



UNIVERSITAT ROVIRA I VIRGILI

université
de **BORDEAUX**

U. PORTO



MASTER THESIS

**INTEGRATED MARKETING COMMUNICATION TECHNIQUES FOR VIVANT WINE
CLUBS TO INCREASE BRAND AWARENESS AND VISIBILITY OF DIGITAL WINE
TOURISM EXPERIENCES OF THE VIVANT PLATFORM**

SYUZANNA MOSIKYAN

Internship developed at VIVANT SAS company
Paris, France

**Professional supervisor
ALINE URBÁN ORTA**

**Academic supervisor
NASHIDIL ROUIAI
University of Bordeaux**

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ABSTRACT

This work was developed during a 600-hour work-study at VIVANT eco company in the scope of the International Master on Wine Tourism Innovation (WINTOUR) joint master's degree program.

Wine tourism and wine clubs are usual components of businesses' global marketing strategies as both contribute to increased brand awareness and loyalty, are an opportunity to educate, engage customers and create relationships with them, and generate wine sales. However, to address and accomplish these objectives a well-crafted marketing communication strategy, tactics and actions are required. The purpose of this work is to develop an integrated marketing communication plan for the VIVANT wine club, a three-tiered club offering organic and biodynamic wines, and digital wine tourism experiences.

Based on prior literature review, situational, competitor, and benchmarking analysis, objectives have been identified and strategic actions have been suggested for several marketing communication platforms and tactics that form an integrated marketing communication plan for VIVANT wine clubs.

KEYWORDS: Wine club, marketing communication, digital wine tourism, online wine tasting, wine communications, brand awareness.

LIST OF ABBREVIATIONS

- **Ads:** Advertisements
- **FB:** Facebook
- **IG:** Instagram
- **IMC:** integrated marketing communication,
- **Marcom:** Marketing communication
- **PR:** public relations
- **SWOT:** Strengths, Weaknesses, Opportunities, and Threats
- **UK:** United Kingdom
- **US:** United States

1 INTRODUCTION

1.1 VIVANT group

VIVANT is an innovative wine company created in 2019 by Silicon Valley entrepreneur and investor Michael Baum. It belongs to the same group owned by Michael Baum as the historical Chateau de Pommard in Burgundy.

In 2014, the Carabello-Baum family followed their passion for wine and acquired Chateau de Pommard, a 300-year-old storybook domain in Burgundy built by a noble in the court of Louis XV in 1726. After buying the chateau and following his passion and the current world issues in lack of sustainability, Michael decided to create a platform for digital wine experiences and wine sales. The name of the VIVANT company (in French, meaning *alive, living*) expresses the company's commitment to great quality wines, sustainable practices, and responsibility to the environment.

VIVANT has several major objectives to reach:

- to increase the visibility of responsible winemakers that follow organic and biodynamic practices. This will eventually lead to the increase of sustainable practices in wine production all over the world.
- to minimize the travel to wine regions and therefore to decrease the carbon footprint by creating virtual and engaging wine experiences.
- to make organic and biodynamic wines more accessible by the e-commerce platform offering various wines of these categories.

Firstly, VIVANT is a digital platform (<https://vivant.eco/>) of virtual wine experiences such as "Burgundy essentials", "Food and wine pairing essentials", and "Bordeaux essentials" (see Annex 1). Both novices and professionals can watch these experiences either live or by demand anywhere in the world without leaving their houses. Each wine experience is led by a VIVANT wine advisor, a wine professional interpreting wine tastings into an easily understandable language for the consumers and ready to answer any question related to wines. First-time users can watch 3 experiences for free. However, the VIVANT members who pay monthly or yearly membership will have access to unlimited experiences, a personal wine advisor, and free shipping of the wines/tasting kits. Those tasting kits consist of 6 wine tubes each containing 100 ml of wine (see Annex 1) from the partners that will be mentioned in the next paragraph. An international team of wine educators, graphic designers, software engineers, and media producers is working every day to make the experiences even more interactive and immersive. There are several VIVANT wine experiences categories:

Essentials - the basics of wine regions and practices.

Travel – virtual traveling to the most known French wine regions and wine appellations.

Spotlight – focused on specific topics such as Women in wine.

Tasting – wine tasting essentials, including the innovative Interactive Tasting Method™.

Food and wine – food and wine pairing essentials.

Music and wine – wine cellar sessions with music artists.

Secondly, VIVANT cooperates with small wine companies all over Europe (mainly in France) that are organic or biodynamic. No herbicides and pesticides, and minimal intervention are mandatory aspects to become a VIVANT partner. All the winemakers joining the company sign VIVANT Pledge, which requires to grow the grapes with no herbicides and pesticides, no additives during the winemaking, with minimal intervention. A department is solely dedicated to choosing the best quality wines from the partners for the online e-commerce platform available on the same website.

In addition, VIVANT searches for new and innovative ways to make the wine tastings and education more fun and interactive. For instance, the Interactive Tasting Method™ gamifies the wine tasting process, making wine education more accessible and interesting.

1.2 VIVANT wine clubs

One of the recent initiatives of VIVANT company is the wine clubs that are planned to launch soon. Besides the usual user subscription, a separate Wine club consisting of 3 levels will be created to offer a more personalized experience with exclusive discounts and benefits. VIVANT wine club will be the first in its type to offer exclusive virtual experiences and organic wines on an advanced digital platform. The 3 levels club levels are Tube, Tasting kit, and Bottle clubs each offering reoccurring VIVANT wine deliveries each quarter, discounts, and free shipping on organic wines. In addition, the club members will benefit from an exclusive digital wine tourism experience. Those are live experiences with partner winemakers, sommeliers, and chefs led by a VIVANT wine advisor.

VIVANT wine clubs solve several consumer-related issues.

- **Convenience and no decision fatigue.** The club members will receive quarterly recurring shipments of VIVANT tasting kits or bottles thoroughly chosen by the team. There won't be information and choice overload, and the paradox of choice will be avoided.

- **Access to a wide selection of organic and biodynamic wines.** Most of the VIVANT organic and biodynamic wines are available only on the vivant.eco platform in the United States.
- **Exclusivity:** The subscribers will have their VIVANT wine advisors who will accompany them throughout the journey with personalized advice and recommendations. The special experiences with winemakers, sommeliers, and chefs are another element of exclusivity.
- **Educational element:** As mentioned previously one of VIVANT's experiences' integral elements is the innovative educational components, such as the Interactive wine tasting method.

Meanwhile, VIVANT itself will benefit from recurring constant revenue, and increased sales, as the users will have easier purchase decisions, and several loyal customers.

1.3 Internship activities

My professional internship at VIVANT company started in February 2022 and is still in the progress until the end of July 2022. I am acting as Production Coordinator as part of the communication team headed by Karlos Moore. My professional supervisor is Aline Urban Orta, a 1st generation WINTOUR Alumni, an absolute wine professional, and an experienced project manager.

Upon my arrival to the company, an immersive onboarding lasting two weeks took place, conducted by Aline. I was introduced to the complex structure of VIVANT, the agile management principles that the company follows, and to the OKRs (Objectives and Key Results) of the company. Moreover, I got to know the whole process of virtual wine tourism experiences from the creation and production to the broadcasting.

During the first 4 months of my internship, I evolved in several areas developing both soft and hard skills that are complementing my professional career very well. Working for a startup is very challenging, as last-minute projects and tasks are a very usual part of the workflow. However, I learned how to better prioritize my tasks according to business needs, how to possess collaborative negotiation skills, how to affect solutions to problems, and how to be more flexible and adapt to a fast-changing work environment. I had an exclusive opportunity to be part of several initiatives, to make suggestions, and sometimes even come up with better workflows and improvements.

Firstly, together with Aline, I was responsible for breaking down initiatives and requests related to wine experiences production and wine marketing campaigns into tasks, assigning those

tasks to team members, monitoring task completion, and communicating with multiple stakeholders. The projects were related to both VIVANT and Château de Pommard and usually required the highest quality of various media assets as deliverables.

Alongside the development of my thesis, I started to coordinate several media productions for virtual wine tourism experiences and marketing campaigns. Media production is the creation process of still assets such as photos, motion pictures, television shows, videos, commercials, and other types of media that are transmitted through the Internet, radio, TV, broadcast, radio, or cable. (Media 2020)

Discrete stages are serving as frameworks applicable to the production of all media types, that are rather iterative and interrelated. The production stages at VIVANT can be broken down into 4 main phases: development, pre-production, field production, and post-production. Each phase requires meticulous planning, organization, and follow-up of the whole process, management of internal and external human resources, and attention to detail. With the surveillance of my professional supervisor Aline and the help of the production team, I was able to quickly learn and coordinate several media productions specifically in the pre-production, and production phases.

- **Development:** In this phase is created all the axis of the production that will soon happen. Three important questions are answered: what is needed to communicate, how should that be communicated, and whom should that be communicated to. The ideas, intentions, objectives, and target audience are discussed during strategy, editorial, and creative meetings which are an integral part of this stage. All the details, including location, ambiance, characters, set accessories, and props, are chosen to be agglomerated into visuals that will attract the target audience.
- **Pre-production:** the construction of the media narrative is developed considering the target audience, context, and intention of the media. Another point of consideration is how the media will engage, be consumed, experienced, or read by the target audience. The planning of production is carried out in the written form in so-called production books. Equipment, materials (props), and technologies to be used in production are documented. Organization of the crew and talents, coordination of the travel and accommodation, creation of shooting schedule and shot list must be achieved in this stage. There are several elements important to consider here:
 - **Talents:** the people taking part in the production that will consequently appear in the final media assets. The models and talents must be chosen very similarly to

the target audience. Otherwise, the customers will not be able to relate themselves to the product or service. (Solve 2020)

- **Lightning:** proper lighting is important for the quality of photos, but also for setting the mood of the scene to evoke a more dramatic or a subtle ambiance.
- **Materials (props, formally known as property)** are objects and items used on set during the production.
- **Photo composition:** arrangement of visual elements within the frame.
- **Mood boards** are documents including visual examples, directions, and guidelines that set the tone of the consecutive production.
- **The shooting location** must be chosen based on the tone and mood of the required media assets.
- **Crew:** Creative director, art director, photographer, cameraman, lighting assistant, production coordinator, and production operations manager are mostly compulsory members of the production crew. Depending on the complexity of the production, a set designer, a stylist, and a make-up artist may be required. (Media 2020)
- **Production:** This stage involves the collaboration of crew, talents, and many other people with specific roles. Practically speaking, the production coordinator (the role that I pertained) must make sure that everyone is on time, and everything is happening according to the schedule, the creative strategies, and the mood board.
- **Post-production:** the created media assets are refined and retouched considering the intention of usage and audience. This is the first stage of the Marcom campaign implementation. Specific software and equipment are used for editing the assets. At the very end, based on the Agile principles of the company, a retrospective meeting is happening to reflect on the challenges of the production process and the future possible improvements.

Three major VIVANT production projects, the pre-production and production stages of which were coordinated by me, are:

1. **La Route des Grands Crus.** Our team was assigned to create media assets for Château de Pommard's marketing campaigns called La Route des Grands Crus. Those assets should be used to promote both the eponymous wine collection and the wine tourism experience of the Château. The whole production lasted 3 days in total, 1 day for the location scouting and 2 days – of photo and video shooting. Location

scouting is searching and finding specific places, venues, and spots that serve as setting scenes for the upcoming shooting. It was followed by two days of intense shooting in 10 villages of Burgundy that are part of the Route des Grands Crus during which I was accompanying the whole crew, coordinating and assisting them in all the possible activities.

2. **Cellar Sessions Adam Naas.** Cellar sessions are part of the “Music and wine” category of VIVANT virtual experiences. Every music as each wine has a story to tell. The main objective of the cellar sessions is to find a piece of music perfectly paired with one of the VIVANT wines. For this, a wine tasting is organized including a music artist and a VIVANT wine advisor. This time, the cellar sessions took place in an authentic Parisian restaurant with a music artist Adam Naas, from this city, playing this kind of music.
3. **VIVANT wine clubs shooting.** The biggest project of mine that is directly correlated to my thesis. As VIVANT will soon launch the wine clubs, the Production department needs to produce still and motion assets for three different clubs. The main challenge was to create three different categories of media assets intended to target three diverse audiences for each of the wine clubs. Shootings at various locations, usage of talents from various demographic backgrounds, proper lighting, and many other key elements helped to reach the results that are attached as Annex 2 and will be discussed in the Conclusion section of the thesis.

1.4 Master thesis basis and proposal

In their article “Stellenbosch Wine Route Wineries: Management’s Perspective on the Advantages and Key Success Factors of Wine Tourism”, Kirkman, Strydom, and van Zyl state that wine tourism contributes to increased wine sales, helps to create brand awareness and loyalty, and is an opportunity to educate customers. (Kirkman, Strydom, and van Zyl 2013) According to Teaff, Thach, and Olsen “*Wine club leads to recurring sales and acts as an effective relationship marketing vehicle that engages the customer and cultivates brand loyalty*” (Teaff, Thach, and Olsen 2005). Hence, both wine tourism and wine clubs bring very similar advantages to wine companies and usually are components of the global marketing strategy of the company. Frankly, in both cases, marketing communication is key to finding bonding pathways with customers and building relationships.

Marketing communication plays an important role in the business and marketing strategies of any company. It helps to move products and services from manufacturers to end-users while building and maintaining relationships with them. The information and messages transmitted

through marketing communication help the customers make purchase decisions. In the current dynamic market world and with the recent digital takeover, consumers' expectations grew tremendously resulting in the need for more complex and cohesive communication strategies. This is where the advantages of integrated marketing communication, incorporating multi-channel attribution and omnichannel marketing, are manifested.

By parity of reasoning, VIVANT, a company offering sustainable and virtual wine tourism experiences, has initiated the creation of wine clubs, to increase the brand visibility, retain more faithful customers, and grow the business. Therefore, a strongly constructed integrated marketing communication plan is an essential force to target a specific audience, attract new customers to the VIVANT wine clubs, translate digital wine tourism experiences into appealing stories, and convey the value of membership to the customers. The apparent outcomes will be increased brand awareness and loyal customers, but most important, investment in the sustainable revolution in the world of wine.

The final proposal will result in an integrated marketing communication plan for the VIVANT wine clubs using several Marcom platforms, tactics, and techniques. Considering and implementing those marketing communication tools will facilitate reaching the outcomes discussed in the previous paragraph.

1.5 Methodological approach

International scientific journals and magazines, books, and professional articles have been used to identify the major platforms used for the Integrated marketing communication plan, also the tactics and tools of each. Several sources have been used to disclose the characteristics and advantages of each platform and to better justify the posterior choice of those for the Marcom plan.

In furtherance of developing the communication plan, **PASTA (Problem, Analysis, Strategy, Tactics, Actions)** method has been used for a more constructive approach (Reijssen 2022). The brief introduction of each step designed for this work is as follows.

Problem: Apart from conducting analysis that will appear in the following sections, several discussions with my colleagues at VIVANT favored confirming that the company has all the potential to succeed both as a wine media creator and as e-commerce. However, it lacks a well-designed way of communicating its products and services thus a small amount of lead, user engagement, and brand awareness is generated.

Analysis: A situational analysis has been conducted to assess VIVANT's current communication strategies through specific channels, and the present consumers. An empirical

examination of 23 wine clubs has been done both for benchmarking and for identifying the competitor landscape of VIVANT wine clubs. As many users, before joining a wine club, are doing research on the Internet, the exploration of clubs for benchmarking was done in Google search, considering that it's the most popular search engine. Appraising VIVANT's personalized and organic wine offers, the wine clubs have been identified simply by searching the following keywords in the engine:

- "Best personalized wine clubs",
- "Best organic wine clubs",
- "Best wine clubs".

The analysis has been conducted on 01 June 2022; results are summarized in Annex 11. The very last wine club has been chosen solely due to its similar design and concept with VIVANT, rather than by the presence in the before-mentioned sources. The results of the analysis will be summarized in section 3.3 – Benchmarking and competitor analysis.

Strategy: Specific groups of consumers have been determined for each wine club dictated by demographic, geographic, behavioral, and psychographic characteristics. The current paying users are also identified as the target audience as there is an opportunity of overselling them and turning them into club members. Objectives are defined concerning overall the business and marketing goals.

Tactics: Tactics for various marketing communication platforms are named to develop the Marcom plan. Those are highlighted in red in Figure 1. The preference for tactics is justified in the consecutive sections.

Actions: Necessary actions, to reach both the targeted audience, the objectives, and to take advantage of opportunities, have been defined for each tactic.

2 PRELIMINARY LITERATURE REVIEW

2.1 Integrated marketing communication

Marketing communications (also known as Marcom) is a fundamental part of a company's marketing strategies and has an important role in directly or indirectly informing, persuading, and reminding consumers about the products and services of the company. It's a comprehensive holistic framework that, if planned and executed properly and consistently, can be used to:

- Inform and educate potential customers about the products and services of the company,

- Increase the visibility and the awareness of the brand,
- Increase the sales and customer base (Donald E. Parente 2015).

Integrated marketing communications (IMC) can be defined as the process of unifying the marketing communication elements to ensure that all the messaging and communication are consumer-centered and cohesive throughout various channels.(Keller and Batra 2016)

2.2 The elements of integrated marketing communication

IMC consists of the following major communication platforms:

1. Advertising
2. Personal selling
3. Sales promotion
4. PR and publicity
5. Direct and database marketing
6. Events and sponsorships
7. Digital and social media marketing
8. Mobile marketing (Keller and Batra 2016)

Table 1 summarizes the objectives, characteristics, and audience for each platform of communication.

Table 1: Objectives, audience, and characteristics of Marcom platforms

Platform	Description
<p>1. Advertising</p>	<p>Objectives: designed to transmit a message that identifies a company, a brand, or an offer being promoted to a mass audience. The main objectives could be to inform, persuade, remind, or reinforce.</p> <p>Audience: usually mass audience</p> <p>Characteristics:</p> <ul style="list-style-type: none"> - The most effective and reliable way to grab the customers' attention - Helps to build brand awareness and create an image - The costs to reach one customer in the target audience are lower than in the case of personal selling. - Advertisers can easily take control of the content and message of the advertisement, the place, and the time of the broadcast.
<p>2. Personal selling</p>	<p>Objectives: an interactive communication that involves a buyer and a seller and aims to persuade the buyer to purchase a product.</p>

	<p>Audience: highly targeted audience</p> <p>Characteristics: This is a relationship-oriented approach that gives long-term results. In tandem, works very well with other elements by being supported by and supporting those.</p>
3. Sales promotion	<p>Purpose: this tool offers strong purchase incentives</p> <p>Audience: targeted audience</p> <p>Characteristics:</p> <ul style="list-style-type: none"> - stimulates quick response and short-term relationship and sales. - ineffective in case of building long-term brand loyalty.
4. Public relations	<p>Objectives: accelerates public awareness of the brand through regular communication</p> <p>Audience: both targeted and mass audience</p> <p>Characteristics:</p> <ul style="list-style-type: none"> - helps to promote and improve a company's image - often perceived as more neutral and objective than other forms of promotion
5. Direct marketing	<p>Objectives: delivering personalized promotional materials directly to individual consumers. Mixture of sales promotion and personal selling.</p> <p>Audience: highly targeted market. Speaks to people as individuals.</p> <p>Characteristics:</p> <ul style="list-style-type: none"> - allows to target a specific audience and then track the response - ability to measure the ROI - very intrusive, many customers may ignore the attempts to reach them
6. Events and sponsorships	<p>Objectives: helps to receive public recognition by linking the name of the business to an event or a cause to which the business had a certain type of contribution.</p> <p>Audience: targeted audience</p> <p>Characteristics:</p> <ul style="list-style-type: none"> - helps to create brand loyalty - helps in differentiating the product with competitors
7. Digital and social media marketing	<p>Objectives: the promotion of an organization or brand is done through online and social media channels</p> <p>Audience: both highly targeted and mass audience</p> <p>Characteristics:</p>

	<ul style="list-style-type: none"> - It is one of the low-cost promotional methods where many users are targeted at once. - It can be informational or entertainment-based - Stimulates engagement - ability to measure the ROI - Marketers can distribute content for online and social media swiftly and alter it based on responses <p>It is one of the most powerful media where the promotion of the brand or business can be done through the social media channel.</p>
8. Mobile marketing	<p>Objectives: communicating with customers through mobile by sending them a text message</p> <p>Audience: both targeted and mass audience</p> <p>Characteristics:</p> <ul style="list-style-type: none"> - the cheapest traditional means of promotion

Source: (Donald E. Parente 2015; Keller and Batra 2016; Tanner and Raymond 2012; Todorova 2015; Tran 2018)

Figure 1 summarizes many of the various tactics, tools, and channels that can be used by each IMC platform.

In the following paragraphs, several platforms and their tactics will be reviewed to support the actions and techniques that will be suggested at the end of the work.

2.2.1 Marketing communication through social media and influencers

Social media has become an integral part of marketing communication strategies application. (Keller and Batra 2016) states that likely communication outcomes from social media are the creation and increase of brand awareness and salience, creation, and increase of brand imagery and personality, trust-building, emotion elicitation, and connecting people (see Annex 3).

However, it's a matter of fact, that social media users are subject to information and visual content overload (Li and Xie 2019). The same authors had several discoveries in their research concerning the image and content characteristics affecting the engagement rate in various online platforms. Annex 4 displays all the factors that determine the social media post engagement. Meanwhile, Annex 5 summarizes the types of media assets used in social media and their benefits from the marketing communication prospect.

One type of social media marketing is through influencers which made its way to the forefront alongside recent technological advances. This type of marketing is a direct relationship between the influencer and the brand granting that the influencer promotes the brand's

products and services through various media platforms such as Instagram and YouTube. A mandatory attribute of this tactic is the possession and exhibition of information and knowledge about the product by the influencer (Mathew 2018).

This kind of marketing became necessary when the Internet and social media users started to have unlimited freedom and choice over the content they wish to be exposed to. Since then, brands have been increasingly challenged to reach out to their target audiences through various platforms of different forms. Advertising through influencers allows brands to promote through someone that a niche community watches, engages with, and trusts daily (Mathew 2018).

Furthermore, statistics on influencer marketing give curious insights into this way of communication. Such as the influencer marketing industry is rapidly growing, reaching \$1.7 billion to \$13.8 billion thresholds of profitability. Moreover, most brands prefer Instagram over other social media channels to implement their influencer marketing strategies (Santora 2022).

2.2.2 Marketing communication through trade fairs

Trade fairs are an important part of a company's overall marketing communication strategy and a significant marketing medium. Many authors argue that trade fairs are a mixture of advertisement and sales promotion. Some others believe that trade fairs combine sales with marketing taking the advantage of each.

Trade fairs are believed to:

- Enhance the company's customer relationship,
- Foster customers' trust,
- Strengthen customer loyalty,
- Increase brand awareness (Engblom 2014).

Engblom recommends that companies, especially the small ones, integrate trade fairs into their overall marketing communication strategies. However, the success of trade fairs highly depends on the support of other marketing communication tools such as direct mail (both pre-fair and post-fair), advertising by different channels, and field sales (Engblom 2014).

Furthermore, Keller and Batra believe that follow-up sales efforts generate higher sales if the companies have already exposed customers to their products during a trade fair. The authors state that "*Trade fairs exposure reduces sales force expenses by approximately 50% to generate a given level of sales*" (Keller and Batra 2016).

2.2.3 Marketing communication through pop-ups

Pop-up marketing is a technique that uses quick points of contact (touchpoints) with customers to:

- test new product ideas and market reactions,
- attract new leads,
- generate word of mouth test out new concepts,
- target both the current customers, existing customers, media players, and influencers,
- build an intimate relationship with customers. (Yu et al. 2018)

Those are hybrid models that create unique and memorable experiences well aligned with the brand values of the company. There are several strategies to support the success of pop-ups.

1. **Crossover-branding:** It's a strategy that involves the cooperation of two different crossover partners to create a new product or service that will help to improve customer experience and will promote both partners.
2. **Creating excitement with "Pull" marketing:** pop-ups are a unique chance to integrate consumers into the advertising, to let them experience the product, ask questions, generate emotions, and enjoy the brand.
3. **Selling feelings towards your products:** pop-ups can be used to strengthen brand images, enliven the matured brands, or fix damaged brands. Pop-ups can be very creative in developing an immersive experience that will be fun, engaging, and memorable. (Yu et al. 2018)

2.2.1 Marketing communication strategy through cause-related sponsorships

Sponsorship is one of the most important marketing communication tools used by businesses to achieve their marketing objectives, raise the awareness of the company by affiliating it with specific events and build brand loyalty. A very important point of consideration is the choice of activities that will be sponsored. Those activities need to be well managed and strategically aligned with the public image of the company (Tanner and Raymond 2012). A type of sponsorship is cause-related marketing when a company supports a nonprofit organization in some way. Cause-related marketing can have a positive PR impact by strengthening the affinity people have for a company that does it (Minnesota open libraries 2010).

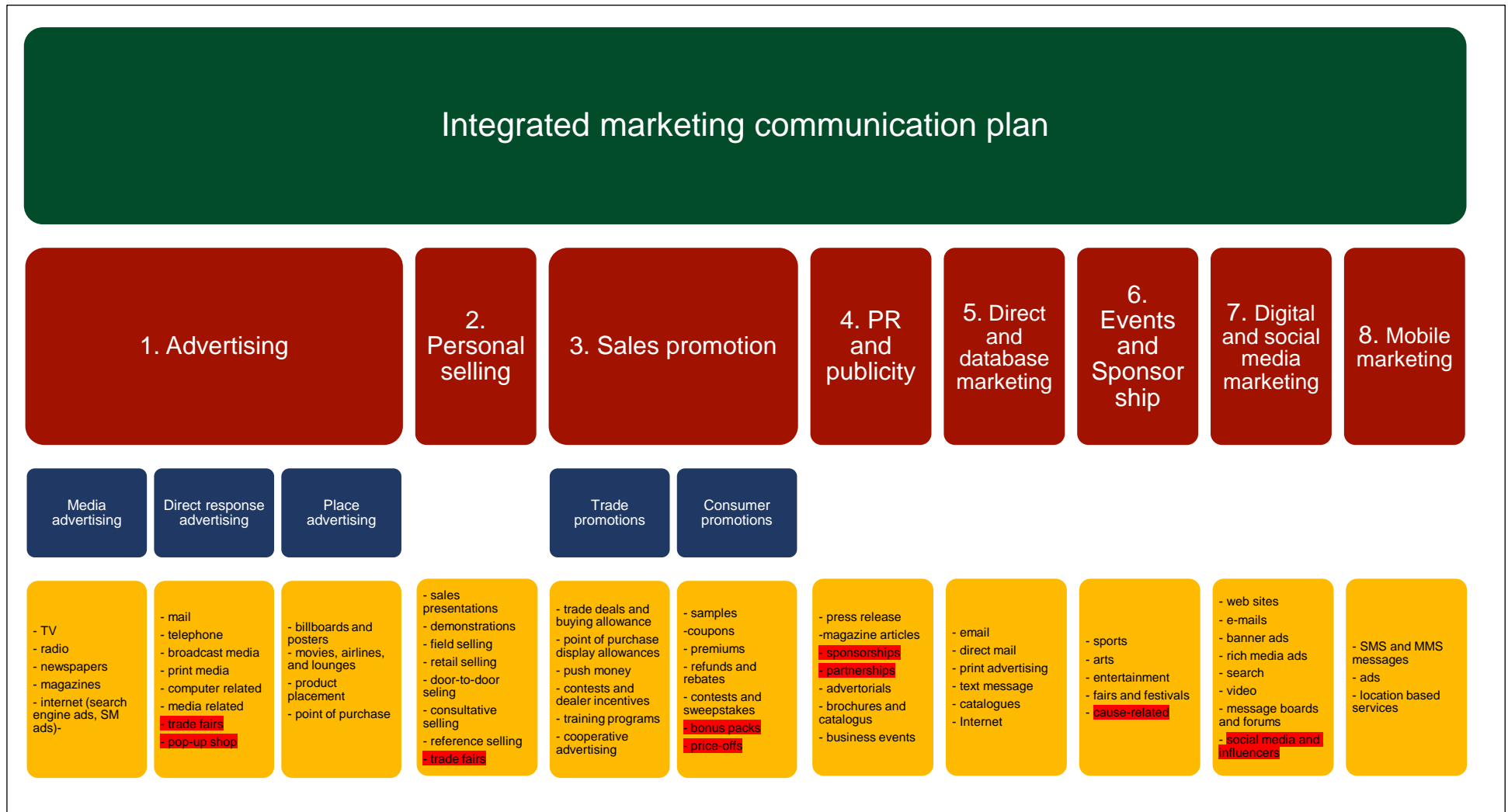


Figure 1: The main platforms and tactics of an integrated marketing communication plan

Sources: ("Integrated Marketing Communications | by Thi Tran | Medium" n.d.), Keller and Batra 2016; Tanner and Raymond 2012; Todorova 2015)

3 SITUATION ANALYSIS

3.1 Company analysis

VIVANT is an innovative startup offering digital wine tourism experiences and organic wines on a single platform. The major missions of VIVANT are:

- to build a more sustainable future for the wine industry by increasing the visibility of winemakers following sustainable practices and by educating people about sustainable wines,
- to make the organic and biodynamic wines more accessible all over the world, and mainly in the United States,
- to educate people about wine by making the wine tastings easier to understand and more fun.

In fact, the success of new companies is tied to increased brand awareness and loyalty, which VIVANT, as a new company, is still lacking. To address this problem, the company can use its strengths to increase its visibility in the world of wine, among wine professionals, amateurs, and novices. Namely, some of the strengths are:

- big portfolio of high quality, always organic, sometimes biodynamic wines produced in wineries following sustainable practices,
- excellent reputation and satisfaction among users,
- very responsive customer service directly from the vivant.eco platform,
- various departments with highly qualified professionals in their fields,
- a high-quality website with good performance,
- no location limitations, all the activities, and services are online,
- digital very high-quality wine tourism experiences that have been produced in-house and are broadcasted directly from the vivant.eco platform,
- personalized advice by the VIVANT wine advisors,
- innovative educational elements and techniques in each digital experience.

Cohesive and integrated marketing communication techniques must be used to turn these strengths into an increased number of loyal users that will be in strong engagement with the brand and provide constant revenue. The current communication techniques of the VIVANT have been assessed and summarized in the following table (note: the assessment has been done only for the Marcom platforms that will later be used for making suggestions).

Table 2: The marketing communication analysis of the VIVANT group. Note: the online analysis has been conducted on 08 June 2022 using incognito mode browsing

Tactic	Results and Findings
Trade fairs	VIVANT has not participated in any trade fairs yet. The only exposure during such kind of event was at Paris Vinexpo 2022 when one of the VIVANT colleagues introduced the company and the concept of digital wine tourism experiences in the scope of the “La Wine Tech” forum.
Pop-up shops	Although a benchmarking analysis has been done previously to create pop-up shops, no actions have been implemented.
Exclusive events	Currently, the wine advisors located in the United States, organize special wine tastings and dinners for their VIP clients, hosting around 40-50 people
Sales promotions (price-offs and bonus packs)	An example of a holiday promotion of the Champagne collection sold by VIVANT (Annex 7). The main selling point was free shipping.
PR (Sponsorship and partnership)	<p>Publications in the following magazines: City AM, Travel + Leisure, Marie-Claire UK Magazine, Elite Traveler, Times Luxx, Harper’s Wine & Spirits, Food & Wine, Coveteur, Forbes, and The Gentleman magazine.</p> <p>No sponsorship and partnership activities have been done by the company so far.</p>
Social media and influencer marketing	<p>FACEBOOK: https://www.facebook.com/vivant.eco</p> <ul style="list-style-type: none"> - 4,992 likes, - 5167 followers, - No recommendations from the users, - 4,996 likes, content, and visuals that are very similar to Instagram posts. However, posts from the VIVANT blog are shared only on FB. <p>INSTAGRAM: https://www.instagram.com/vivant.eco/</p> <ul style="list-style-type: none"> - 4551 followers, - 179 posts, - post frequency: on average 10-12 posts per month - the media assets currently used for this platform can be found in Annex 10, - If to compare the average number of likes (the total amount of likes of 9 posts divided by 9) on still assets from September 2021 till now, a drop of 95% is registered,

	<ul style="list-style-type: none"> - visuals are mainly lifestyle, product, and illustration. There are not many posts showcasing the product and consumer journey. <p>YOUTUBE: https://www.youtube.com/channel/UC10OIPHT36a2S1U8pA1o7Dg</p> <ul style="list-style-type: none"> - 9 subscribers, 19 videos, - the first 10 results of the “vivand eco” search on YouTube were not related to the VIVANT company, - the 3rd result of the “vivand eco wine” search on YouTube was the video made by one of the VIVANT’s Wine advisors, - the YouTube page of VIVANT appears only in 13th place in “vivand eco wine” search results, - there are no review videos or any other content by YouTube bloggers.
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3.2 Consumer analysis

The data on current consumers of the VIVANT eco platform is normally collected on Heap.io, the warehouse data management, and the statistics tool used by the company. This information comprises key results from October 2021, which marks the implementation of performance marketing at VIVANT. The main countries where the VIVANT users and members are based are the United States, constituting over 80% of its market, the remaining percentage is divided almost equally between the United Kingdom, France, and the rest of Europe. To this day, the paying members' database is very limited in comparison with the users.

Data on the e-commerce conversion funnel shows that only one-third of the users completed the checkout. Out of all paying members (3% of total), only 22.5% placed an order over time, and out of all non-members, just 3.6% placed an order. The main challenge here is to convert the checkout drop-offs into complete checkouts and increase the sales with new members.

3.3 Benchmarking and competitor analysis

Benchmarking and competitor analysis demonstrate the following findings (Annex 11):

- Out of all 23 companies, none has participated in **trade fairs**, or at least there is no information appointing on that.
- There are only a few wine clubs that organize **exclusive events** for the wine club members. Those examples will be presented in the Suggestions section of the paper.

- Most of the wine clubs are doing **sales promotions** either by offering free shipping (with conditions) or an offering voucher, a discount on the wine club membership, or a selection of wines.
- **Facebook and Instagram:** 5 out of 23 wine clubs' Facebook pages are not available for unknown reasons, 1 wine club has not updated its feed since the last year. There is a pronounced similarity between the content and visuals shared on the Facebook and Instagram pages. Exceptions are Wine Awesomeness which shares only the articles from its blog on the Facebook page, and Bright cellars which uses more illustrations on Facebook versus Instagram. Instagram is the leading digital communication tool as all the companies actively use it except one. The most used visual types are lifestyle images with wine, text illustrations, lifestyle with people, memes, and customer journeys.
- **Influencer marketing:** Greater number of companies use influencer marketing on Instagram and Facebook. However, in some cases, the influencer posts are published only on the Instagram page (i.e., Vineaway's case).
- **YouTube:** Almost one-third of the companies do not have YouTube account. 14 out of 23 wine clubs' offers have been reviewed by several bloggers on YouTube.

Based on the wine club offers, the presence of digital wine experiences, and some other attributes of products the following companies have been classified as primary competitors of VIVANT wine clubs:

- Naked wines – targets both US and UK marketing and prioritizes sustainable practices.
- VINEBOX – they use the same wine veils as VIVANT does.
- Wine.com – they have both the wine club and digital, dynamic wine tastings.
- Wine access – shares the same values of education and quality as VIVANT does,
- 67 Pall Mall – both wine club and live broadcast of wine-related media,
- Vineaway – both the wine veils and the concept, in general, are very similar to VIVANT.

The comparative attributes and benefits of those derived from the benchmarking analysis will be discussed in the Suggestions section.

3.4 Product analysis

The VIVANT wine clubs will be illustrated by 3 levels each offering specific benefits to the customers each having a specific message to declare.

Table 3. VIVANT wine clubs' membership levels and benefits

	Tube focused	Tasting kit focused	Sustainable bottle focused
Benefits	<ul style="list-style-type: none"> - Unlimited experiences - 3 wine tubes each month - 10% Savings on Tasting kits and wines - Free shipping - Personal WA - Exclusive Live Club - Exclusive experience with winemakers, chefs, sommeliers - affordable membership price 	<ul style="list-style-type: none"> - Unlimited experiences - 1 tasting kit (6 wine tubes) each month - 10% Savings on Tasting kits and wines - Free shipping - Personal WA - Exclusive Live Club - Exclusive experience with winemakers, chefs, sommeliers - average-priced membership 	<ul style="list-style-type: none"> - Unlimited experiences - 2 bottles each month - 10% Savings on Tasting kits and wines - Free shipping - Personal WA - Exclusive Live Club - Exclusive experience with winemakers, chefs, sommeliers - the most expensive membership

3.5 SWOT analysis

Table 4: SWOT analysis of VIVANT's current marketing communication

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • a whole Production department consisting of cameramen, graphic designers, and motion designers that produce high-quality content and media assets • high-quality website • high-quality digital wine tourism experiences • high-quality content, visual and brand identity assets in all digital platforms • constant communication through diverse digital media channels. 	<ul style="list-style-type: none"> • Low levels of brand awareness and engagement • Low user engagement rate • Frequent changes in business model • Few references in blogs, websites, and digital magazines • Selling French wine to French in English • Not many posts featuring the consumer journey and showing how the VIVANT products work.
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> • Very few similar concepts, unsaturated market, • More educational content that could target different levels of wine connoisseurs, • More consumer-generated content, • More “behind the scenes” and “inside the business” content • The rising power of influencers. 	<ul style="list-style-type: none"> • Competitors with more complex business models and more visibility in the market • Several companies related to wine that has the “Vivant” component in the names • Wine world is quite traditional (especially the old world) and does not accept innovations easily.
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4 STRATEGY

4.1 Target market

The target audience and the characteristics are summarized in table 5. Each profile is given a name for an easier reference in the upcoming sections.

A - External consumers that are interested in wine club membership. This group is then broken down into 3 subcategories:

1. Target audience for Tube club
2. Target audience for Tasting kit club
3. Target audience for Bottle club

B - Existing VIVANT users and members that might be interested in upgrading to the Wine club membership.

Different tactics or a combination of several should be used to approach those two groups. However, there is one general thing combining all of them: the interest in wine, food, travel, innovation, and sustainability.

Table 5: Target audience characteristics for VIVANT wine club

A1	<p>Demographics:</p> <ul style="list-style-type: none"> - Millennials, - Single or in partnership, - At the intermediate level of their career, - University bachelor’s and/or master’s degree,
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	<ul style="list-style-type: none"> - Spend at least \$1000+ / 1000€+ on wine / year. <p>Geographic: Typically live in major metropolitan areas (United States, United Kingdom, Europe, Hong Kong, Singapore).</p> <p>Psychographic:</p> <ul style="list-style-type: none"> - Prefer edutainment over entertainment, - Focus on personal development in their free time, - Self-aware of their role in responsible consumption, - Enjoy socializing in group activities.
A2	<p>Demographics:</p> <ul style="list-style-type: none"> - Geriatric millennials, - Single or in partnership, - At the senior level of their career, - University bachelor's and/or master's degree, - Spend at least \$1,500+ / 1,500€+ on wine / year. <p>Geographic: Typically live in major metropolitan areas (United States, United Kingdom, Europe, Hong Kong, Singapore)</p> <p>Psychographic:</p> <ul style="list-style-type: none"> - Prefer calm evenings, quality time over going out, - Like to explore new things, - Self-aware of their role in responsible consumption.
A3	<p>Demographics:</p> <ul style="list-style-type: none"> - Family (generation Z, millennials, generation X, boomers), - University bachelor's and/or master's degree for all the members, - Household income of \$100K+ / 100K€+, <p>Geographic: Typically live in major metropolitan areas (United States, United Kingdom, Europe, Hong Kong, Singapore)</p> <p>Psychographic:</p> <ul style="list-style-type: none"> - Sustainable and organic practices are highly appreciated, - Like to spend time with family members and share dinners, - Like to explore and learn about new products in the market.
B	<p>Geographic: United States, United Kingdom, France, and the rest of Europe.</p> <p>Behavioral:</p> <ul style="list-style-type: none"> - Non-Members with 3, 2, 1 FREE experiences left, - Non-members with no FREE experiences left Non-Members & Non-Buyers with abandoned basket, - Non-Members & 1st Time Buyers, - Digital Members, 2+ orders, who bought <3 Tasting Kits, - Digital Members, 2+ orders, who bought 3+ Tasting Kits,

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- Digital Members, 2+ orders, who bought Wine.

Psychographic: no information is available as VIVANT does not request any information of this kind from the users.

4.2 Marketing and communication objectives

The marketing and communication objectives of the VIVANT membership clubs are bifurcated in two directions:

1. Increase and sustain demand

- Increase brand awareness and salience
- Increase brand loyalty and trust
- Increase consumer engagement
- Stay on top of consumers' minds by creating a memorable brand image
- Inspire action
- Educate the customers

2. Increase sales

- Increase sales of the wine club
- Acquire new leads (club members)
- Retain and upsell the current members

5 SUGGESTED ACTIONS AND DISCUSSIONS

According to Keller et al, complementary effect and cross-effect are two very important considerations that come into play in developing a well-integrated marketing communication plan. Different communication options have varied strengths and weaknesses. Thus, if different options are used at the same time, they can complement each other. (Keller and Batra 2016)

Based on the abovementioned statement, the SWOT analysis, the benchmarking and the competitor analysis, and the marketing objectives of VIVANT, the following Marcom tactics and techniques have been chosen to implement IMC for the wine clubs. Several other tactics have been excluded either because they are successfully implemented and executed by the company (i.e., email marketing) or according to the literature they are not effective enough to result in the necessary outcomes.

5.1 Trade fairs

Combining attributes from advertising and personal selling, trade fairs are considered influential tools to enhance the company's relationship with customers, foster their loyalty, and increase brand awareness.

The benchmarking and competitor analysis did not identify any wine club partaking in trade fairs. However, entrenched in the previous and obvious advantages of trade fairs, one can assume and suggest that participation in trade fairs would eventually be beneficial for VIVANT. Several fair categories could be a match, such as:

- Innovative digital media and technology fairs (NAB Show, MPTS – Media Production & Technology Show, CABSAT, Asia Tech x Singapore),
- International wine trade fairs such as London Wine Fair, Paris Vinexpo, Prowein, Hong Kong International Wine and Spirits Fair, China International Wine and Spirits Exhibition, VINITALY, and many more.

The presumable beneficial outcomes for VIVANT from participating in industry trade fairs are:

- **Raising awareness:** exhibiting is a good way to raise profiles and generate brand awareness.
- **Meet in person:** meeting face-to-face with potential customers and building a personal relationship with them.
- **Building customer database:** personal meetings with potential customers at a trade show helps to build a customer database and generate qualified sales leads.
- **Networking:** a good occasion to meet new suppliers, to learn about key players in the industry, and about competitors.

5.2 Pop-up shops

According to Parente, action demonstrations are very influential (Donald E. Parente 2015). Pop-up shops create an environment where the consumers can directly touch the products, experience the services, and ask questions. This will result in higher engagement rates with the brand and easier purchase decisions later. The benchmarking analysis revealed that only one wine club used this technique in their marketing communication strategies. The 90+ cellars company acquires a wine truck that is used to pop up in multiple locations in the United States selling only sparkling and rose wines. The design of the wine truck creates a strong association with the brand thus helping to create a memorable brand image on top of consumers' minds.

Some other examples are:

- Veuve-Clicquot pop-up store in Frankfurt airport back in 2019 to release their latest limited-edition Champagnes,
- Dom Pérignon x Lenny Kravitz pop-up boutique in Paris to showcase the redesign of Champagne bottle shape.

The very last example of a pop-up shop is from Champagne Krug, currently available in Milan, Berlin, Tokyo, and Los Angeles. The live experience is designed to last for 15 minutes during which iconic Krug Grande Cuvée 170ème Édition will be tasted accompanied by music curated specifically for this Cuvée (Krug 2022) (see Annex 6).

The implementation of a similar strategy can be beneficial for VIVANT as:

- the users will be given a chance to touch, feel, and embrace the high-quality VIVANT products.
- the users will be able to be in direct communication with VIVANT team members, specifically with wine advisors. These kinds of communications will result in the development of a personal relationship between the wine advisors and the consumers, which will eventually lead to increased brand loyalty,
- the users will have an exceptional opportunity to see the behind-the-scenes of digital wine tourism experiences while those will be broadcasted directly from the pop-up shop,
- Specific emotions generated among the customers will create strong binding links between the customers and the company. This will eventually result in the pop-up shop visitors joining VIVANT experiences and will facilitate the purchase decision of membership clubs.

5.3 Exclusive events

One of the proven methods of promoting a wine club is to create a wave of entitlement around the club by organizing special events for wine club members only. (Agger 2015) These kinds of events help to elicit emotions and create strong connections with the brand.

Benchmarking revealed some examples that are worth the attention. For example, Wine access is hosting premium events and dinners for club members only in locations such as Chateau Rothschild. (Emily 2022) 67 Pall Mall opens and organizes exclusive events specifically designed for the clubs located in London, Verbier, Singapore, and Beaune. Such kinds of events are the e-bike tour and picnic in Verbier, Beaune summer party 2022, and Riesling masterclass in London (67 Pall Mall n.d.).

Taking into consideration that the organization of physical special events is already practiced by the wine advisors located in the United States, France, UK, and Germany, also the digital nature of VIVANT experiences, a solution can be hosting virtual food and wine pairing on a special occasion. For each of the 6 tubes contained in one tasting kit, a special pairing would be included in the box shipped to the club members. This strategy could also be used to upsell the current paying users. After a certain number of purchases on the platform, those users could be invited to join the exclusive food and wine pairing. Subsequently, a personal connection between the wine club members and wine advisors would be created, from which the company will only benefit.

5.4 Sales promotion

Several examples from benchmarking inform on the large usage of sales promotion as a Marcom tool (see Annex 7). This tool offers strong purchase incentives thus facilitating sales growth. VIVANT can use some of the following promotion systems to acquire new club members:

- Giveaways by entering a competition (i.e., Firstleaf),
- Coupons featured on websites (i.e., Nakedwines coupons in Forbes),
- Discount on the first box in case of subscription (i.e., Wine.com),
- Discount on the first shipment (i.e., Plonk wine club),
- Discount on the retail order (i.e., Mysa natural wine club),
- Discount or a voucher in case of friend reference (i.e., Martha Steward wine club).

5.5 Cause-related events sponsorship

By supporting non-profit and sustainable organizations around the world, businesses create impact and help the customer to build feelings of goodwill and loyalty towards the business. (Ogilvy 2022)

An example of such a strategy's application can be VIVANT sponsoring events organized by Sustainable Wine free online magazine. This magazine organizes annual general meetings and roundtables to discuss topics stressing the sustainable practices in wine, changes in global wine sectors, etc. The sponsorship of such kind would bring VIVANT dual benefits. From one side, VIVANT would increase its brand image by supporting such a cause. Moreover, during the event, a short presentation of VIVANT would highlight the sustainable nature and practices of the company, and a printed experience pass would be distributed to all the guests inviting them to experience wine tourism without leaving any carbon footprint.

5.6 Partnerships

A significant example of partnership is showcased by the Wine Access club. They are partnering with several companies to create exclusive wine clubs. Namely, they cooperate with Sunset Magazine to launch Sunset wine club, with Decanter to launch Decanter wine club, with Wine folly to launch a wine club with an educational component, and with Michelin guide to launch a wine club with wines from Michelin star restaurants' wine lists.

Strategies involving a partnership between VIVANT and another company can be used to offer a new product or service that will help to improve customer experience, will promote both partners, and help to get new customers. An option could be the distribution of physical VIVANT communication assets, such as printed experience passes (Annex 8), by winemakers, cheese makers, or any other VIVANT partners that have a physical retail point. Using those assets, the customers of partners would be able to join an experience that would involve the partner who distributes the passes. This strategy has the potential to convert a retail customer into a user, that can later become a wine club member.

5.7 Social media and influencers' marketing

Suggestions on actions in this section are mainly based on the observations from comparing VIVANT with benchmarked companies that were categorized as primary competitors (section 3.3) Also, the Annex 5, illustrating the types of images in social media marketing and their benefits in user engagement, will be taken into consideration.

Suggestions will be made only for Instagram and YouTube social media platforms as the Facebook platform in many cases has very similar content to Instagram (83% of benchmarked companies) (see Appendices 9 and 10 for more information).

The observations and suggestions are as follows:

Instagram

- Creation of content by influencers where the products and services of the company are showcased. This is a good technique to translate the products into a common and understandable language for the audience, attract the audience of the influencers, stay on top of trends, win the trust of customers, and engage more users. Another technique involving the influencers is by inviting social media influencers and bloggers to use the company images for free in exchange for a link back to the company's website and social media pages. This can create inbound links which is a proven way of boosting the company's ranking. (Solve 2020)

- Step-by-step and customer journey videos on how to use the platform, and how to place an order. Videos showing how digital wine tourism experiences work with the wine tube tastings can help the users understand the benefits of products and services offered by VIVANT.
- Inside the business and behind-the-scenes posts will help to create a strong feeling of belonging as the customers will have exclusive insights into what and how the company is doing. Examples are behind the scenes of VIVANT experience video shootings, photoshoots, or online broadcasting with the wine advisors.
- Pictures of VIVANT employees and business owners. Although there are some posts on Instagram showing the wine advisors, the users will be interested to see also other employees who participate in different stages of experience production. For example, 67 Pall Mall has several posts announcing the achievements of their sommeliers' team. This helps to communicate the professionalism of the company members, which will lead to more trust in the company's products and services.
- Edutainment content for various levels of wine connoisseurs. Good examples are "How to clean wine stain" (Wine awesomeness) and "Wine glass basics" (Palate club).

YouTube

- Review videos created by YouTube bloggers and influencers. This will have similar outcomes to the influencer content created for Instagram, in addition, will increase the rating on YouTube.
- YouTube thumbnails with the VIVANT logo on top will help to identify the videos posted by the company directly from the small video thumbnails. At the moment there are many other taglines but the name of the company (Annex 9).

6 CONCLUSION

VIVANT is an innovative company having the vision of revolutionizing and futureproofing the world of the wine industry, namely promoting sustainable winemakers, decreasing the negative impact of wine tourism travels, educating customers about sustainable, organic, and biodynamic winemaking, and making the wine tasting more fun and dynamic. However, having such a list of significant missions while being a startup, the company has a substantial need for a cohesive IMC plan to extensively communicate its brand image, obtain the right audiences, and achieve the far-reaching potential and objectives.

While preserving its strengths, the company can implement the techniques and tools discussed in this work to take advantage of existing opportunities. If well-chosen and

continuously embedded in a holistic IMC plan, those tools and tactics are expected to result in reaching the target audience for each wine club, communicating about the benefits and inclusive products of the company and the clubs, and increasing the customer engagement with the VIVANT brand.

The target audiences and objectives that will be reached by the implementation of specific Marcom tactics are summarized in table 6.

Last but not least, visuals are an integral part of any Marcom plan, explained by the fact that 90% of our perception is visual (Defeyter, Russo, and McPartlin 2009). Although a small passage has been allocated to discuss the importance of the visuals in Marcom and their production process in this work, it's worth discussing the results of the VIVANT photoshoot as a successful example of Marcom's creative strategy implementation. The talents, the props, locations, ambiance, lighting, photography composition, and even editing are done in a way that the target audience can relate themselves using the products that are communicated through these visuals. Millennials who like to socialize in group activities (target audience A1) are portrayed in the first photoshoot while geriatric millennials (target audience A2) who like to have calm evenings and explore things are illustrated in the second one.

Table 6: Summary of the target audience and objectives that are reached in case of each tactic

Tactics	Marcom platforms	The target audience that will be reached (from table 5)	Objectives that will be reached (from section 4.2)
Trade fair	<u>Advertising</u> x <u>Sales promotion</u>	A1- A2 - A3	-Increase brand awareness and salience, -Inspire action, -Increase sales of the wine club, -Acquire new leads (club members).
Pop-up shop	<u>Advertising</u>	A1 - A2	-Increase brand awareness and salience, -Stay on top of consumers' minds by creating a memorable brand image
Exclusive events	<u>Personal selling</u> x <u>Direct marketing</u>	A1 - A2 - A3 - B1	-Increase brand loyalty and trust, -Increase consumer engagement, -Educate the customers,

			<ul style="list-style-type: none"> -Increase sales of the wine club, -Acquire new leads (club members), -Retain and upsell the current members
Price-offs and bonus packs	<u>Sales promotion</u>	A1 - A2 - A3 - B1	<ul style="list-style-type: none"> -Inspire action, -Increase sales of the wine club, -Acquire new leads (club members), -Retain and upsell the current members
Cause-related events sponsorship	<u>Events and sponsorships</u> x	A1 - A2 - A3 - B1	<ul style="list-style-type: none"> -Increase brand awareness and salience, -Increase brand loyalty and trust
Partnership	<u>PR and publicity</u>	A1 - A2 - A3 - B1	<ul style="list-style-type: none"> -Increase brand awareness and salience, -Increase sales of the wine club
Social media	<u>Digital and social media marketing</u>	A1 - A2 - A3 - B1	<ul style="list-style-type: none"> -Increase brand awareness and salience, -Increase consumer engagement, -Educate the customers, Acquire new leads (club members) -Stay on top of consumers' minds by creating a memorable brand image
Influencer marketing	<u>Digital and social media marketing</u>	A1 - A2 - A3 - B1	<ul style="list-style-type: none"> -Increase brand awareness and salience, -Increase brand loyalty and trust, Increase consumer, -Inspire action engagement

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ANNEXES

Annex 1

VIVANT tasting kits with 100 ml wine tubes and screenshots from the platform.



Grab your glass.
Get your first three Experiences FREE!

- ✓ Join Live or On-demand.
- ✓ Go solo or invite your friends.
- ✓ Build your Wine IQ and tasting skills guided by the experts.

Your Email

By clicking Let's Go, you agree to our [Terms of Use](#) and [Privacy Policy](#).

Source <https://vivant.eco/>

Annex 2

The results of Tube (first 4 photos) and Tasting kit (last 4 photos) clubs photoshoots



Annex 3

Likely communication outcomes from different communication options

Communication Outcomes	Communication Options										
	TV	Promos	Events	PR	Social Media	Website	Search	Display	Mobile	Direct	Selling
Create awareness and salience	+++	++	++	++	+++	++	+++	+++	+++	++	+
Convey detailed information	+	+	+	+	++	+++	+	+	++	+++	+++
Create brand imagery and personality	+++	++	++	++	+++	++	+	+	++	+	+
Build trust	+	+	+	+++	+++	+	+	+	++	+	+++
Elicit emotions	+++	++	+++	+++	+++	++	+	+	++	+	+
Inspire action	+	+++	+	+	+	++	+++	++	+++	+++	+++
Instill loyalty	++	+	+	+	++	++	+	+	++	++	++
Connect people	+	+	++	+	+++	+++	+	+	+++	+	+

Notes: +++ = greatest influence; ++ = medium influence; + = least influence.

Source: (Keller and Batra 2016)

Annex 4

The image and text content features affecting the engagement rate in various online platforms

Image features	
Image quality	The low-quality, amateur photos or screenshots decrease the sharing and liking. Whereas high-quality pictures have a positive effect on user engagement.
Colorfulness	Colorful pictures lead to higher user engagement.
Presence of human face and emotional state	The human face in an image tends to induce higher user engagement. Images that are higher in emotional intensity and arousal are more likely to go viral
Image-text fit	The text contained in the picture should contribute to the clear identification of verbal information, otherwise is frustrating for the users. However, in general, text content does not affect engagement on Instagram.
Text features	
Text content	For self-enhancement or to provide useful information, Informative content is shared more than any other.
Text topic	Public versus personal.
Text sentiment	Positive, negative, neutral. Emotional, social, cognitive, and descriptive words affect consumer engagement online.
Linguistic features related to six psychological constructs	The constructs are: affective, social, cognitive, perceptual, biological, and driving.

Source: (Li and Xie 2019)

Annex 5

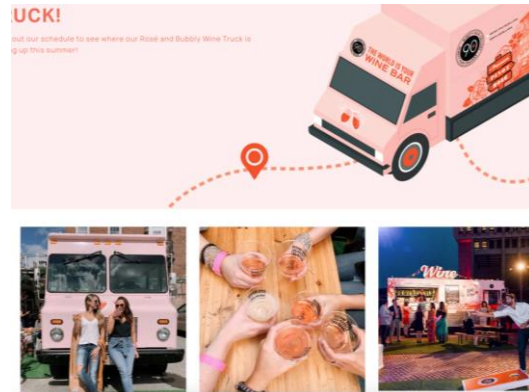
Types of images in social media marketing and their benefits in user engagement

Type of the asset	Benefits
User-generated content	The content created by users on average results in 28% more engagement as it is perceived as more authentic and trustworthy by other users.
Product images	Those kinds of images must show the product, its best abilities, and the benefits that the consumer will get from the product. The more transparency about the product, the more consumers will tend to buy it.
Pictures of employees and business owners	Consumers are always interested in the people behind the business whom they are working with or purchasing from. This kind of content allows the users to feel like they are part of the family which will increase brand loyalty and engagement.
Behind-the-scenes images	Works similarly to the employee spotlight. This gives the feeling of exclusive insight into what and how the business is doing. This category of images tends to bring life to businesses and are proven way to give the brand a personality and differentiate it from “faceless” companies. The outcome will be direct interaction and encouragement of relationships with customers.
Step-by-step tutorials	This kind of content gives short but precise info on how the product or service should be used.
Influencer posts	As discussed in section 2.2.1
Lifestyle images	Lifestyle images featuring people using the marketed products can evoke certain emotions, trust, and reliability towards the product. However, in this case, there is a challenge. If the demographic of the models (talents) does not match the demographic of the consumers, they might not relate to the product. Thus, if a very specific audience is targeted without having the corresponding models, might be more convenient to avoid demographic attributes in the pictures by concentrating on the products.

Source: (Gotter 2019; Li and Xie 2019)




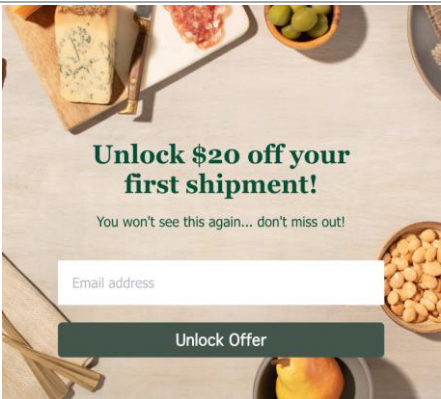

Annex 6

Pop-up shop examples from Krug, Dom Perignon, 90+ cellars, and Veuve Clicquot.

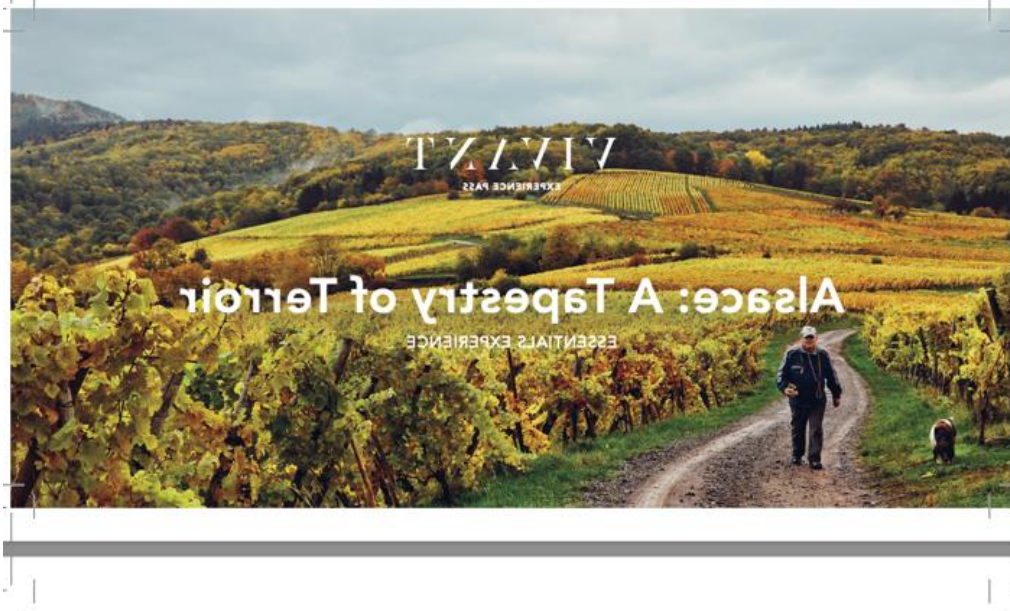


Annex 7

Examples of sales promotional offers by VIVANT and some wine clubs (WJS wine, Nakedwines, Firstleaf, Plonk, Wine.com, Vine oh)

 <p>Delicious organic wines delivered to you and your special someone. <small>*Free Delivery to Europe</small></p>	<div style="background-color: black; color: white; padding: 20px; text-align: center;"> <h1 style="font-size: 48px; margin: 0;">\$130 off</h1> <h2 style="font-size: 24px; margin: 0;">Our gift to you</h2> <ul style="list-style-type: none"> ✔ Choose a Top 12 collection ✔ Get 2 bonus 97-point Italian reds & <small>Top 12 Wines + 2 Bonus Bottle</small> ✔ All JUST \$69.99 (worth over \$260) <div style="background-color: #f4a460; color: white; padding: 5px 20px; display: inline-block; margin-top: 10px;">Claim Your Discount</div> </div>
<div style="background-color: #1a4a8e; color: white; padding: 10px;"> nakedwines </div> <p style="text-align: center;">Exclusive: \$34.99 for 6 bottles + free shipping with this Naked Wines voucher</p> <div style="border: 1px solid #ccc; padding: 5px; text-align: center; margin: 10px auto; width: 80%;"> <p style="margin: 0;">FORBES50</p> <p style="font-size: 8px; margin: 0;">Paste the code at checkout</p> <p style="font-size: 8px; margin: 0; background-color: #1a4a8e; color: white; padding: 2px;">Copy Code And Visit Naked Wines</p> </div>	 <div style="font-size: 8px; margin-top: 5px;"> <p>Choose your case: Mixed Red White</p> </div> <div style="font-size: 8px; margin-top: 10px;"> <p>Full price: \$105.99</p> <p>Angel discount: \$21.00</p> <p>Voucher discount: \$50.00</p> <p>You Save: \$71.00</p> <p>You Pay: \$34.99</p> </div>
<div style="text-align: center;"> <h1 style="color: #e67e22; font-size: 36px; margin: 0;">GIVEAWAY</h1> <p style="margin: 0;">ENTER TO WIN!</p>  </div>	<div style="text-align: center; background-color: #f9f9f9; padding: 20px;">  <h2 style="color: #2e8b57; margin: 0;">Unlock \$20 off your first shipment!</h2> <p style="margin: 0;">You won't see this again... don't miss out!</p> <div style="border: 1px solid #ccc; padding: 5px; width: 80%; margin: 5px auto;"> <input type="text" value="Email address"/> </div> <div style="background-color: #2e8b57; color: white; padding: 5px 20px; display: inline-block; margin-top: 5px;">Unlock Offer</div> </div>
<div style="background-color: #e6f2ff; padding: 20px;"> <p>picked <small>by wine.com</small></p> <h2 style="margin: 0;">The only wine club made just for you</h2> <p style="margin: 0;">Sign up now and get \$50 off your first box!</p> <div style="background-color: #c00000; color: white; padding: 5px 15px; display: inline-block; margin-top: 10px;">Get Started</div> </div>	

Annex 8
VIVANT printed asset of experience pass

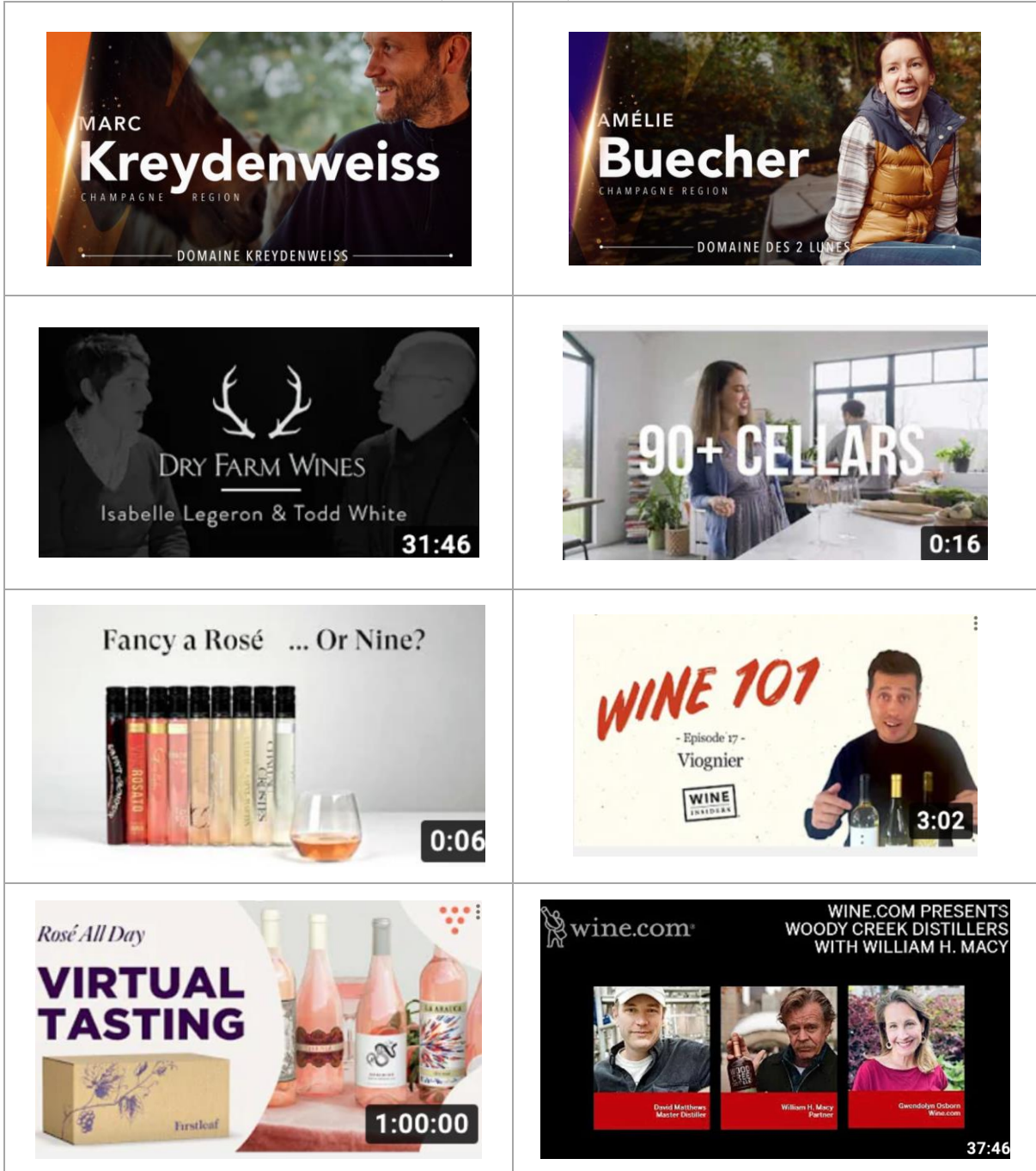


VIVANT

COMPLEMENTARY EXPERIENCE PASS
Go to www.vivant.ecolpass and enter this code:

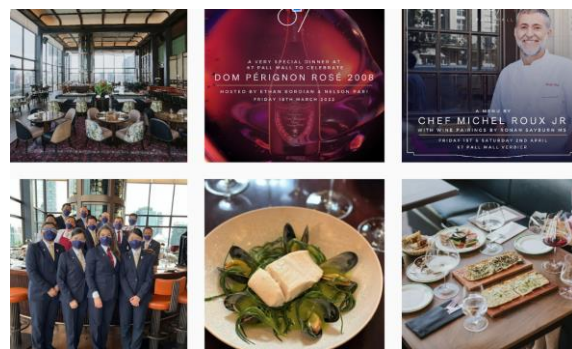
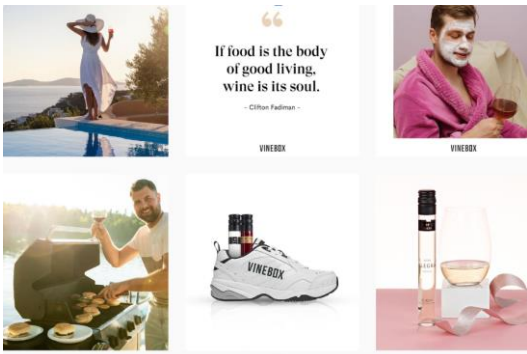
Annex 9

YouTube thumbnail examples from VIVANT and some wine clubs (Dry farm wines, 90+ cellars, Vinebox, Firstleaf).





Annex 10

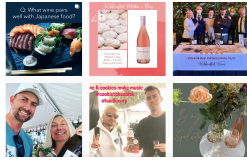
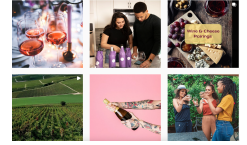
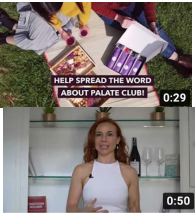
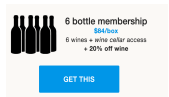

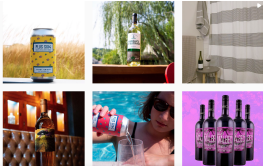
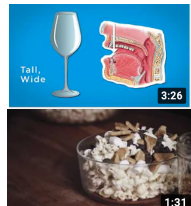
Comparison of VIVANT's Instagram feed versus the feed of primary competitors

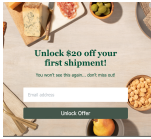


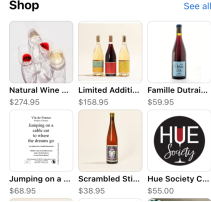
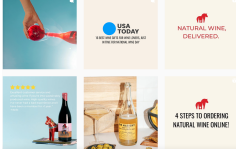


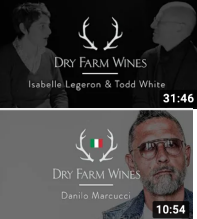

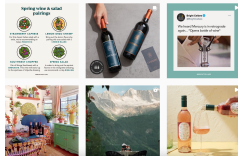



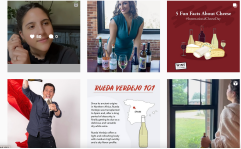

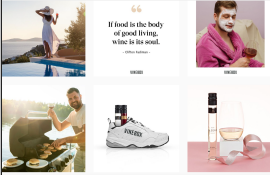

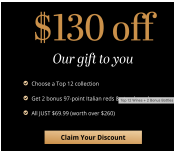


APPENDIX 11


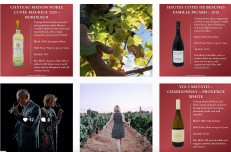
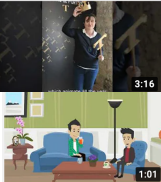
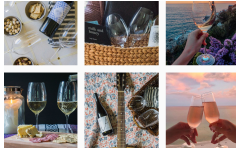

The results of benchmarking and competitor analysis



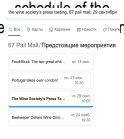

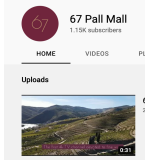
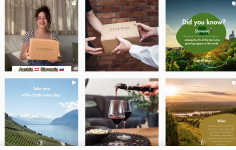
N	Company	Participation to trade fairs	Exclusive events, cross-branding	Sponsorship and partnership	Sales promotion	Facebook	Instagram	YouTube	Presence of Influencer marketing (this has been identified by the context of the photo and by the description under it)
1	Naked wines UK	Not identified	Not identified	Participation in Food festivals, also organization of <u>lasting tour</u> with 30 winemakers of the club traveled around the UK visiting 12 cities.	<p>Promotion in Forbes website: Exclusive: \$34.99 for 6 bottles + free shipping with this Naked Wines voucher. Similar promotion on other websites too</p> 	265690 likes. Content and visuals are very similar to the ones on the Instagram page.	1,034 posts, 38K followers, 3,442 following. Different accounts for UK, USA, AU. Very different style of media assets. Videos and photos with the Winemakers, products, videos with the	1.55 K subscribers, 356 videos. Using shorts in Youtube	YouTube - YES, Instagram - NO.
2	Winc Personalized Club	Not identified	Not identified	Not identified		442420 likes. Content and visuals are very similar to the ones on the Instagram page.	2,201 posts, 167K followers, 614 following. Memes, influencer content, random, lifestyle.	Youtube page not identified	YouTube - YES, Instagram - YES.
3	Firstleaf	Not identified	Yes, cooperation with personalized cheese and charcuterie making company	Not identified		143752 likes. Content and visuals are very similar to the ones on the Instagram page.	768 posts, 30.2K followers, 326 following. Lifestyle, product, customer journey videos, quiz.	372 subscribers	YouTube - YES, Instagram - YES.
4	Picked by Wine.com	Not identified	Not identified	Not identified		71,544 likes. Content and visuals are very similar to the ones on the Instagram page.	1,258 posts 20.2K followers, 659 followings. Lifestyle, product, illustration. Lots of celebrities.	2.65 K subscribers, 115 videos	YouTube - YES, Instagram - YES.

5	Wildcrafted Wines	Not identified	Not identified	Not identified	Not identified	Not available at the moment	<p>165 posts, 102 followers, 107 following. Random posts, the account's name is Terry and Laura</p> 	11 Subscribers, 33 videos	Not identified
6	Palate Club	Not identified	Not identified	Not identified	Coupons in several websites	859 likes. Content and visuals are very similar to the ones on the Instagram page.	<p>669 posts, 4,837 followers, 1,941 following. Influencer content, Lifestyle, product.</p> 	<p>54 subscribers, 11 videos</p> 	YouTube - NO, Instagram - YES.
7	Wine Awesomeness	Not identified	Not identified	Not identified	<p>in the website. 6 bottle membership \$84/box</p> <p>6 wines + wine cellar access + 20% off wine</p> 	<p>28821 likes. Sharing posts exclusively from their blog.</p> 	<p>1,004 posts, 77.1K followers, 808 following. Big accent on packshots, some lifestyle.</p> 	<p>54K subscribers. A lot of educational content, how to taste wine, wine glass basics</p> 	YouTube - YES, Instagram - NO.
8	American Cellars (ACWC)	Access to website deNot identified, no IG account, no FB account. It does not function anymore							

9	Plonk	Not identified	Not identified	Not identified	<p>Yes, in the website, Unlock \$20 off your first shipment!</p> 	<p>6,846 likes. Content and visuals are very similar to the ones on the Instagram page.</p>	<p>451 posts, 2,515 followers, 1,821 following. Lots of content with the owner of the club, educational content, product.</p> 	<p>201 subscribers. The personal account of the owner with her name, no page with "Plonk" name. Lots of shipment preview videos</p> 	<p>YouTube - YES, Instagram - NO.</p>
10	Mysa natural wine	Not identified	Not identified	<p>Mysa Natural partners with Wine and Wonder Women to support Womxn Winemakers</p>	<p>Yes, in the website. Wine Club: Use code CLUB15 for 15% off! Retail: Automatic 15% discount on case orders - no code required \$1 shipping on orders over \$100 Check out our Under-\$25 page here:</p> 	<p>804 likes, shop directly on FB. Content and visuals are very similar to the ones</p>	<p>1,162 posts, 23K followers, 7,110 following. Product, illustration.</p> 	<p>268 subscribers, 300 videos</p> 	<p>Not identified</p>
11	Dry Farm	Not identified	Not identified	Not identified	<p>Yes, coupons in various websites</p>	<p>122,752 likes. Content and visuals are very similar to the ones on the Instagram page.</p>	<p>2,089 posts, 198K followers, 1,873 following. Illustrations, lifestyle, photos of the family</p> 	<p>1.66 K subscribers, 72 videos</p> 	<p>YouTube - YES, Instagram - NO.</p>
12	Bright cellars	Not identified	Yes, supporting the https://thewatercoolest.com/	Not identified	<p>Yes, in the website. We're offering you 50% off your first box, plus a bonus bottle for supporting The Water Coolest</p>	<p>56,956 likes. More illustrations than on the Instagram page.</p> 	<p>607 posts, 82.7K followers, 469 following. Meme, influencer content, product, lifestyle.</p> 	<p>13.2 K subscribers, 44 videos</p> 	<p>YouTube - YES, Instagram - YES.</p>

13	Wine insiders	Not identified	Not identified	Cooperation with Martha Stewart and some other celebrities to create exclusive wine collections.	Yes, in the website. FREE, fast shipping on orders with 6+ bottles. Springtime Sipping Made Easy Enjoy 35% off!	15,894 likes. Content and visuals are very similar to the ones on the Instagram page.	1,044 posts, 18.4K followers, 1,113 following. Lifestyle, memes, reels. 	3.68 K, 129 videos 	YouTube - YES, Instagram - YES.
14	VINEBOX	Not identified	Not identified	Not identified	Not identified	36584 likes. Content and visuals are very similar to the ones on the Instagram page.	580 posts, 31.3K followers, 1,737 following. Memes, lifestyle, product, illustration. 	40 subscribers, 4 videos, 	YouTube - YES, Instagram - NO.
15	WJS wine	Not identified	Not identified	Events in New York city of great views and delicious wines.	Yes, in the website. 130\$ off from the subscription 	4370 likes. Content and visuals are very similar to the ones on the Instagram page.	196 posts, 1,457 followers, 147 following. Lifestyle, product, illustration. 	No youtube page	YouTube - YES, Instagram - YES.
16	Martha Stewart Wine Club	Not identified	Not identified	Cooperation with Wine insider.	Yes, in the website GET \$100 FOR EVERY FRIEND YOU REFER Your friends get \$100 off and you get \$100 off after their first purchase of \$200+	Not available	794 posts, 16.9K followers, 1,917 following. Lots of content personality with Martha, lifestyle illustrating food and wine. 	Not identified	YouTube - YES.

17	Wine access	Not identified	Events exclusively for wine club members, for example, dinner at Chateau Rothschild	Partnership with Sunset Magazine to launch SUNSET wine club, partnership with Decanter to launch Decanter wine club, also with Wine folly to launch wine club with an educational component, also with Michelin. Supporting the LGBT community.	Yes, in the website. Shipping included on orders over \$120.	24289 likes. Last post was made on October 8, 2021.	750 posts, 23.3K followers, 2,082 following. Product, the MW herself, lifestyle, illustration. 	1.68K subscribers, 344 videos, the owner of the club is Vanesa Conlin MW and has many educational videos 	YouTube - NO, Instagram - YES.
18	SomMailer	Not identified	Not identified	Not identified	Not identified	1028 likes. Content and visuals are very similar to the ones on the Instagram page.	838 posts, 1,139 followers, 570 following. Technical wine sheets, lifestyle, product, illustration. 	7 subscribers, 10 videos 	YouTube - YES, Instagram - NO.
19	Wine down box	Not identified	Not identified	Not identified	Not identified	Not available	240 posts, 11.6K followers, 443 following. Mainly lifestyle. 	No youtube page	YouTube - NO, Instagram - YES.
20	Not identified nety plus cellars	Not identified	Not identified	Participation in concerts, music festivals, and parties. Cellars Wines during WooSox home games, Cellars Rosé on the Water Cruise (Boston).	Not identified	29994 likes. Content and visuals are very similar to the ones on the Instagram page.	2,480 posts, 22.1K followers 2,025 following, influencer content, lifestyle. 	64 subscribers 	YouTube - NO, Instagram - YES.

21	Vine oh	Not identified	Not identified	Partnership with beauty brand. They offer a wine box with some beauty products.	Yes "Only \$64.99 for \$189+ Value" 	Not available	441 posts, 9,265 followers, 491 following, lifestyle, product, influencer. 	No youtube page	YouTube - YES, Instagram - YES.
22	67 Pall mall	Not identified	Parties and events in London, Verbier, Beaune, and Singapore are only for wine club members. The schedule of the events is available on the website. 	Open partnership with Sarah Miller&Partner consulting company. Partnership with Hallstein water that is present during their events.	Not identified	No link from the website, 4,566 likes. Content and visuals are very similar to the ones on the Instagram page.	594 posts, 21.2K followers, 412 following. Inside the business, lifestyle, lots of photos with the stuff. Separate accounts for the club in Singapore, and for 67 Pall Mall TV. 	No link from the website, 1.15K subscribers, only one post. Featured in videos of several wine publications such as wine folly, Beverage trade network 	YouTube - NO, Instagram - YES.
23	VINEAWAY	Not identified	Not identified	Not identified	Yes, in the website. "Get your 10% OFF voucher and start discovering!"	181 likes. Content and visuals are very similar to the ones on the Instagram page.	30 posts, 300 followers, 51 following. Influencer content, customer journey, illustrations, Q&A. 	No youtube page	YouTube - NO, Instagram - YES.
<p>1-8 https://wineclubreviews.net/wine_clubs/personalized 9-15 https://bestwineclub.com/orgaNotidentifiedc-wine.html (the ones from the previous list have been excluded) 16-22 https://www.cnet.com/culture/best-wine-club/ (the ones from the previous lists have been excluded)</p>									