



MASTER THESIS

WINE TOURISM OF THE FUTURE - A CASE STUDY IN STAATSWEINGUT FREIBURG FOCUSING ON UNIVERSITY STUDENTS

TING ZHANG

**Internship developed at Staatsweingut Freiburg
Freiburg, Germany**

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Abstract

The thesis is completed by doing an internship in Staatsweingut Freiburg in Germany, aiming at attracting university students in the city Freiburg to do wine tourism. With a vast majority of sales generated from the local market and being located in a city with a relatively high percentage of young population, the winery has the advantages to build brand awareness and further expand the market focusing on potential young consumers.

The first part is an introduction to the winery and the tasks during the internship. The second part are methodological approaches, consisting of a macro analysis of wine tourism in Germany and the region Baden, which gives insights into the potentialities and the synergy of destination tourism and wine tourism under a broader framework. This is followed by a micro analysis, including qualitative and quantitative analysis on the current situation of wine tourism in the winery, in terms of the offers, customers, staff and communication. The third part is focused on developing a wine tourism proposal for the target group, namely university students in the city. Based on a thorough analysis of the target group and the previous project with the university, new wine tourism offers are designed including practical details such as prices and time. Furthermore, marketing and promotion campaigns from online and offline channels are developed. To be more specific, a new flyer with all the offers was designed for the young consumers while potential partners were identified and reached regarding future cooperation. The last part summarizes the research and the project, as well as concluding that win-win cooperation on different levels, innovation and flexibility are critical in future. Despite the difficulties brought about by COVID-19, the project has dealt with the challenges and has achieved some concrete results with feasibility at the end.

Keywords: Baden wine tourism, winery in Freiburg, young consumers, wine tourism offers, sustainability, innovation

Abbreviations:

ERP: Enterprise resource planning

COVID-19: Coronavirus disease 2019

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

ALUF: Albert-Ludwigs-Universität Freiburg

SWFR: Studierendenwerk Freiburg (the biggest student association in Freiburg)

StuRa: Studierendenrat, the biggest student union of ALUF

1. Introduction

1.1 Introduction to Staatsweingut Freiburg

1.1.1 History and wine production

The history of Staatsweingut Freiburg can be dated back to more than 150 years ago. In 1844 it was founded by the Blankenhorn brothers Nikolaus, Adolph Friedrich and Jakob Wilhelm Blankenhorn (Staatsweingut Freiburg, 2020). There was an important figure who had significant influence on German wine, namely Professor Adolph Blankenhorn, Adolph Friedrich's son. He was one of Germany's earliest wine scientists who was a cofounder and the first president of the Baden and German wine-growing association (Staatsweingut Freiburg, 2020). After the Second World War, the winery became the property of Baden-Württemberg and was incorporated as a research and teaching establishment of the State Viticultural Institute (Staatsweingut Freiburg, 2020).

The winery is 37 hectares in size. 13 hectares are in Freiburg and Ebringen, while the rest are in Blankenhornsberg in Ihringen, a town 24km from Freiburg and located in the well-known, picturesque wine region Kaiserstuhl in Baden. Blankenhornsberger Doktorgarten and Freiburger Schloßberg are two of the top 100 vineyards in Germany (Staatsweingut Freiburg, 2020). The other plots are comprised of Freiburger Jesuitenschloß and Freiburger Jägerhäusleweg etc.

The yearly production is between 150,000 and 300,000 bottles. In total there are 54 still and sparkling wines, ranging from entry to top level, in which 13 are organic. As a member of Verband Deutscher Prädikatsweingüter (Association of German Prädikat Wine Estates) and Federal Association of Organic Viticulture in Germany (ECOVIN), the winery is committed to making fine wine and meeting the high standards of quality German wine.

1.1.2 Vinotheke, facilities and sales

There are two Vinotheke (Annex 1) in the winery, one in Freiburg and the other in Blankenhornsberg. Opened in 2018, Vinothek Freiburg has around 200 square meters including a tasting area. It is a modern, well-organized boutique shop with all categories of wines placed inside. Upstairs there are a number of spacious halls for workshops and events. The Vinothek in Ihringen was built in 2003, approximately 30 square meters with a terrace facing a panoramic view of Vosges and the Black Forest. There is also an event hall with an equipped kitchen and it is available for up to 65 people, which is often rented for weddings and birthday parties in summer. In addition, for a big event once per year it is possible to make room for up to 500 people.

It is noted that 80% of the wine production is sold directly to private clients and around 40% is sold from the Vinotheks which are actually also the starting places for many wine tours. In 2019, 98% of the sales were in Germany and 54% in the Freiburg region¹, so the focus of the winery is the local market, especially the people living in the metropolitan region (with the same initials of zip code) of Freiburg.

1.2 Duties and tasks during the internship

In order to further build brand awareness and boost sales in the local market by taking advantage of being located in a university city, the winery is interested in attracting the universities in Freiburg by way of wine tourism. This direction of the project was set before the internship.

The internship started on the 12th of February. A few weeks later due to COVID-19, the Vinotheks had to close and all events as well as activities had to be cancelled. Only online ordering and delivery service were available. Hence the internship had to confront the situation and make some adjustments so as to fulfil the original goal. Meanwhile this also allowed for reaching out to potential partners to communicate on cooperation and developing marketing and promotion campaigns. The internship is mainly comprised of the following three parts.

Firstly, getting a comprehensive understanding of the wine tourism development in the winery. Starting from Vinothek Freiburg, the first few weeks were focused on learning the daily running of the shop and ERP, as well as observing consumer profiles and behaviour, especially those who did tastings and purchased wine.

There was also participation in regular wine tours each week, events, workshops and group wine tastings, both in German and in English, which allowed for observing visitor profiles and communicating with visitors on their views and feedback about the tours and activities. Aside from this, there was regular communication with internal and external personnel related to the wine tourism business. Sometimes receiving and doing tasting for English speaking tourists were also part of the tasks.

Secondly, doing research and analysis on the potential target group, namely on the structure of universities in Freiburg and contacting relevant departments to obtain accurate information of students and employees respectively, so as to further narrow down target groups.

Meantime, doing analysis on wine tourism of the winery, which consisted of two aspects: wine tourism and customers, namely summarizing the development and status quo, including wine tours, different types of tastings and varied events/activities based on the available data from

¹ According to the data resource from ERP.

ERP and other resources provided by colleagues; and using ERP to do analysis on customers, especially those of the same age as the target group.

Social media was also checked and analysed, including the existing communication channels and some suggestions were proposed.

Thirdly, based on the analysis above, designing and constructing wine tourism product for the target group as well as developing marketing and promotion campaigns. Due to COVID-19, it was basically impossible to immediately implement the plans during the internship. However, utilizing available resources and facilities to structure wine tourism products for the target group was achieved at the end of the internship in June. Furthermore, promotion plans have been implemented by designing a flyer and relevant tools for new tourism products, which involved various skills and attention to detail, as well as by establishing partnerships for branding and cooperation with organizations and companies.

Finally, other tasks were assigned. For example, digitalizing customer data in ERP, which is required by updated national rules. It is important to document these proofs that the customers have agreed to receive digital information, e.g. newsletters, from the winery. Another task was to categorize and relocate archive wine to a new cellar room.

2. Methodological approach

2.1 Wine tourism in Germany and the Baden region

2.1.1 Wine tourism in Germany

Wine tourism in Germany has gained more and more popularity in recent years, as highlighted in the first article in the Magazine for Independent Travellers “Welcome to Germany” (Winter 2019/2020). According to the German Wine Institute (Deutsches Weininstitut), 50 million people travel annually primarily for wine in the German wine regions with total expenditure of 5.5 billion euros (Deutsches Weininstitut, 2019). A research regarding the characteristics of tourists in German wine regions, conducted by the German Wine Institute and Geisenheim University, was based on a survey of 703 wineries and almost 4,500 tourists from all the wine regions. It found out that 85% of wineries are active in wine tourism and 61% of them plan to increase wine tourism business within the next few years (Szolnoki & Tafel, 2019). Many wine regions have not yet fully exploited their wine tourism potential (Deutsches Weininstitut, 2019). The study also revealed that around 13% of all tourists travel to the regions specifically for the wine and visit one or more wineries during their stay (Szolnoki & Tafel, 2019).

Specifically, the survey conducted on wine tourists in Germany (Szolnoki & Tafel, 2018) found that:

91% of the respondents came from Germany. The average overnight stay for guests was 2.4 days. More than half of the respondents were either accompanied by their partners or friends/relatives. The main motivation for visiting a wine region was nature (42%), followed by relaxation (29%) and wine itself (29%). It was revealed that socializing was most important for the young visitors under 35 years old. On average, the respondents visited 0.8 Wineries. Those who visited at least one winery had an average of 2.4 wineries.

The most important factors when visiting wineries were the opportunities to try wines, making contact to winemakers as well as the presence of a restaurant. On average, the respondents bought 18 bottles of regional wines in the past 12 months. The average expenditure on wine during the stay amounted to 8 euros. (P.125-127)

It is worthwhile to mention that, Mainz, the state capital of Rheinland-Pfalz, situated in Rheinhessen which is the largest wine region in Germany, has been a member of the Great Wine Capitals Global Network since June 2008 (Landeshauptstadt Mainz, 2018). This indicates that wine tourism in Germany has its own particularities which is renowned both in the Old World and the New World wine tourism sectors.

All in all, wine tourism has enormous economic significance in Germany and should therefore continue to be the focus of policies (Deutsches Weininstitut, 2019).

2.1.2 Baden wine tourism

Being the warmest and the third largest wine region in Germany, Baden has abundant wine tourism resources in addition to the well-known attraction of the Black Forest. Established in 1954, the Baden Wine Route (Badische Weinstraße) is one of the most beautiful holiday routes with plenty of culinary highlights in Germany and it is considered a driving force in regional wine tourism (Badische Weinstraße, 2016).

Cycling tourism in Germany has become increasingly popular in recent years and cycling is actually considered as an expression of a specific lifestyle (Dreyer, 2019). In April 2020, a 460km long Baden Wine Bicycle Route (Badischer Weinradweg) was planned to be opened (postponed because of COVID-19). It crosses seven out of the nine wine-growing areas in Baden with more than 300 wineries, cooperatives and Vinothek as well as a number of wine tourism highlights such as corkscrew museum (Badischer Weinradweg, 2019). The Route is particularly suitable for e-bikes due to over 3,000 meters of altitude in total and it runs mostly on asphalt paths (Badischer Weinradweg, 2019). Long-distance cyclists rarely travel alone (Dreyer, 2019). Therefore, this Route, as a perfect combination of cycling tourism and wine tourism, has great potential to draw numerous travellers seeking social travel experiences to visit Baden as an extraordinary wine region. The winery is located on section two of the Route

(Annex 2) highlighted as “Wine & Architecture” and hopefully can benefit from the Route with an upcoming event which will be elaborated later.

An interview was planned with the leader of Theme Management (Hiking/Wine/Cuisine) in the Black Forest Tourism Office. But due to COVID-19 it could not be carried out, so some insights into the status quo regarding wine tourism in Baden were obtained by email enquiry.

The official websites of the Baden Wine Route and the Black Forest are managed by this Office, and they are both very informative. Almost every winery in Baden has an aspect of wine tourism and over 30% of the wine in the region is sold directly from the wineries. Regarding the positioning of wine tourism in Black Forest tourism, in recent years wine has become more closely associated with the Black Forest, which is described as "Germany's most beautiful gourmet corner" (Schwarzwald Tourismus, 2020). However, so far there are neither statistics available on the number of tourists visiting the wine region Baden nor the tourists visiting the Baden Wine Route as a proportion in the total amount of tourists visiting the Black Forest. Unfortunately the profiles of tourists coming to the region for wine tours are unknown as well.

In terms of the goals of wine tourism in the region in the coming years, the main focuses are enhancing the quality of wine tourism offers, increasing the demand for wine tourism and establishing the Baden Wine Route as the roof of wine tourism in Baden. Thus, it is significant to establish a greater network with wine tourism partners, such as tour operators, transportation companies, hotels and restaurants, and to work as clusters, which is the key to attracting numerous travellers to the destination (Soontiens, 2018).

2.2 Development of wine tourism in the winery

The winery has opened its door for visitors for more than one hundred years. From wine tours and tastings to seminars and festivals, various wine tourism activities and events throughout the year have been organized. The winery has been innovative in offering customers unique wine experiences. Diverse themes, for example, wine & picnic, wine & hiking, wine & gastronomy, wine & art, wine & literature as well as wine & biking have been covered. Although some of them have been adjusted or have ended based on their popularity and the prices slightly increased year by year, the number of visitors has not decreased thanks to marketing and communication strategies as well as the winery being creative and open for partnerships.

2.2.1 Qualitative analysis

2.2.1.1 Current wine tourism offers

This part is focused on two Vinotheke based on their own characteristics and some highlighted wine tourism activities selected from a wide range of offers, considering their popularity and features on sustainability.

Freiburg

Weekly Friday Wine Tour. Every Friday afternoon a cellar tour is organized with four wines. It is guided in the Vinothek, vineyards and cellar, lasting around one to one and half hours with €10/p. It is in German and no registration needed. Some visitors join the tour for free, as they have obtained a voucher by doing online shopping. Constant new visitors have been brought every week under the cooperation with an e-commerce company, which proves to be an effective way to do branding. The time limit of the tour does not make it possible to present all the details of the winery, which could lead to either a good presentation of the winery or perhaps a sales promotion.

Group Wine Tastings. There are ten types of group tastings classified by different types of wines on the website, and four of them are promoted on a flyer, from €18/p to €40/p with a minimum 15 persons per group. Tasting offers are considered to be one of the core services of wineries to boost sales (Dreyer, 2019). So far the most well sold wine tasting is Weinprobe Staatsweingut - 6 Weine (previously called Weinprobe Keller - 6 Weine) priced at €18/p. There is a maximum of two groups of tastings conducted at the same time to ensure the best customer experience.

The groups booking this tasting were mostly from local companies or friends via phone call or email, no data is available showing more details though. Usually for companies the visit to the winery is combined with a city tour in Freiburg.

How the tours/tastings are structured. The winery has invented a different way of organizing the tours and tastings, namely walking to the cellar and vineyards with glasses, which differentiates them from most of the common concept of wine tours/tastings that are conducted sitting next to a table. This structure, based on my perception, on one hand, makes it easier to control the time to guide the entire tour/tasting; on the other hand, it gives more flexibility for visitors to share their experience and interact with the others during walking.

At the end of the tours/tastings, every visitor purchasing wine can get 20% off. What is more, they also get a chance to win a box of 6 top wines by a lucky draw game called **Gewinnspiel** with a couple of short questions. Those who are interested in participating in the game need to leave contact information (address, email and telephone) in order to receive newsletters and post of flyers as well as the wine if they win. A large number of people have been motivated to participate in the game and this facilitates statistics on wine tourism. It will be illustrated in the quantitative analysis.

Since COVID-19, all wine tours/tastings have to be cancelled. Therefore, an online tasting has been presented by the wine maker Mr. Bernhard Huber on YouTube channel with 304 viewings by May 16th, 2020.

On the opening weekend of Baden Wine Bicycle Route, a bike tour was planned to be co-launched in the winery with a bike company, starting from the Vinothek and going through the vineyards, lasting for 45 minutes. This activity will be organized on new opening dates and it is expected to bring new customers to the winery through the cooperation.

Blankenhornsberg

Wine Tours and Group Wine Tastings. These are organized in a similar way to those in Freiburg, except the most expensive one priced at €45/p.

Wine Trail (Blankenhornsberger Lehrpfad). The trail is a free self-guided circular route which enables visitors to get an insight into the world of wine with 13 stops along the way for approximately one hour (Staatsweingut Freiburg, 2020). At each selected stop visitors can learn interesting facts about the history and development of the winery with distinct characteristics.

Other activities. Every year there are many weddings and birthday parties held in Blankenhornsberg. The gorgeous view of the vineyards and modern facilities make it a unique experience for the locals to organize such kinds of special events. In order to ensure the best customer experience, the winery is only focused on offering venue/facilities and providing wines whereas other services are provided by a professional wedding/catering company.

Other highlighted activities

Internal events

12 Wines of the Year. It takes place on the 12th of each month, 12 times per year. One (type of) wine is selected and highlighted every time. Glasses of wine are available and the wine highlighted on that day is offered 12% off. This afterwork event is becoming increasingly popular with locals and people mainly come with friends or colleagues. Some of them stayed quite late afterwards (based on my observations), which indicated that the event turned out to be a socializing occasion meanwhile functioning as a type of branding that could interact with wine tourism and traditional sales (Winfree, McIntosh, & Nadreau, 2018).

Picnic with Green Wine Box. It has been held for three years in one of the vineyards with gorgeous views overlooking Freiburg and Kaiserstuhl. Organic wines in sustainable bag-in-box were offered during the event. From viticulture to packaging, the Green Wine Box, carefully selected from growers and providers, is an environmentally friendly, practical and affordable alternative to bottles (Staatsweingut Freiburg, 2020). This event reveals the initiative of the winery in wine tourism to support ecosystems and sustainability, the effort to shape healthy and sustainable lifestyles in which consumers are showing increasing interest nowadays

(Filopoulos & Frittella, 2019), while drawing their attention to local societies and local sustainability.

Gourmet Menu through the Vineyard. An exclusive high-end wine & gastronomy event with the finest wines and local cuisine served in an exquisite setting in Blankenhornsberg – one of the top 100 vineyards in Germany. Being the most expensive wine tourism offer (€99/p), it provides a perfect occasion for visitors as well as locals seeking an authentic experience of the unique characteristics of the place.

Additionally, there are another two group wine tastings cooperated with partners, Schafstour and Bitou. One is focused on treasure hunting tours in Freiburg and the other is specialized in team building. At the end of Schafstour or during a team-building, groups are guided to the winery to do wine tastings. So far there are not so many people attending these tours.

External events and activities

The highlighted events each year include Verband Deutscher Prädikatsweingüter Baden@ Bodensee, the Baden Wine Fair and the Freiburg Wine Festival. Although either cancelled or rescheduled this year, they have high reputations in the region both for wine experts and wine lovers, so they will continue to be good ways for branding in future.

Regarding the connection with Baden Wine Route, it is not easy to quantify how much the winery has benefited from being on the Baden Wine Route in the past years, as there was no data on the tourists' motivation for coming to visit. Previously there was a logo of the Route in the Venotheks at its 60-anniversary celebration, but currently there is no promotion or identification with the Route, besides the winery being on the website of the Route.

2.2.1.2 Customers, staff and a new initiative

There are four staff working part-time on shifts and two of them working in Vinothek Freiburg every day. Previously they did wine tours and tastings, which nowadays (before COVID-19) are conducted most of the time by four external guides and sometimes by interns. Besides, one apprentice studying viticulture comes to the Vinothek to help with sales as well as assisting the external guides with the Weekly Friday Wine Tour to explain about viticulture. On the one hand, this shows professionalism in organizing wine tours, and on the other hand, it gives diversified practical experience for apprentices. In addition, there is one full-time staff in charge of online-and-event marketing, including wine tourism and social media as well as a few interns assisting with the work in the Vinothek from time to time.

As mentioned above, it is the Vinothek where most of the wine tours/tastings start (and end), so it is necessary to get some insight into the situation there (Vinothek Freiburg), which is closely related to how wine tourism is and will be organized.

The busiest time in the shop is usually in the afternoons, especially after four o'clock, which indicates that a large number of customers come to buy wine after work. 84% of the customers are regular private customers older than 35 years old¹ and most of them know what they want to buy or they make decisions based on the available special offers of tasting packages on that day.

Regarding the profiles of visitors doing wine tours/tastings, there are no detailed data available about their age, gender and country of origin. Based on my perception by following wine tours/tastings, the majority of the visitors are above 35 years old and nine out of ten are from Germany. When it is busy in the shop in the afternoons, during which also a large number of wine tours/tastings are booked, there are no extra personnel available to conduct the activities. That is why to a large extent external guides were hired to do wine tourism.

In general, external guides also cost less than internal staff. The most expensive cost is usually employees for wine tourism in the winery, instead of the wines being tasted. Admittedly, the prices of the wine in tastings also make a difference, but are not a decisive factor. Each guide has their own style and ways of conducting the wine tours/tastings, consequently, leaving visitors different impressions and shaping the brand image in different ways, which could be a disadvantage in wine tourism.

There was a new initiative on tasting (as a test) in the Vinothek which started on February 11th, namely charging for glass tasting -- 3 wines for €5, and on top of that each one more glass costs one more euro. If buying more than €20, the tasting is for free. Paying for tasting in the wineries in Baden is not that common yet. Previously all the tastings in the Vinothek were for free. However, considering an increasing number of tourists coming to the Vinothek in the past years and the fact that some of them simply spent a long time tasting without any purchase afterwards, which subsequently resulted in higher costs in terms of both personnel and wine. Hence this initiative is a good way to handle those cases, but as a new paradigm in the wine region, it may take some time to become a regional pattern and become more accepted by tourists.

Based on my observation, the price could be adjusted to some extent based on the different wines being tasted. Currently tasting three entry level wines and three Großes Gewächs (top wines) cost the same. Which wines recommended to customers largely depends on the staff doing the tasting and how they interact with the guests, consequently leading to which wines the visitors may buy (or not). Hence there are some personal (sales) skills and charisma involved in order to generate sales by the tasting experience. A tasting experience or tasting room encounter can elicit brand loyalty, resulting not only from good wine and excellent service,

¹ According to the data resource from ERP.

but also personalized experience and emotional connections between the visitors and the winery, the product and the staff (Fountain, Fish, & Charters, 2008). The competence in wine **and** tourism (Dreyer, 2019) of the staff is critical. After COVID-19, adjustments or rules can be further implemented particularly regarding the choice of wines and the standardized amount, which is supposed to be 50 ml.

2.2.1.3 Assessment on wine tourism

Having been doing wine tourism for a number of years, the feedback from visitors are significant. Hence customer surveys were conducted in 2016 with more than 1,300 respondents. A questionnaire with five short questions and comments was designed. The results showed that the wine tours/tastings were highly rated by the visitors – on average 9.07 /10 would recommend the wine tours/tastings to other people (Annex 3).

However, there was no information about the profiles of respondents in the questionnaire, such as age and gender. The assessment could be actually carried out as a survey in the long term, placed in the Vinotheke, for visitors who may be interested in it. Furthermore, a more comprehensive questionnaire could be designed to get constructive feedback in order to design new wine tourism offers for targeted customers in future and to understand how to address their needs and expectations (Filopoulos & Frittella, 2019).

2.2.1.4 Communication and branding

With varied wine tourism offers, it is vital to communicate the brand to customers via different channels online and offline. The winery has been using social media to increase brand awareness, grow sales and keep loyal consumers.

Social media profile

The winery has an account on Facebook, Instagram, YouTube and Twitter. Facebook page was established on September 2nd 2010. Up until May 23th 2020, there were 2,706 followers and 2,624 likes; Instagram was established on October 26th 2016 with 1,062 followers, 79 posts in total. YouTube channel was opened on January 14th 2013 with 8 subscribers by May 16th 2020 and 2 published videos. In reality on the official website there are a number of videos about products and activities, which could also be published on YouTube as well. There are 324 followers on Twitter on May 18th 2020, however, the latest update was on April 26th 2019.

In Google when searching “Freiburg Weintouren” (Freiburg wine tours), the winery appears in the second place among the organic results. We can see that the winery is active on almost all social media platforms. In spite of COVID-19, the followers on them have grown, with Facebook slightly increasing (by less than 50) compared to March 2020 whereas on Instagram there were more than 200.

Regarding search engine/travelling platforms, there were 11 Google comments on March 4th 2020 and this number did not change by May 23th 2020, most of which were given by local guides. So far there is no cooperation with any of the guides yet. On Tripadvisor there were 4 reviews up until May 16th 2020 (Tripadvisor, 2020), ranking at 76 of 92 things to do in Freiburg im Breisgau. On Yelp there were 4 comments up until May 18th 2020 (Yelp, 2020). Airbnb profile does not exist. It is indicated that on travelling platforms, most of the time visitors did not leave comments for the winery, despite the number of travellers has been increasing in recent years. Hence there is potential to further build brand image on these platforms to get more attention from travellers.

Newsletters are sent to more than 10,000 customers once per month with highlighted special offers – the latest tasting packages and upcoming events. After subscribing to the newsletter, a €5 voucher is given to each customer, which could motivate people to purchase wine.

Offline branding

Brochures and flyers are the primary ways to communicate with customers and visitors, including three types. They are: A. winery and products: introduction to and history about the winery, a single product such as Green Wine Box and Pino Magma. B. wine tourism: Wine Tours/Tastings for Freiburg and Blankenhornsberg respectively; single-event flyer and three-month event calendar: Weekly Friday Wine Tour and 12 Wines of the Year as well as external events. C. social engagement: Rebpatenschaft (sponsorship for a joint cancer research project), wine consumption in moderation.

They are all placed in the Vinotheks and some of them are distributed in bars, restaurants and hotels who sell the wines in Freiburg. Another place where one may find flyers is the city tourism office, but it is not highlighted (as a wine tourism offer) there. The three-month event calendar is also posted to customers regularly.

The architecture of Vinothek features modern characteristics contributing to a new image of wine (Dreyer, 2019) by presenting and advertising events with videos projected on the exterior glass. This is especially eye-catching and appealing in the evening for people passing by or driving by.

Concerning partnerships, as mentioned above, a number of visitors join Weekly Friday Wine Tour with vouchers and the number has been increasing in the past years. The branding cooperation started in 2014 with a professional e-commerce company with wide online network of shops. This business model is very effective in acquiring new customers and gaining stable purchase probability. Another cooperation is with a tour operator specialized in city tours where tourists can book wine tours directly online. However, the name of the winery is not mentioned

on their website. There were some big group tours brought by the cooperation but not on a regular basis.

Another notable way is word of mouth. Many locals usually come to wine tours/tastings as a result of recommendation by their friends or families.

Situation during COVID-19

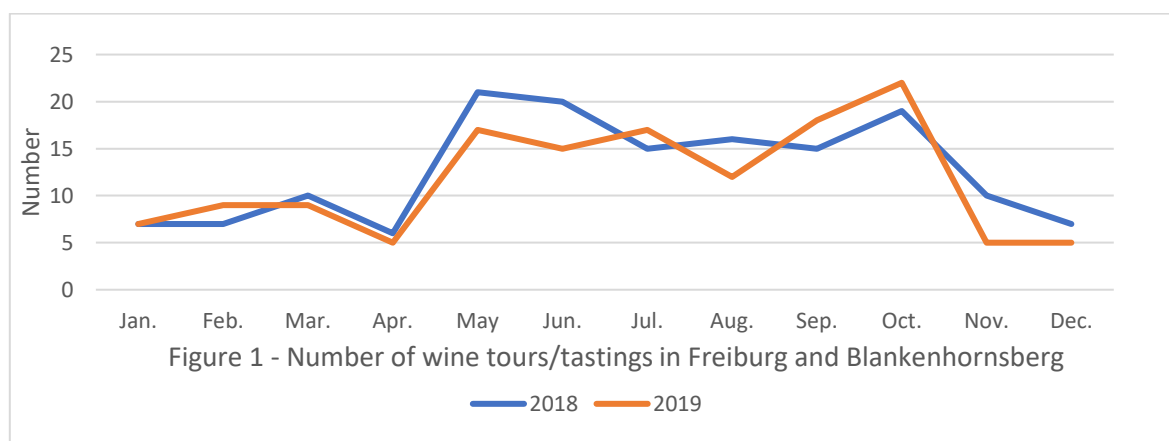
Being flexible and innovative has been critical for the winery to deal with the challenging time. An extra mailing was sent to customers in Freiburg, namely posting flyers of tasting packages three times per month. Newsletters have been increased to every week, and from May on an approach of storytelling on staff was used to communicate with customers with recommendation of one wine each time. The effect of the storytelling on the sales of the wines is unknown yet. But it is worthwhile to mention that, the tasting packages have been sold almost double the amount during March to May in 2020, comparing with the same period in 2019.

Despite of the impact of COVID-19, communication with and services to customers were never stopped. Ordering online or by phone call was always possible and shipment was for free from a minimum of 12 bottles. There was at least one staff working in the Vinothek everyday. Customers could also come to pick up wines or a staff delivered the wines to them three times per week. These initiatives proved to be effective to ensure sales growth during COVID-19.

2.2.2 Quantitative analysis

A professional wine ERP system used from 2019 facilitates the data management and data analysis on wine tourism whereas SAP was already utilized since 2005. Data analysis in the project is mainly based on ERP and some resources provided by colleagues.

Since May 2017, the winery has started to collect data on wine tours and tastings. As shown from figure 1 below, **high season** of wine tourism is from May to October with an average of 15 - 20 tours/tastings per month.



After analysing the high season of wine tourism, we can do an in-depth analysis on the effects of wine tourism. There are two key questions:

How many visitors per year come to do wine tourism, including wine tours and group tastings (excluding events) and what is the percentage of people purchasing wine after wine tours and tastings.

Table 1- Purchasing rate in wine tourism in the winery

Year ¹	Total number of visitors doing wine tours/tastings	People ordering wine	People purchasing wine	Purchasing rate
2018	2311	81	436	22.4%
2019	2299	82	471	24.1%

It is implied by table 1 that more than 20% of visitors have purchased wine after doing wine tourism. It should be noted that the **purchasing rate** here is people who have purchased or ordered wine on the same day of the wine tours/tastings. In reality there were also people who did not buy wine on the same day but afterwards, which is not included in the data. Hence the purchasing rate could be even higher than revealed in the table. In addition, these data includes **both new and old** customers, which means there were people who were already customers, before doing the wine tours/tastings.

Now let us take a look at how many **new customers** have been generated by wine tourism in the past years. As mentioned before, in wine tours/tastings those who participated in the lucky draw game (Gewinnspiel) and left their addresses have been counted since 2017.

By March 28th 2020, there were 5225 customers with addresses in ERP. The people with purchase records (up until March 28th 2020) are the new customers generated from wine tours/tastings. It is also important to analyse **the total and average revenue** from 2017 to 2019, as shown in table 2.

¹ Using the data available from full years, in order to make comparisons.

Table 2 – Purchasing rate and sales revenue generated by new customers

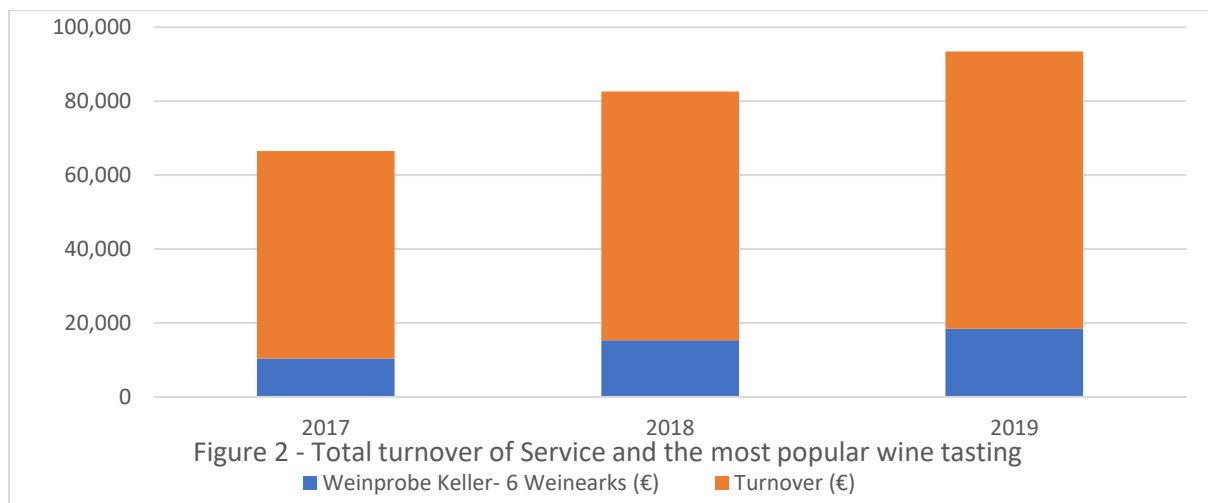
year	The number of new customers generated from Gewinnspiel	The number of customers purchased wine	Purchasing rate	Total sales revenue of purchase (€)	Average sales revenue per customer per year (€)
2017	675	135	20.0%	27,112.7	61.8
2018	714	135	18.9%	20,021.1	65.9
2019	832	118	14.2%	11,926.7	80.9
2020	167	--	--	--	--

As it is revealed that, from 2017 to 2020 (March), 45.7% of the people doing wine tours/tastings were new customers whereas the rest (54.3%) were old customers who have already purchased wine before they came to do wine tours/tastings.

Based on the data analysis, it is shown that the numbers of new customers generated by wine tourism have been growing year by year. Hence Gewinnspiel is a practical and essential way to transform visitors to customers. However, there is a slight drop in the purchase rate over the past few years. This is actually because for those became customers since 2017, there was more time for them to purchase wine up until March 2020 than those who became customers since 2019. As time goes on, the purchase rate of 2019 is predicted to get closer to or even higher than that of 2017.

The average purchase per customer per year from wine tours/tastings has grown, despite the total sales per year decreased. It is the same reason as explained above. This gives us some clues to which price range of wines could be designed in future wine tourism offers.

Another question we need to figure out is the **turnover of wine tourism**. Here we take a look at the total turnover generated by wine tourism and service in the past three years, including wine tours/tastings, events, rent of venue, labelling, cleaning etc. Since the pure service (without any tours/tastings) accounts for approximately 10% of the total turnover each year and it is also related to wine tourism in some cases, so it does not make much sense to separate them totally. In ERP they are actually categorized under one group as “Service” .



As revealed from figure 2, the sales of Service have increased rapidly every year. The growth rate has almost reached 20% in 2018 (19.9%) while in 2019 decreased somewhat (11.4%).

Among all the wine tourism offers, the most frequently booked wine tourism offer is Weinprobe Keller- 6 Weine. In 2019, it accounted for 24.7% with sales of €18,491 in the overall sales. This is due to it also having the lowest price in all the offers, and it is popular with many large groups when they come to the winery for wine tourism.

As mentioned before, there are people coming to the Weekly Friday Wine Tour with **vouchers**. So it is necessary to further analyse this. In 2019, there were 15% of the visitors (128/839) coming with vouchers. There could be potential to grow, but currently there is no motivation to increase the number of people or to diversify the offers available for vouchers. This is because the sales generated from them can only just cover the costs of cooperating with the partner.

Overall, data analysis gives us in-depth understanding on the effect and profitability of wine tourism in the winery. At least one out of five people have purchased wine after wine tourism activities. It is thus an effective way to maintain relationships with old customers while generating new customers and sales. What is more, besides keeping old customers coming to do wine tours/tastings, it could give us some clues on how to deal with low seasons and how to motivate new targeted customers to purchase wines. For example, innovating new wine tourism activities with different elements to overcome the influence of seasons and the weather, which will be elaborated in a proposal later; besides the special offer of tasting packages, providing more discount in addition to 20%.

2.3 SWOT Analysis

Based on the above information, a comprehensive analysis is essential to get some insight into the entire situation in the winery, before moving to the next step to propose new offers for the target group. This part of analysis integrates the macro and micro analysis as well as the perceptions of the intern.

Strengths

Proximity to the city Freiburg, good transportation connection to downtown (by tram 14 minutes, walking 33 minutes, the closest airport 18 minutes by car).

Appealing and modern Vinothek in terms of architecture and facilities.

A wide range of wines from different levels offering various options for wine tourism.

Rich wine tourism offers with different themes and prices.

Solid customer (data)base well managed in ERP.

Strong and flexible marketing strategies.

Weaknesses

General

No fixed internal employees dedicated to wine tourism.

Seasonality in wine tourism, from November to April is the low season.

Weak cooperation and partnership with destination tourism sector, including city Freiburg and the Black Forest.

No high-end exclusive wine tourism offers for smaller groups, e.g. from two to four persons.

Storytelling is not compelling and enhanced in wine tourism and branding.

Freiburg

The view outside Vinothek Freiburg is not that attractive with a gas station on the opposite side of the road.

No WiFi available in the Vinothek, which is unfavourable for (international) tourists to share wine experience on social media instantly.

Blankenhornsberg

Difficult to reach the vineyards, a bit off from the main wine tourism attraction in the region, namely not on Baden Wine Bicycle Route.

Wine tourism is a bit less developed compared to Freiburg, despite being situated in a prestigious wine region.

Opportunities

Located in a renowned wine region and a vigorous city.

Cooperation with existing and new partners can be expanded and built.

Baden Wine Bicycle Route brings potential to enrich wine tourism offers.

Ability to diversify the function of vouchers in different forms, enabling them to be available for wine tourism activities.

Possibilities to design wine tourism package offers encompassing Freiburg and Blankenhornsberg, highlighting their own particularities to especially attract non-local tourists.

Synergy marketing with key players in wine, tourism and other sectors as well as with the State Viticultural Institute.

Taking advantage of the current network and cooperating with competitors, e.g. wineries from Pino Magma, to initiate joint wine tourism experience, as well as working with all the wineries in the city to launch joint wine tourism activities to build a wine city as a destination.

Threats

COVID-19 had and will have an impact. Requirements on social distancing and events will largely limit the number of participants in all kinds of activities in the coming months.

No other leisure establishment in the neighbourhood of Vinothek Freiburg to attract tourists.

A couple of wineries in the city also provide wine tourism offers and hundreds of wineries in the region as well. There is strong competition to stand out.

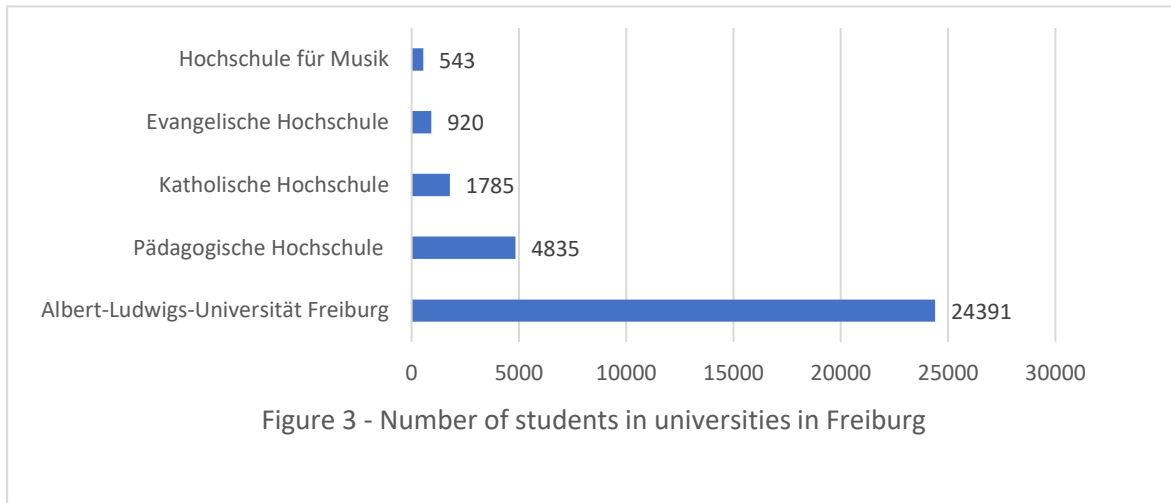
Overall, there are diverse wine tourism offers and activities in the winery, but wine tourism is not intended to generate profit. This is because the finance is partly supported by the state. Another reason is due to the organizational structure, which means the winery is a department of the State Viticultural Institute, whose primary goal is research, training and education, so from an organizational point of view it is not one of the core business at the institute either. As a result, there is a necessity for the organisation to further identify who will be the customers of its intended wine tourism activities (Filopoulos & Frittella, 2019).

3. Results and discussion

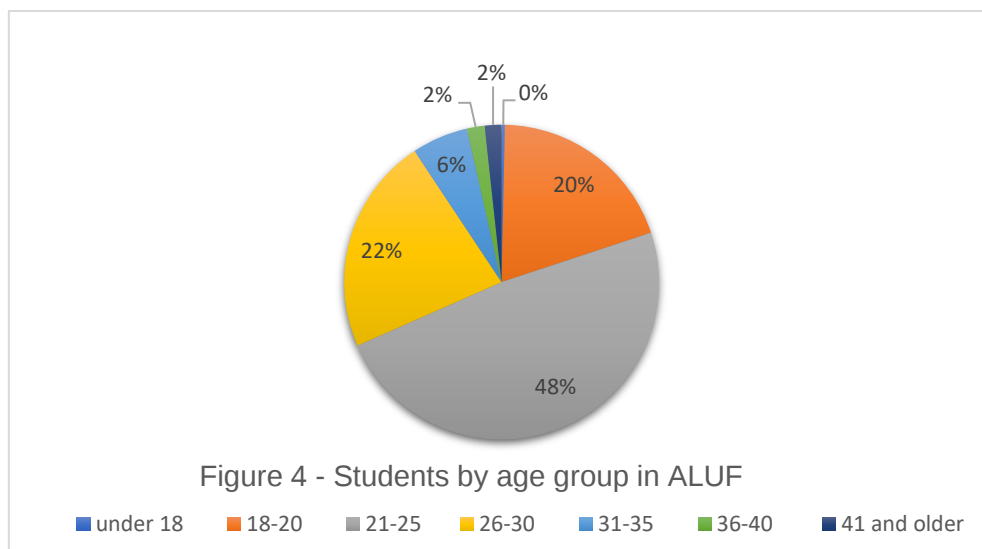
3.1 Identifying and analysing target group

Freiburg is well-known as a university city, with students accounting for 14.1% of the whole urban population by December 31st 2018 (Stadt Freiburg, 2019). The universities in Freiburg are generally a very popular target group for product and service providers as well as for numerous event and activity organizers. The winery is no exception. It is considered that the young students are generally open to new brands and culinary experiences. In addition, the students who study in Freiburg are more or less emotionally bonded to the city, therefore, as a winery with a city identity, it is a natural advantage to enhance brand image by expanding the potential market of young consumers.

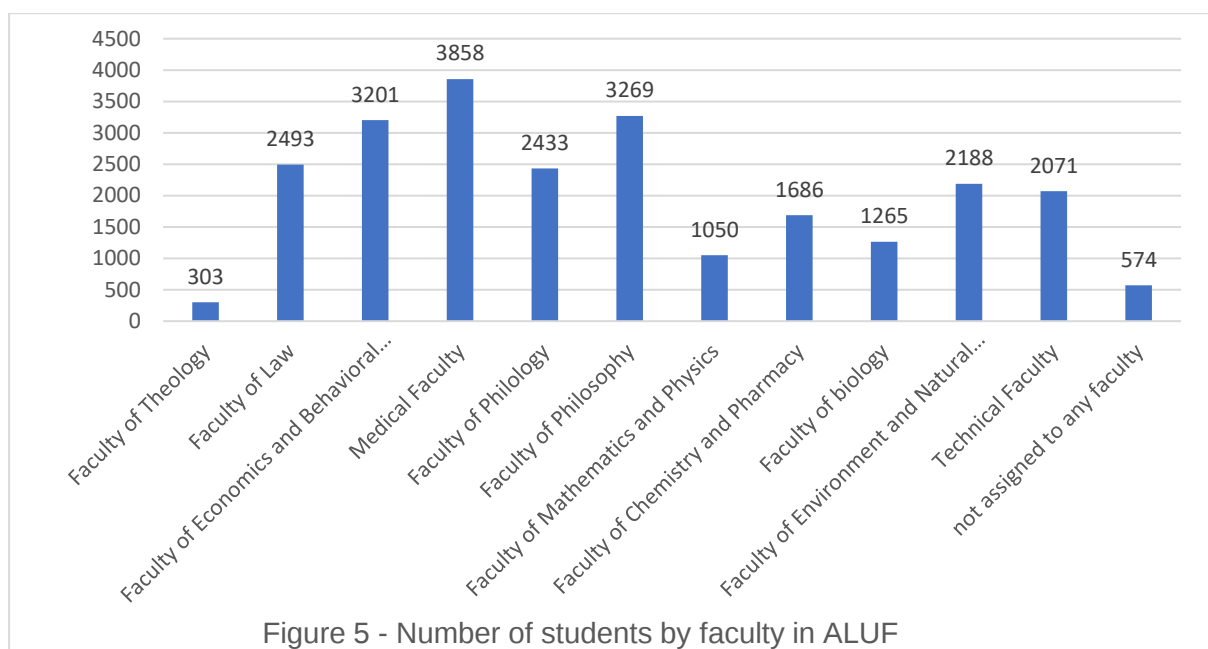
The total number of students (Winter semester 2019/2020) in all five universities in Freiburg are 32,474 (Statista, 2020), as shown in detail in figure 3.



As shown, the largest university is ALUF, so it is the main focus of the project. Among the total number of 24,391 students in ALUF (ALUF Studierendenstatistik, 2020), 96% are in the age group between 18-35 years old as indicated in figure 4. Therefore they are the target consumer group of the winery.



Furthermore, there are 11 faculties and the number of students by faculty are as shown in figure 5 below (ALUF Studierendenstatistik, 2020).



We can see that there are three faculties with more than 3000 students (Medical Faculty, Faculty of Philosophy and Faculty of Economics and Behavioural Sciences), followed by another four with more than 2000 (Faculty of Law, Faculty of Philology, Faculty of Environment and Natural Resources and Technical Faculty). Hence these faculties are the focus of the proposal.

3.2 Review on projects and cooperation

Before developing wine tourism project for the target group, it is necessary to find out what has been organized in the past and how they proceeded.

The Wine Seminar “From Berry to Wine”, jointly organized by the State Viticultural Institute and Studium generale of ALUF since 1989, was held every winter semester lasting for 12 weeks. Each time a seminar was given by a head of a department of the Institute, revolving around a different topic. Sometimes there were wine tastings during the seminar, depending on the topic. Every year around 50-60 people enrolled. Cost for students was €50 for 12 times, €60 for non-students. Pre-registration on the website of the Institute was required.

It used to be one of the most popular courses in Studium generale and was booked out very quickly. But according to a staff in charge of the project from the Institute, feedback from Studium generale was that in 2019 there were not many people interested. For the Institute, it required considerable time to prepare and organize the project, leading to uncertainty of the continuity of the project. Following COVID-19, it is unlikely to continue this year.

At times there are students coming to the Weekly Friday Wine Tour almost every week. The intern has taken these opportunities to communicate with them regarding their motivations of

participating in the wine tour and their wine consumption habits, which provided some inspiration and clues for doing the project.

Besides, there were also groups of employees from different faculties of ALUF coming to do wine tastings every year, either team building for a project or after conferences. There was another project launched in previous years between the winery and PhDs of ALUF, which involved the PhDs being given a bottle of the premium wine called “Blankenhornsberger Doktorgarten”, when they receive the degree of “Doctor of Philosophy”. Yet the project did not continue due to lack of motivation from the faculty.

3.3 Internal data analysis on target group

In ERP, there were 42 results generated when searching “Freiburg University” in the address. It showed from their purchase records that most of the customers did not buy wine in 2019 and the majority of their last purchases were four or five years ago. However, there were clients who bought wine, did wine tours/tastings or participated in events without indicating their names as ALUF, in these cases they were categorized as “other authorities” (approximately 2,000 clients in the group totally).

According to the data in ERP, there were 1,075 customers in the age group of 18-35 in Freiburg (by March 2020), in which 169 have purchased wine last year. Even though the people in the age group of 18-35 in ERP may not necessarily study at universities, the number can provide us with some reference.

Another information noted is that on average, per purchase (or per order) of the consumers between 18-35 years old basically did not change in 2018 and 2019, which were €58.8 and €58.1 respectively. Although these seem low when comparing with the numbers for all age group, which were €77.0 and €73.4 respectively, this is still a good sign showing that the purchasing power of young people maintains steady. These data indicate that there is considerable potential to boost sales in the young consumer market.

Regarding wine tourism, we can see from table 3 that the percentage of people aged between 18-35 generated from Gewinnspiel has grown in purchasing wine in the past three years. This implies that among all the age groups of people purchasing wine after doing wine tours/tastings, the percentage of young visitors has been growing.

Table 3 – Percentages of age group 18-35 purchasing wine

year	Number of customers purchased wine	Number of customers in the age group 18-35 purchased wine	Percentage of the age group 18-35
2017	135	26	19.3%
2018	135	41	30.4%
2019	118	41	34.7%

So far there is no database established particularly for university students, as it is considered that the duration of their study in the universities is limited and it is not easy to keep track of their actual status every semester or every year. From my point of view, it would be worthwhile to establish a data group for the students of the universities in Freiburg in future, as it will provide us with information on how to do precision marketing and thus achieve customer retention in the long run.

In addition, there is also no data available on the number of visitors of 18-35 years old attending all kinds of wine tours/tastings and events per year. This became a challenge to do branding for them. Insufficient empirical data on wine tourism consumers' profile is an issue confronted by wineries. And it is a critical factor when seeking to implement more effective strategies to target consumers and to promote excellence and innovation in wine tourism market (Afonso, 2016).

3.4 Situation of ALUF and relevant organizations

ALUF did not start this summer semester until May 11th 2020 and all the student organizations were closed before that. Regular activities and meetings were all cancelled. The intern has managed to reach out to as many potential partners as possible during the internship, either by email or calls.

The biggest student association in Freiburg is called SWFR, which provides various services, such as student job placement and financial advice, for approximately 33,000 students for all universities in the city (SWFR, 2020) as well as organizing lots of student activities ranging from language exchanges to day trips to neighbouring countries. In fact, they are also in charge of advertising and promotion at some places on campus, in canteens and dorms. It is certainly understandable that they are an interesting channel and platform to promote, so cooperation and synergy marketing with them is strongly desired. To initiate joint activities on wine for students would no doubt be a good start to build brand image.

However, SWFR has many restrictions and rules regarding promotion and ads, for example, no flyers in the student dorms are allowed from external companies. This largely limits the ad exposures to students. Moreover, a detailed research was conducted before approaching SWFR and it was found that there are already two activities related to wine on their event calendar, so how to differentiate from what the competitors are doing is important. Fortunately, there is a niche market, which is a theme tour on organic living and sustainability. Therefore, a joint activity was established, which will be elaborated in the next part.

3.5 Proposal of wine tourism development for target group

3.5.1 Objectives

After a thorough analysis on the wine tourism development and the target group, we can move further to design and structure new wine tourism offers. It is essential for wineries who want to develop organised wine tourism activities to consider comprehensively if and how tourism fits their organisational culture, values and strategic objectives (Filopoulos & Frittella, 2019) as well as figure out how it can help fulfil their vision. Thus the objectives are established on three levels covering dimensions from awareness to performance.

Short term: attracting as many young people as possible to come to the winery by wine tourism, in order to build brand **awareness** and emotionally bond with them, as well as enriching the campus life of the students.

Medium term: planning a one-off (joint) event once per year or per semester, to further enhance brand reputation, which can be co-organized with partners or even other local wineries to draw numerous students to consume and support local products. This is a **transition** stage.

Long term: keeping brand loyalty. Brand loyalty is an emotional connection. When consumers become fans, it is where brand loyalty begins, which can be achieved by repetitive visitation/purchases in the winery or creating a youth fan club with exclusive benefits and opportunities for **performance** in social engagement, for example, in terms of sustainable development, education and training.

The project is primarily focused on the first level of the objective due to time limit, but establishing the objectives facilitates the construction of wine tourism activities for the target group.

There are already a number of wine tourism offers in the winery, and what we want to offer to the young consumers is an entertaining, fun and interactive wine experience by storytelling, such as about our effort on sustainability, to build personal connections. Considering the

factors of feasibility, promotion and budget, starting from one of the regular tours would be the fastest way to implement this with the lowest degree of preparation and investment.

3.5.2 Proposal

3.5.2.1 Designing and structuring wine tourism offers

Guided by the goals we want to achieve, creating values and experiences for the young generation is our primary focus in constructing new wine tourism offers. The young generation creates stronger bonds with brands which they share values and one of the values most shared by them is sustainability (Viana, 2016). Hence, three core activities are designed and structured:

- Weekly Friday Wine Tour in Freiburg
- Hiking to Discover Urban Organic Vineyards
- Wine Casino – Win Your Bottle

In addition, another wine tour, “Organic Tour with Staatsweingut Freiburg in Kaiserstuhl” was tailor-made for SWFR.

Some other offers have also been designed as alternatives. Based on the number of students that sign up, the following could be offered to them, such as:

Cycling through Urban Oasis. It is actually one of the two activities under the offer “Discover Urban Organic Wine” which is also in line with the Baden Wine Bicycle Route.

Picnic with Green Wine Box. This has been one of the most popular activities for all age groups in the past few years and we consider it a good offer to draw more young people by word of mouth and to motivate them to contribute to local sustainability.

3.5.2.2 Details of the offers

Weekly Friday Wine Tour in Freiburg. It is a regular tour as described before, but something should be considered is that the capacity in the cellar for the tour is around 30 people. To ensure the best customer experience, a separate group for students can be arranged on site based on the number of people. The price is €5/p.

Hiking to Discover Urban Organic Vineyards. Starting from Vinothek Freiburg with a cellar tour, then hiking to Jesuitenschloß with three stops on the way for wine tastings. Walking around the vineyards to find what is going on with the sheep there. Registration is required. Maximum 30 participants are possible with €10/p. It lasts around 2.5 hours and takes place on every 1st Saturday of each month at 3 p.m., from April to October.

The highlight of the tour is to discover a sustainable joint research project “Sheep in the vineyard”, which is currently ongoing. It is revealed that by grazing in the vineyards the sheep

can contribute to biodiversity of the vineyards and have a positive effect on the soil (Staatsweingut Freiburg, 2020). Moreover, a blog was created this April to show the latest progress of the project, which has actually attracted considerable attention among the consumers, so the tour is focused on raising the awareness of the young generation on sustainability by showing our efforts to develop a sustainable wine tourism experience which helps to generate value for the winery, local communities and a broader wine tourism ecosystem (Filopoulos & Frittella, 2019).

Wine Casino – Win Your Bottle. This is a blind tasting game conducted indoors to deal with low seasonality or inclement weather. Participants can interact with each other to guess the colours, grape varieties, vintages of the wines. Different types of wines would be selected based on the season and organic wines would play an important role in the selection as well. The winner will get a bottle of wine. At the beginning a mini cellar tour with an introduction to the wines will be organized. Registration is required and 5 wines are offered in the game with maximum 8-10 participants in each group. It lasts around 2 hours and takes place on the 4th Thursday of each month at 4 p.m., with €15/p. A tailor-made casino board was designed for the game (Annex 4), composed of all the main features of the wines in the winery, by which there would be multiple possibilities to organize the game by combining different aspects.

What we need to pay attention to when designing the offers are the frequency, prices and wines selected. In terms of frequency and days, the game is scheduled on a relaxing working day, namely Thursday, due to the fact that a large number of students are away from the city on the weekends. As for the frequency of the second and the third tour, considering the cost of staff involved and the required number of participants, at the beginning they will be organized once per month. Later based on the actual number of people, they can be increased. This will create a better customer experience than starting with every week per month, which later maybe have to be reduced due to an insufficient number of people.

Regarding pricing, it is necessary to consider how to balance the prices with the existing offers. In order to attract students, the prices of these offers are set to half of the regular prices. Differentiating the prices of the three offers is also something we have taken into consideration from the beginning, which can provide alternatives for students with different budgets and interests.

In terms of the prices of the wines, those in the low-mid price range, namely below €10 will be the majority of the new offers. Even though in future the incomes of university students are considered to be potentially higher than the average in society, nevertheless, COVID-19 has had a large impact on their current expenditure. Hence in the short term we will select the wines with lower prices. Later on, when the situation becomes better, choosing a couple of

wines with somewhat high prices in the tasting would also be considered, which will make it possible to choose high-quality products at a cost to increase reputation (Winfrey *et al.*, 2018).

As for the selection of the wines, the principle is to choose one wine from each category when possible, namely one Sekt, one white, one red as well as one sweet wine. This is a representative way to present the range of wines from the winery. Based on the experience of the previous tastings, it has been perceived that usually the wines slightly sweet are more popular with young consumers generally speaking. Additionally, contextual factors, such as the conviviality and enjoyment in a particular ambiance are also the focuses of the young generation when drinking wine (Barrena & Sanchez, 2009), which we hope to bring to them by the activities.

Organic Tour with Staatsweingut Freiburg in Kaiserstuhl. The background of the project is the common interest of SWFR and the winery. Sustainable viticulture is one of the commitments of the winery and building the brand image to the young generation is essential. Consuming organic products is a growing trend among the students as it is found that most of the food and drink provided in the canteen of ALUF are organic, so the theme of organic wine tour is trendy and caters to their life style, consumption behaviour and habits. Subsequently it can raise their awareness to support local sustainability and thus boost sales of the winery.

It is a hiking day tour in Kaiserstuhl (Annex 5- Itinerary). Departing from Freiburg to Kaiserstuhl, the students will be hiking to Vinothek Blankenhornsberg and arriving at noon. A picnic will be organized in the winery and a selected wine will be offered for lunch -- Green Wine Box, sustainable and innovative, which is a perfect match for the theme tour. In the afternoon there will be a guided tour in the vineyards by our wine maker, focusing on viticulture in Kaiserstuhl and our stories about sustainability. Then followed by either a wine casino game or a wine tasting. Afterwards return to Freiburg.

Regarding pricing, taking into account the profit margin of SWFR and the prices offered by the competitors' activities, the tour is priced at 4 wines for €8/p or 5 wines for €10/p.

3.5.3 Marketing and promotion

Online and offline marketing is what the winery has been doing to promote wine tourism as illustrated in the previous section. So they will also be the focus to promote the new offers to the young generation, of which the following aspects are especially important.

3.5.3.1 Online platforms

Official website. A new webpage for the tours and activities designed for students will be created, with a direct link to homepage of the winery. "Organic Tour with Staatsweingut

Freiburg in Kaiserstuhl" will be put on the event calendar of SWFR, covering all the university students in Freiburg.

Social media campaigns. To be more interactive with the target consumer group, focusing on Facebook, Instagram and YouTube is important. Creating engaging stories on the platforms to involve them and lead them to share their experiences on social networks (Viana, 2016) are the suggested approaches.

It is noticeable that different groups of consumers have different preferences. Older consumers, such as Boomers, usually use Facebook and Twitter, whereas younger consumers such as Millennials prefer Instagram and YouTube (Wagner, Olsen, & Thach, 2019). Therefore, posting regularly on Facebook about the events launched for target group, meanwhile updating on Instagram highlighted with pictures and videos would be the focuses to communicate with the young generation. Regarding YouTube channel, in order to draw attention of the young consumers, making a promotional video with student personas in a lively style would be appealing. Also, the social media of the partners, e.g. SWFR and StuRa, cannot be ignored either. The joint activity with SWFR would be posted on their Facebook, Instagram, Twitter and blog.

Online advertising. This is an effective way to promote the brand to specific audiences or with specific keywords (Viana, 2016). Different types can be considered, such as Search Engine Advertising (Google AdWords) and Social Media Advertising on Facebook of the organizations or partners with websites. The faculties with a large number of followers are the ones to be considered a priority.

Another possibility could be an APP called Jodel, which has mainly young users in different cities in Germany. Picture ads could be displayed on top of the first page for users based in Freiburg.

3.5.3.2 Offline promotion and partnerships

There are primarily two ways regarding offline promotion, one way is through people, the other is by materials. It is planned that the whole promotion plan will last for one to one and half years. In order to bridge the winery and universities, a concept of campus ambassador was created, which is likely to create emotional connections to the winery.

Campus Ambassador

The ideal candidates would be wine lovers, identifying themselves with the brand value and being able to bridge their university and the winery -- to further support local wine, and thus contribute to local sustainability. Furthermore, they are supposed to be active and creative in

social media, as it is desired to participate more in the creation and dissemination of content (Viana, 2016).

The main responsibilities and goals of the ambassadors (Annex 6) are building brand awareness on campus, reaching out to fellow students to attract them to join wine tours/tastings and events in the winery. This can be done by distributing flyers, creating social media content, such as photos, short videos etc., and increasing followers and positive comments on social media. What they will gain is wine knowledge, professional training regarding wine, as well as free entry to varied activities and events organized by the winery and free wine packages based on their performance.

How to find them

The main ways are via student councils (Fachschaften) in each faculty either by their social media or websites, StuRa, and publishing a student job ad on SWFR. Another way would be selecting from those who have come or will come to the events, e.g. during Weekly Friday Wine Tours and Organic Tour with Staatsweingut Freiburg in Kaiserstuhl. It can be implemented after COVID-19.

All the student councils have been contacted for possibilities of cooperation during the internship. Fortunately some of them are interested in cooperating with us and after discussion they have published the news on their social media, e.g. on Facebook. Meanwhile it was found out that some student councils are independent organizations and the students working there are changing from each academic year, so it is not their interest to cooperate with any companies or organizations in general. This may be a challenge to find candidates, however, there are some student associations which are active in organizing student activities, such as in law faculty, so they have also been contacted to seek for cooperation possibilities.

In Germany, each year there is a Wine Queen and Wine Princess crowned to promote German wines nationally and internationally. In 2019 the Wine Queen in Baden was elected from ALUF (Badischerwein, 2019), who is very passionate and knowledgeable about wine. Since one of her missions is to draw consumers' attention to Baden wine (Badische Neueste Nachrichten, 2019), she would be a suitable candidate as one of the campus ambassadors to promote the winery and the activities to students.

If there are not many students responding, another backup solution could be sponsoring some events in faculties later when COVID-19 has disappeared. In this way it would be possible to promote the plan on site and find suitable candidates.

How it works

For faculties with more than three thousand students, we aim to find three or more ambassadors from each faculty. For those smaller than that, one or two would be fine.

The winery provides well-designed cards with the name of each ambassador and the activities initiated for students. The cards will be given to fellow students by each ambassador, inviting as many students as possible to join the listed activities. When a student comes to an activity, they need to bring the card to the winery and show their student cards. Meanwhile they can also keep the cards when coming for next time, until they join all the listed activities. In this way the number of students can be recorded under the name of each ambassador.

The achievement of each ambassador will be assessed regularly in order to better evaluate their performance. Each ambassador will get 6 bottles of wine every two months, regardless of the number of students they invite. Their posts on social media will also be checked after each activity for new updates and likes. What is more, the more students an ambassador brings to the activity, the more incentive they get, namely free wines, up to 20 bottles per year, and free entry to different events and activities.

In order to better understand the activities and events we organize and to deal with enquiries from students, the ambassadors are supposed to join the activities once in advance. For the events held once or twice each year, the ambassadors can also come together with the other students.

Promotion and branding

In addition, flyers will continue to serve as an important way to do promotion. During the project, a flyer (Annex 7) incorporating three core offers for the target group has been designed. Every single detail has been taken into consideration, from layout and picture selections to text and font and so on. The principle is to keep it in line with the style of the current flyers meanwhile highlighting some live elements from the offers which can be appealing for the young generation. We want the flyer to be eye-catching, concise and stylish, so it was named as “Wine · Game · Tour”, implying the elements Passion, Connection, and Involvement, namely passion about wines, connected by games, and involved in tours.

There is a feature which is different from the current flyers in the winery. It is a QR code created particularly for the flyer focusing on the young consumers, and it is supposed to facilitate the digital access to detailed information by directing them to a webpage with descriptions and registration information. It is considered that the presence of QR code in printed ads strengthens the expected value of the product (Sillani, Miccoli, & Nassivera, 2017). The QR code on the wine labels in the winery, nevertheless, did not generate much traffic to the website in the past. Despite its convenience, it is also practical to consider the popularity and

acceptance of the code for consumers in Germany, especially among the young generation. Currently it seems not that trendy and common for the public to scan it to obtain information. Hence the website address is also put on the flyer. After discussion, it was decided to keep the code to see if it would facilitate registration and get more traffic to the website.

The flyer will be available in German and English. The language used in describing the activities is more metaphoric in order to communicate with younger wine consumers, as research on consumer behaviour in advertising and promotion has shown that metaphoric expressions are more persuasive than literal words (Creed & McIlveen, 2019). Hence succinct and striking words were chosen for the flyer instead of clearly stating what would be exactly in the activities.

The flyers will be distributed in a number of places on campus, for example, at info points, in semester bags for students from all academic years, during welcome week in the International Office as well as in the office and bicycle shop in StuRa.

Partnerships

During the project, some key partners specialized in campus ads and promotion have been identified and reached. Moreover, quotations (if applicable) have also been obtained from them as well. There are different places available on campus for hanging posters which will be designed for the activities later, for example, inside and outside the teaching buildings, and in some canteens. Digital ads of the joint activity with SWFR can be shown in student dorms, by way of displays with a number of pictures and short videos of the winery. Due to COVID-19, it is not possible to conduct cooperation during the internship. Hence in order to facilitate the implementation of the project in future, a to-do list with the partners is summarized (Annex 8).

Overall, concrete results have been achieved in the project, including new tourism offers designed for the university students as well as the development of marketing and promotion campaigns.

4. Conclusions

Wine regions as destinations in Germany can offer all types of travellers what they look for, from landscape and cuisine to history and culture. Usually wine is not the only or decisive reason for a trip but plays a more or less important role (Dreyer, 2019). Baden, as a fascinating wine region with unique tourism destination resources, has great potential to combine wine with its highlighted attraction – the Black Forest. Located in the capital city of the Black Forest (Visit Freiburg, 2020) with a large proportion of young people, Staatsweingut Freiburg has favourable conditions to benefit from the destination tourism. Furthermore, the dynamism between destination tourism and wine tourism, win-win cooperation, partnerships at

national/regional/local level and the creativity of all the stakeholders involved (Filopoulos & Frittella, 2019) are critical.

The research has developed a proposal on wine tourism for Staatsweingut Freiburg focusing on the university students, based on the analysis of the current situation and the target group, which reveals the potentialities of the winery and the target market. Despite the big impact of COVID-19, the internship is primarily focused on product design as well as marketing and promotion, by trying to reach out to as many potential partners as possible. By the end of the project, some results have already been achieved. New tourism offers have been designed and structured, while marketing and promotion campaigns as well as partnerships have been developed. Even though the proposal cannot be fully implemented now, when the situation allows, it will be carried out step by step.

The winery has been successful in wine tourism that brought numerous visitors and customers every year. There was never a so-called wine tourism strategy, but innovation is the core competitiveness that constantly attracts consumers and visitors to come and thus boosts sales year by year. COVID-19 has brought both crises and opportunities. Thanks to the flexibility and adjustments to business strategy, sales on the local market have grown during COVID-19 compared to the same period of last year. Despite the loss of revenue in wine tourism and service, we can see that a steady stream of local consumers had a significant and beneficial impact on profitability (Wagner *et al.*, 2019), especially during the special time.

Meanwhile the project revealed that wine tourism is closely related to the target market and structure of the winery, and thus its positioning in the entire business makes a difference on how wine tourism is organized and developed. As the majority of the sales are generated locally and the winery is part of the State Viticultural Institute, so wine tourism is considered as an effective way to expand the local market. Engaging in local community and society by way of research, education and training considerably facilitates the consumers to be aware of the corporate brand and its contribution to the society. In terms of product design, great importance will be ascribed to the aspects of sustainability and live experiences in future (Dreyer, 2019) by motivating and involving more and more customers, especially young people, with social engagement to shape their values and lifestyle.

COVID-19 will have a continuous impact on the operation of the winery and wine tourism as a whole. Travelling and socializing will probably still be limited and controlled in the coming months. Due to these uncertainties, there may not be large scale activities available by the end of this year in the winery. As a result, how to cope with the challenges in wine tourism remains a significant issue. Being creative and flexible will no doubt be crucial in future.

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Annexes

Annex 1 - Pictures of the Vinotheks

Vinothek Freiburg



Vinothek Blankenhornsberg



Annex 2 - Map of Baden Wine Bicycle Route, the location and promotion of the winery



As shown on the map that NO.10 is Staatsweingut Freiburg on the 2nd stage of the Route.

Annex 3 - Customer survey on wine tourism and analysis

The customer survey was conducted in 2016 with more than 1300 visitors responded. There were 5 questions and a short comment in the survey. Short comments are various, so here only the questions are as listed.

Question 1: How likely is it that you recommend a wine tasting in our winery?

Question 2: Are the wine selection appealing to you?

Question 3: How do you rate the tour/tasting guide?

Question 4: How do you like the tour?

Question 5: How do you find the information content?

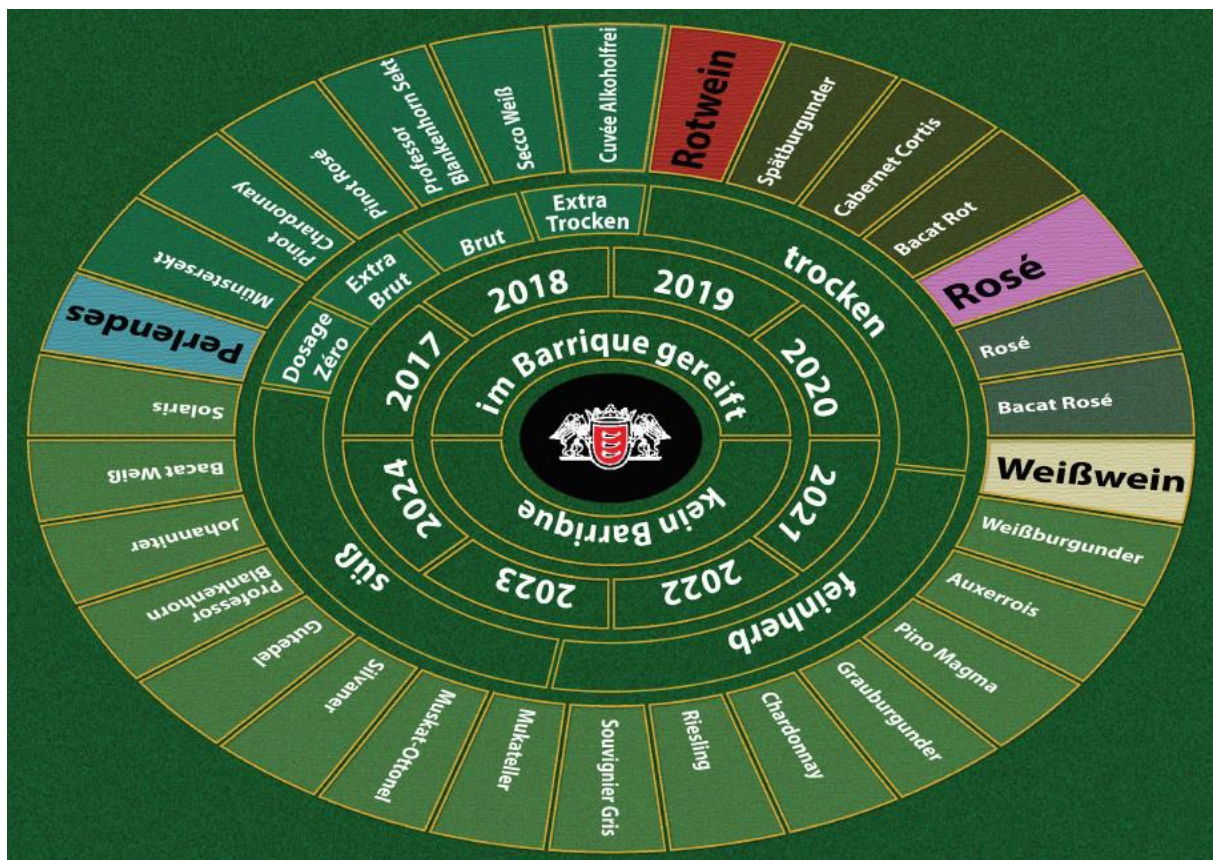
Full score and average score on wine tours/tastings in visitor survey

	Q1	Q2	Q3	Q4	Q5
Score range*	1-10	1-6	1-6	1-6	1-6
Average score**	9.07	5.25	5.72	5.56	5.55

*unlikely = 1, probably = 10

**from all kinds of wine tours/tastings guided by both internal staff and external guides

Annex 4 - Game board designed for Wine Casino



Annex 5 - Itinerary of Organic Tour with Staatsweingut Freiburg in Kaiserstuhl

Time	Activities	Remarks
0900-0930	Freiburg- Burkheim, 79235 Vogtsburg im Kaiserstuhl	Transportation by train
0930-1230	Hiking from Burkheim to Vinothek Blankenhornsberg	Around 12 km, part of the trail Wiedehopfpfad ¹
1230-1400	Vinothek Blankenhornsber and picnic (brought by students themselves), with a panoramic view of Vosges and Black Forest. A selected wine will be offered for lunch: Grüne Weinbox (Green Wine Box).	It is bag-in-box bio wine, sustainable and innovative, perfect match for the theme tour.
1400-1500	Cellar tour along the wine trails. The visitors will get insight into grape varieties and viticulture in Kaiserstuhl as well as many other special features related to wine. A guide will share the stories about sustainability and what is going on with the sheep in the vineyards.	It will be guided by the wine maker Mr. Bernhard Huber. Or another experienced staff from the winery will guide the tour.
1500-1630	Option 1: Wine Casino (blind tasting game with 4 selected wines, winner will get a bottle of wine). Usually 8-10 participants per group. Option 2: Wine Tasting with 5 selected wines.	More than one groups can be arranged. At the end, special offers are available.
1630-1730	Walking to Ihringen train station, then take train back to Freiburg	

Remarks

- 1 Maximum 40 people available for lunch on the terrace at Vinothek Blankenhornsberg.
- 2 The date can be flexible in October except 12th.
- 3 It is suggested to take picnic for lunch, brought by students themselves. Catering is possible, € 27/p with one cold course, minimum 15 people.
- 4 Price: €8 /p for option 1. €10 /p for option 2.
- 5 At the end of the tour, students who are interested in purchasing wine can get special offer.

¹ Detailed information refer to <https://www.naturgarten-kaiserstuhl.de/de-de/wege/wiedehopfpfad>

Annex 6 - Campus Ambassador and the information posted on partner's Facebook

(The original version is available both in German and English. The following is in English)



STAATSWEINGUT FREIBURG

Campus Ambassador

Founded in 1844, the [Staatsweingut Freiburg](#) (SWG) combines living science, preferred historical locations, the best conditions and decades of experience to create a unique wine experience. Today it manages over 37 hectares, of which 24 hectares are in Kaiserstuhl in Ihringen Blankenhornsberg and 13 hectares in Freiburg and Ebringen. The Staatsweingut is owned by the State Viticultural Institute (Weinbauinstitut), a research establishment. This relationship enables us to combine innovation and tradition in ways that are seldom open to growers or wine-makers.

Whom we are looking for

- Wine lovers, no matter what age or gender, what languages you speak or what you study.
- Identify yourself with the brand value of Staatsweingut Freiburg - to further support local wine, thus contribute to local sustainability.
- Being able to bridge your university and SWG. Communicative, responsible and flexible. Active and creative in social media and willing to work with us for at least one semester.

Responsibilities and goals

- Building brand awareness on campus, reaching out fellow students to attract them to join wine tours, wine tastings and events in SWG (e.g. by distributing flyers).
- Social media content creation, generate posts, such as photos, short videos etc. After each event/activity you have joined, manage to win likes from fellow students. Increasing social media followers and positive comments for SWG, focused on but not limited to your faculty, e.g. Facebook, Instagram, Google, Tripadvisor and other possible media on campus etc.
- Assisting with organizing activities/events on campus or in SWG, working time can be working days and sometimes weekends.
- Gathering feedback and answering questions from students participated in the activities/events. Contributing ideas to regarding our wine tourism product.

What you gain

- Abundant wine knowledge, professional training on wine.
- Free entry to wine tastings and workshops, opportunities to join various activities and events.
- Free Tasting Packages every 2 month.
- Expanding network, having fun while working.

Contact:

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Mobil: +49 (0)173 313 5943 Email: Kolja.Bitzenhofer@wbi.bwl.de

Ms. Ting Zhang Email: Ting.Zhang@wbi.bwl.de

Gutsbetrieb Freiburg • Merzhauser Straße 119 • 79100 Freiburg • Telefon 0761/40165-4310 • Telefax 0761/40165-4311

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staatsweingut@wbi.bwl.de • www.staatsweingut-freiburg.de



Fachschaft Biologie Uni Freiburg

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fachschaft@biologie.uni-freiburg.de

Closed now
12:00 - 13:00 ▾

College & University

Fachschaft Biologie Uni Freiburg

26 May at 20:30 · 🌐

⋮

Forwarded:

Job offer at the state winery

🔗 See original · Rate this translation

**STAATSWEINGUT
FREIBURG**

Campusbotschafter

Das 1844 gegründete **Staatsweingut Freiburg** (SWG) kombiniert gelebte Wissenschaft, bevorzugte historische Lagen, beste Bedingungen sowie jahrzehntelange Erfahrung zu einem einzigartigen Weinerlebnis. Mit gelebter Wissenschaft wird die Nähe zum Staatlichen Weinbauinstitut Freiburg (WBI) deutlich. Das Staatsweingut setzt Forschungsergebnisse und Weiterentwicklungen in der Weinwelt in die Praxis um. So werden neue Methoden und Anbaufverfahren für Baden getestet und einzigartige Weine angebaut.

Wir suchen

- Weinliebhaber/in oder Weininteressierter!
- Sie identifizieren sich mit der Marke Staatsweingut Freiburg um den lokalen Wein zu unterstützen und so zur lokalen Nachhaltigkeit beizutragen.

Backside



Annex 8 - A to-do list with partners

Company/ organization	Cooperation	How/Where	Cost (if any)	Remarks
StuRa	Flyers, posters, possibility to organize group activities like Welcome Parties for different programmes in the winery.	Flyers and 3 A1 posters in their office, Flyers: teaching buildings and bike shop/ service point.	For free	Starting from autumn semester. Contact board of directors.
SWFR	Joint day tour	Website: event calendar. Digital marketing in dorms. Social media: Facebook, Instagram, Twitter, blog, newspaper (Badische Zeitung), public relations.	For free	In autumn semester. Only until 1 st September 2020 can the tour be confirmed.
International Office of ALUF	Flyers, group tastings, campus ambassador	Flyers: distribute in welcome centre and to international students/researchers	For free	When to start depends on the situation of COVID-19.
Service Center Studium of ALUF	Ads	Hang something in the center-TBC	TBC	Contact Ms. Dold to get approval katharina.dold@zv.uni-freiburg.de 0761 - 203 8867
ELSA-Freiburg e.V. (European Law Student Association - Freiburg)	Organizing group activities in orientation week and campus ambassadors	TBC	TBC	Contact the successor of the president Tom Aust in the first weeks of August
CAMPUS-Tüten, namely direktCampus	Flyers in semester bags. Posters, banners, info points and so on different ways.	Distributed for students from all academic years. 6000 twice per year. We need to post the flyers to the company beforehand.	One flyer (paper insert) € 0.15 per piece, with 20% discount. Other prices on PDF quotation.	Starting in September /October, based on how the autumn semester goes.
Jazzhaus Freiburg GmbH	Street ads: A1-sized posters	Different locations throughout campus. Indoor: Mensa (mostly Rempart, a	TBC	Posters to be designed.

		few posters in other Mensas). Outdoor: KG2, Niemens-/Universitätsstraße, Mensa, Moltke-/Belfortstraße.		
Subculture Freiburg subculture - urban media	Flyers	TBC	TBC	Follow up for the possible places available for flyers in the city.
Webpage of wine tours and activities for university students	To be created	Three core wine tourism offers	Internal IT department	
QR code on the flyer	To be created	Linking to the webpage	Internal IT department	
Jodel -- A socializing APP focusing on young users	Ads	“Display Ads with one option”, which means showing ads between “pictures of the day” on top of the first page when opening the APP. The ad will appear on the third or fourth place among the pictures presented on top. We need to design one or a few ad pictures.	€5000 for 8 weeks, which is usually peak time for students during the semesters to join various events	6,600 monthly individual users in Freiburg.