upper) versus new (lower) #3



Source: www.vinsiolisuner.com



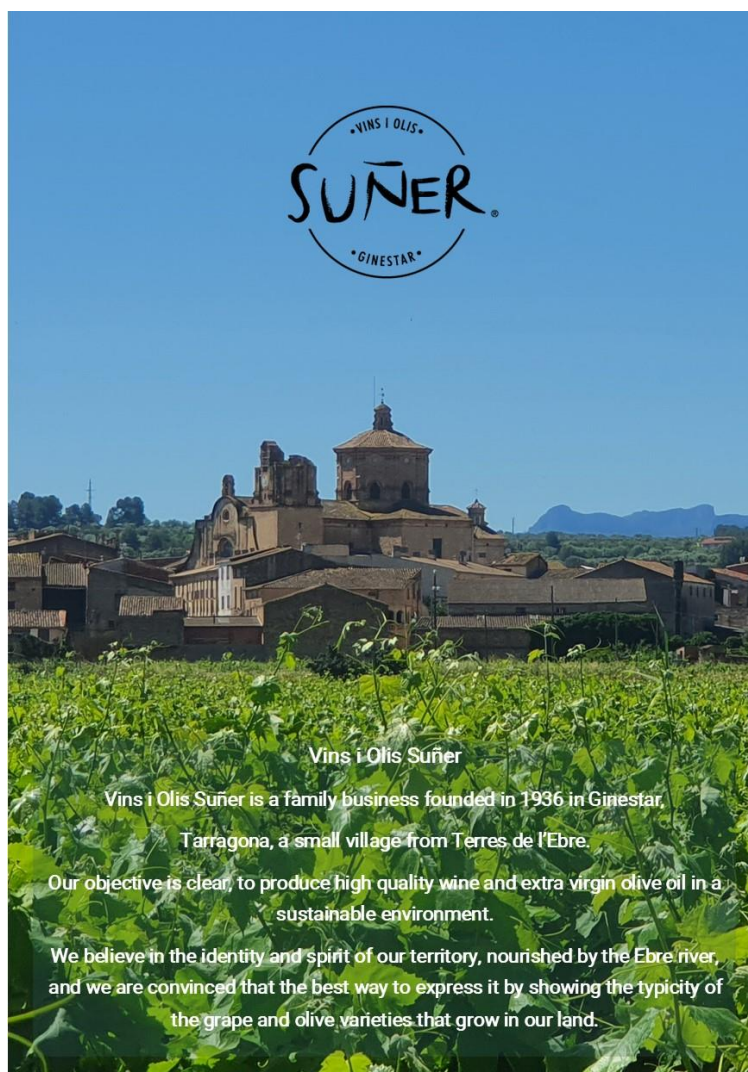
Source: www.vinsiolisuner.com

Appendix 12. Sample of calendar for social media's post

Calendar Today < > March 2020						
MON 24	TUE 25	WED 26	THU 27	FRI 28	SAT 29	SUN Mar 1
 17:00 program posts wine en lu						
2	3	4	5	6	7	8
17:00 Suñer's Philosophy		17:30 Story about upcoming post	17:00 Post Vi Negra			17:00 Post Vi Rosat
9	10	11	12	13	14	15
		17:00 Post Acacia		17:00 Post Moska Negra		
16	17	18	19	20	21	22
	17:00 Post Eclipse		16:30 Dia del Pare			17:00 Post Olis
23	24	25	26	27	28	29
	17:00 Post Arbequina		17:00 Post Fulla de Salze	17:30 Story about quarantine		
30	31	Apr 1	2	3	4	5
17:00 Post Oli Ecologico	10:00 Post Quarantine Pack	10:00 Story quarantine pack			10:00 Story about upcoming live	

Source: Google Calendar

Appendix 13. Suñer's information for travel agencies.



Wine production

Our bottled wine production is limited, our portfolio is formed by six wines from the varieties Macabeo, typical variety from Ribera d'Ebre and Merlot, as single-varietal wines. Here we express how varied the wines can be with different techniques of winemaking.

All of our wines from Merlot are certified ecologic by the Catalan Council for Ecological Agricultural Production (CCPAE). This institution regulates the products made under sustainable processes ensuring high quality.

Macabeu de Ginestar: this is the signature white wine, young and fresh 100% Macabeo from 60 years-old vines, very expressive and aromatic.

Acàcia: an aged wine made from old Macabeo vines. Part of the wine finishes the fermentation in acacia barrels, where it will spend up to 6 months aging. It has a different structure, aromas and more complexity.

Eclipsi: "blanc de noir" 100% Merlot, a wine that combines the complexity of a red wine and the creaminess of a white wine.

Rosé: 100% Merlot, very candied in the nose but still fresh in mouth.

Merlot: in the case of the reds, this is the signature, it's the most emblematic wine since the beginnings of the winery, it represents the true expression of the variety with a vivid color, fruity character and good structure.

Moska Negra: aged Merlot with a higher intensity, concentration and alcohol content, it ages 12 months in French oak and 6 months in bottle.



Wine tasting

It includes a visit to the vineyard, where we explain the characteristics of the soil and weather of the region. Then we visit the cellar to get to know our history, the philosophy and the steps to produce wine. The visit ends with a tasting of 5 of our wines with dried fruits. For the little ones we have ecologic grape must.

This activity can be done in Catalan, Spanish, English and French.

Duration: 2 hours.

Available all year long with reservation.

We can change or modify the activity if needed.

Price adults: 10€

Price younger than 18 years-old: 3€



Olive oil tasting

It includes a visit to the olive tree fields to discover the different varieties and the plantation methods we use. Then we visit the oil mill to get to know the steps to produce our extra virgin olive oil.

The visit ends with a tasting of 4 of our extra virgin olive oils. The guests will learn how to recognize the different characteristics of aroma and taste..

This activity can be done in Catalan, Spanish, English and French.

Duration: 2 hours.

Available all year long with reservation.

We can change or modify the activity if needed.

Price: 10€



Traditional cooking workshop

Our visitors can learn and enjoy preparing the traditional dishes from Terres de l'Ebre cuisine in our cooking workshops. They take place once a month from October to March, for groups between 10 and 18 people, but we are happy to arrange it on a non-scheduled weekend for a special group.

This activity can be done in Catalan, Spanish, English and French.

Duration: 3 hours.

We can change or modify the activity if needed.

Price: TBA depending on the workshop but it goes around 35€/ person.



Cal Pubill Guest House

As part of our offer we suggest our visitors to stay in a manor house of the early XX century. Cal Pubill can accommodate up to 16 people in 8 rooms, it has 4 shared bathrooms and 7 different areas to relax. This house is also ideal for meetings, seminars, courses or private celebrations.



Tourism

These are the proposals we have created for our visitors.

Wine en Kayak

A tour to combine nature and wine. It includes an expedition of the Ebre river by kayak from Mora La Nova's pier to Ginestar's pier in approximately 1 ½ hour, followed by a visit to the vineyard and tasting of white wines in an outdoor setting. To finish, the tasting of reds takes place in the cellar, paired with the traditional "clotxa", typical dish from the region. Available from March to October.

This activity can be done in Catalan, Spanish, English and French.

Duration: Approximately 4 hours.

Material: we suggest close-fitting shoes for the kayak and sport shoes for the vineyard and cellar. The kayak company provides all the necessary materials for the activity.

Prices: Groups up to 8: 35€/person

Groups 9 to 15: 31€/person

Groups 16 to 21: 27.5€/person

Minors up to 18 years-old: 23€/person

Minors up to 8 years-old: 3€/person



Olive oil production

We produce extra virgin olive oil from the traditional varieties of Ribera d'Ebre, Arbequina, Fulla de Salze and Empeltre, our olive oils are certified by the Catalan Council for Ecological Agricultural Production (CCPAE) as well.

Arbequina

Balanced oil, characterized for being soft and fruity with sweet notes, no spiciness nor astringency.

Fulla de Salze

Autochthonous variety from Ribera d'Ebre region. The oil is very aromatic and flavorful with hints of menthol, fruits and an elegant balance between bitterness and spiciness.

Empeltre

Traditional olive from the region, with hints of almond, fruits and a soft structure.



For more information please contact us:

Telephone: +34 977 409 039 / +34 626 676 608

Email: info@vinsiolisuner.com

www.vinsiolisuner.com



Appendix 14. Before (upper) and after (lower) of the wine shop.



Appendix 15. Space destined for visitors' tasting room and possible layout

Room cleared to be renovated as a tasting room



Possible layout for the tasting room



Design and source: <https://www.homestyler.com/int/>



Design and source: <https://www.homestyler.com/int/>

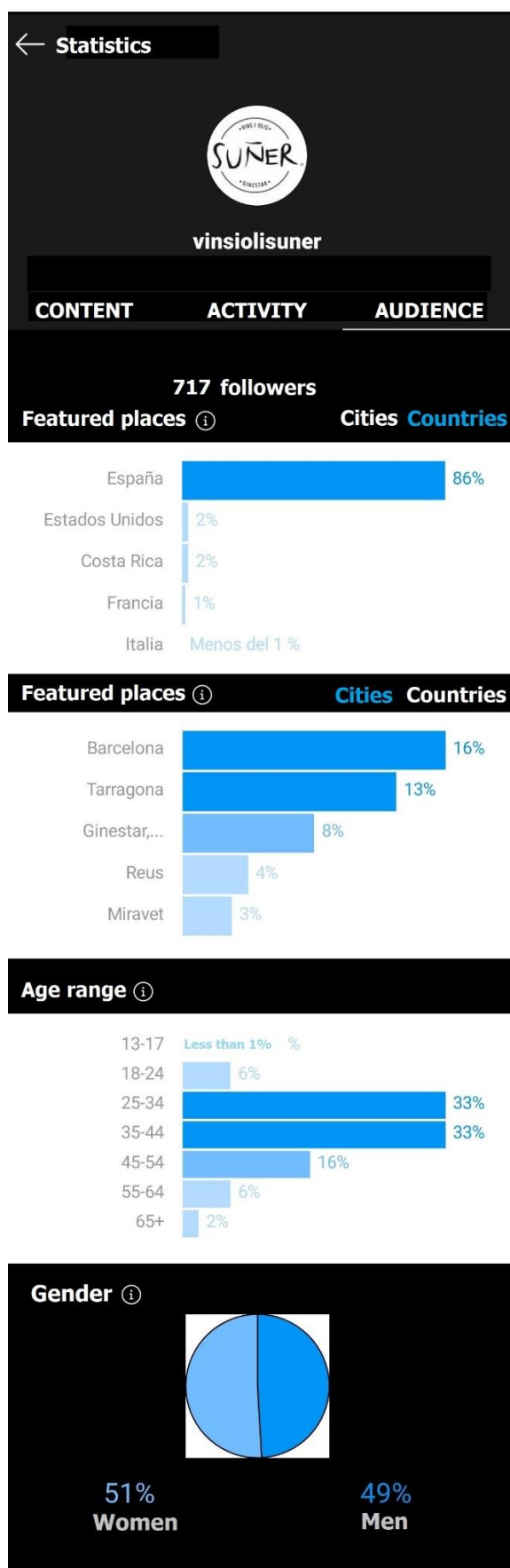


Design and source: <https://www.homestyler.com/int/>

Appendix 16. Lower floor of Suñer's new property destined for tourism facilities.



Appendix 17. Instagram statistics



Source: Instagram of Vins i Olis Suñer

Appendix 18. Newly designed printed media

Brochure

Allotjament Turístic Cal Pubill / Cal Pubill Guest House

Complementa les teves activitats d'enoturisme amb una estança en una casa senyorial única d'inicis del segle XX a Ginestar, Ribera d'Ebre. Relaxa't en un poble tranquil entre vinyes, camps i boscos, banyats pel Riu Ebre. La casa té disponibilitat per a 16 persones. Cal Pubill ofereix un entorn i instal·lacions acollidores i preparades per vacances, reunions d'empresa, cursos, seminaris i celebracions.

Complement your wine tourism activities staying in a unique manor house from the early XX century in Ginestar, Ribera d'Ebre. Relax in a quiet village, surrounded by vineyards, fields and forests watered by the Ebre river. The house is available for 16 guests. Cal Pubill offers you a great environment for work, meetings, seminars, courses and celebrations.



Contacto / Contact

Contacta amb nosaltres
Vins i Olis Suñer està a la teva disposició per a qualsevol consulta, comanda o pressupost. Serà un plaer atendre't. /

*Contact us
Vins i Olis Suñer is available for any question, request or budget. It'll be a pleasure to help you.*

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Direcció / Address
C/Sant Antoni, 29, 43748
Ginestar. (TARRAGONA)







Us invitem a conèixer la cultura i la gastronomia de la zona de les Terres de l'Ebre. Visites que us despertaran els cinc sentits: les vinyes, el celler, els vins, els olis, maridatge i degustació. Una àmplia oferta de sensacions per viure i sortir de la rutina.



We invite you to get to know the culture and gastronomy of Terres d'Ebre region. Visits that awake your five senses: the vines, the cellar, the wines, the olive oils, pairing and tasting. A wide offer of sensations to get out of the routine.

Wine en Kayak

Wine en kayak és una activitat que combina turisme actiu i enoturisme, que et permetrà unir l'esport amb la cultura i gastronomia de la Ribera d'Ebre. /

Wine en Kayak is an activity that combines active tourism and wine tourism, it'll allow you to mix sport, culture and gastronomy of Ribera d'Ebre.




Disponible de Març a Octubre /
Available from March to October.

Durada: 4 hores / Duration: 4 hours

Preu adult: 35€/persona. Adult price: 35€/person
S'aplica descompte en grups majors de 9 persones /
Discount applied in groups from 9 persons.

Menors de 18 anys: 23€/persona
Younger than 18 years old: 23€/person

Menors de 8 anys: 3€/persona
Younger than 8 years old: 3€/person

Vinyes, celler i tast de vins Vineyard, cellar and wine tasting

Disponible tot l'any / Available all year.
Durada: 2 hores. Duration: 2 hours
Preu adult / Adult price: 10€
Preu menors de 18 anys / Price younger 18 years-old: 3€



Olivers, molí i tast d'olis Olive trees, oil mill and olive oil tasting

Disponible tot l'any / Available all year.
Durada: 2 hores. Duration: 2 hours
Preu / Price: 10€



Taller de cuina tradicional Traditional cooking workshop

De la mà d'experts descobriràs alguns plats de la gastronomia més nostra. Aprendràs a elaborar les receptes i, una vegada acabada la cuina, gaudirem dels plats maridats amb una copa de vi del nostre celler. /

Guided by experts, you'll discover some of our most traditional cuisine. You'll learn to prepare the recipes and once the cooking is done, you'll enjoy the food paired with wine from our cellar.



Disponible d'Octubre a Març, un dissabte al mes /
Available from October to March, one Saturday per month.

Durada: 3 hores. Duration: 3 hours

Preu / Price:
Dependrà del taller a realitzar, a l'inici de cada mes s'anunciarà el taller per xarxes socials. /
It depends on the type of workshop, it will be announced in the beginning of each month by social media.

Hi ha la possibilitat d'organitzar tallers privats. /
It is possible to organize private workshops.

Roll-up banner

• VINS I OLIS •
SUÑER
• GINESTAR •

“Vins monovarietals i en agricultura ecològica
amb el caràcter de la Ribera d’Ebre.
Descobreix-los a través de les nostres
activitats d’enoturisme!

CELLERS SINGULARS

TERRES DE L'EBRE
RESERVA DE LA BIOSFERA

TARRAGONA
Denominació d'Origen

CONSELL GENERAL DE LA PRODUCCIÓ
D'ESPUMOS I VINERS
CCPE

www.vinsiolisuner.com
info@vinsiolisuner.com

QR code

Facebook icon

Instagram icon

The text in the banner is translated to: Single-varietal wines with organic agriculture and the character of Ribera d’Ebre. Discover them through our wine tourism activities!

General business card including address and social media

