



Master Thesis

**Applying the Innovation Radar in the Wine Tourism Offer of a Grand Classé
in Margaux - France**

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ABSTRACT

The thesis presents the application of the Innovation Radar, a tool to measure the degree of innovation in different areas of companies, in the Wine Tourism sector of a Grand Cru Classé in Margaux, France.

The author uses the Innovation Radar model developed in Brazil for the Local Innovation Agent (ALI), a program by SEBRAE and CNPq. This tool, originally created by Professor Sawhney and later adapted by Bachman, has been used for over a decade to identify the level of innovation in various aspects of companies. The thesis analyzes the results of the application and relevant existing literature, utilizing the Innovation Radar model to assess the level of innovation in different aspects of companies.

In addition, the Innovation Radar was applied to other Grand Cru Classé wineries in the Margaux appellation, allowing for a comparison of innovation levels. In conclusion, the study presents comparative findings, different analyses, recommendations for an action plan for the Château, and suggestions for future studies.

KEYWORDS: Innovation, Margaux, Wine Tourism, Innovation Radar, Bordeaux.

LIST OF ABBREVIATIONS:

Sebrae - Serviço Brasileiro de Apoio às Micro e Pequenas Empresas

FEVS - Fédération des Exportateurs de Vins & Spiritueux de France

OECD - Organization for Economic Cooperation and Development

ALI - Agente Local de Inovação

SWOT - Strengths, Weaknesses, Opportunities, and Threats

Atout France - Agence de développement touristique de la France

UNWTO - The World Tourism Organization

INTRODUCTION AND OBJECTIVES

The history of Bordeaux, with its wine, goes back to ancient times. It was celebrated by the Romans and passed through the dominion of the English between the 12th and 15th centuries. Consequently, vineyards flourished to satisfy the thirst of the nobles and people from the future United Kingdom. The reputation of Bordeaux's wine industry was consolidated, thanks to names like Pontac and Thomas Jefferson. It is undeniable that there is a strong relationship between the development of Bordeaux and its wine industry, even to this day (Flammarion, 2022).

According to the report from the Fédération des Exportateurs de Vins & Spiritueux de France – FEVS in 2022, the wine industry in France reached a figure of 11.6 billion euros, showing a 10.2% increase compared to the previous year. However, there was a 6.7% decline in volume, which demonstrates the increased value of wine in the last year (French wine and spirits exports in 2022, 2023). Regarding the figures for 2022, Tenison (2023) states that Bordeaux's exports from January to November 2022 alone exceeded 2.3 billion euros, representing a 1.2% increase in revenue and a 6.7% decrease in volume. This confirms the increased value of wine in Bordeaux, reaching an average price of 10 euros per bottle.

Remeňová (2019) affirms that wineries globally state that, on average, 19.5% of their revenue comes directly from wine tourism. To reinforce this Rüdiger & Hanf (2017) emphasize that wine tourism is a key sales channel in certain tourist areas, with the potential to become a vital revenue stream for wineries.

Consequently, it is not difficult to link the development of tourism in the Bordeaux region with wine. Unlike other metropolises where tourism may not necessarily be connected to the natural resources of the area, in Bordeaux, tourism is attracted by the wine business and its terroir.

Tourism in Bordeaux has shown a promising recovery over the past two years, following the natural decline caused by the effects of the pandemic. Data from the Bordeaux Tourist and Convention Office, available in the Agora Bordeaux Tourisme (2023) shows that in 2022, the Bordeaux Metropole registered 6.4 million overnight stays, a growth of over 2.4 million stays compared to the previous year. The report also highlights important figures, such as the 1.44 billion euros generated by the activity in the last year, and the percentage of jobs related to the tourism industry in the region (8%).

Considering the dynamic and competitive nature of today's business environment, innovation plays a pivotal role in the success and sustainability of companies. Schumpeter (1942) affirms that innovation serves as a catalyst for economic growth, enabling organizations to differentiate themselves, discover new opportunities, and adapt to market demands. The ability to innovate allows businesses to develop groundbreaking products, services, and processes, providing them with a competitive edge and the potential for increased market share. Moreover, innovation drives efficiency and productivity enhancements, leading to cost reductions and improved profitability.

A study by Damanpour and Aravind (2012) confirmed a relation between innovation and business performance, highlighting the importance of implementing a culture of innovation within the organization. Furthermore, innovation promotes resilience and agility, enabling businesses to navigate crises and challenges without major disruptions. In a world where technological advancements and customer expectations continually evolve, organizations that fail to innovate risk becoming stagnant and obsolete.

The Chateau Marquis de Terme, a Grand Cru Classé in 1855 located in Margaux Cantenac, with 40 hectares of vines spread across 26 plots in the Margaux appellation, does not shy away from the challenges of innovation. As highlighted in the Route 1855, the wine from Chateau Marquis de Terme is recognized for its high quality with a touch of impertinence (Flammarion, 2022).

Revolved around this spirit of innovation, this master's thesis was developed under the Master of Wine Tourism Innovation (WINTOUR) program, as part of a 4-month internship. Its main goal is to analyze the degree of innovation and establish an action plan to enhance the wine tourism offerings at the Château.

To achieve this goal, this study has two specific objectives: the first is to apply an innovation measurement tool called the Innovation Radar, along with other supplementary tools, to conduct a comprehensive analysis of the Château's tourism activities. The second objective is to align an action plan based on the analysis, aiming to enhance the level of innovation identified in the results of the Innovation Radar, thereby fostering an innovation culture and gaining a competitive advantage.

The scope of this study encompasses a description of the company and the internship, followed by a literature review. Subsequently, the methodology, results analysis, recommendations, and conclusion will be presented. Finally, the references and annexes containing the supporting materials utilized.

DESCRIPTION OF THE COMPANY AND THE INTERNSHIP

2.1 Château Marquis de Terme (FR)

The Château Marquis de Terme is a Grand Cru Classé in 1855 in Margaux. With its long history dating back to the 16th century for its first production of wine. The Château originally belonged to the Rauzan family. According to Ginestet (1999) the property became Château Marquis de Terme in 1762 when the Marquis de Terme, François de Péguilhan, married Elisabeth de Ledoux d'Emplet, the niece of Jean-Baptiste des Mesures de Rauzan.

Like most of the Châteaux in the region, the history and current configuration of the Château have been influenced by family arrangements over the years. With the arrival of the French Revolution in 1789, the Château changed ownership multiple times until it came under the management of the Feuillerat family. Classified as a fourth growth in the 1855 imperial classification, the Château remained under the domain of the Feuillerat family for 120 years before being sold to Pierre Sénéclauze in 1935 (Ginestet, 1999).

The Sénéclauze family, originally from Algeria, had already been involved in the wine business there when Pierre took advantage of the low prices of prestigious properties at the time and purchased a Château in Médoc. Currently in its third generation at the Château, the Sénéclauze family continues to expand its heritage by acquiring Château Marojallia, which is located just opposite Marquis de Terme, adding 6 hectares to the existing 40 hectares, all within the Margaux appellation (Anson, 2023).

Under the direction of Ludovic David since 2009, an oenologist with experience in prominent Bordeaux terroirs on both the left and right banks, who was elected winemaker of 2021 by the Hachette du Vins Guide (Le Guide Hachettes des Vins, 2020), the Château produces between 150,000 and 200,000 bottles per year. It has three main labels for its red wines: La Couronne du Marquis de Terme, Château Marquis de Terme, and Le Neuf du Marquis de Terme. Their price range varies from 26 to 28 euros for the second label La Couronne, from 54 to 56 euros for Château Marquis de Terme, and 69 euros for Le Neuf du Marquis de Terme, the exceptional cuvée, the most exclusive wine.

Considered one of the top three leaders in wine tourism in the Margaux appellation, the wine tourism department at Château Marquis de Terme is relatively young, with less than 10 years of existence. The first employee dedicated exclusively to tourism activities was hired in 2014. Since

then, the Château has experienced exponential growth in its tourism and events activities, attracting approximately 14,000 visitors per year, as reported by Spaak (2022).

In this short period of time, the Château has built a dedicated team consisting of three full-time employees and five seasonal guides to meet the growing demand for visits, workshops, and events. With a restaurant led by Chef Grégory Coutanceau, a wine shop, two rooms for group tastings within the Château, and a separate multi-room building called L'Estonnat, capable of accommodating corporate events with a capacity of 80 guests (Marquis de Terme, 2023), the company is expanding its offerings with the acquisition of Château Marojallia. This expansion includes not only the vineyards but also the Château building itself and Le Pavillon de Margaux, a 14-bedroom hotel located in the heart of the village, just a few hundred meters away from the renowned first growth vineyard that gives the appellation its name (Anson, 2023).

2.2 Duties During the Internship

The internship took place from February to June 2022 under the supervision of Valentin Biffi, the Chief of Wine Tourism at the Château. The internship followed the same work schedule as the seasonal guides, with a minimum average of 35 hours per week.

The main objective of the internship was to fulfill the role of a seasonal worker in wine tourism, which involved conducting guided visits, workshops, and preparing and serving tastings and aperitifs to clients at Le Comptoir. Additionally, assistance was provided at events and management tasks, all while concurrently working on the thesis. The thesis aimed to assess the level of innovation at the Château and, through a comprehensive analysis of the current situation, generate insights that would enable the company to develop ideas and actions for the continuous evolution of its wine tourism activities.

Several meetings were conducted to properly apply the Innovation Radar and other tools such as SWOT analysis. Interviews were also held with Château Dauzac and Château Prieuré-Lichine to apply the Radar, and an interview with Maison du Vin et Tourisme de Margaux provided a better understanding of the dynamics of wine tourism in the appellation.

Following the analysis of the Radar results and providing explanations to the participating Châteaux, including Château Marquis de Terme, an action plan was developed and scheduled to be presented to the Director of Wine Tourism and the General Director of the Château.

LITERATURE REVIEW

3.1 The Innovation Radar

Walking alongside mankind throughout its entire history, innovation has taken on various forms. However, as a concept directly related to economic development, it was solidified through Joseph Alois Schumpeter's studies. As Costa (2016) states, "the construction of the theoretical foundations for innovation as a central variable in explaining economic development starts with Schumpeter."

In Schumpeter's (1942) theory, innovation assumes a fundamental role. He introduces the concept of "creative destruction," which involves the replacement and destruction of existing products or production methods to make way for new ones that bring economic benefits. Additionally, Schumpeter (1942) emphasizes the entrepreneur as a central figure in the process of innovation and economic development, as they are responsible for stimulating and disseminating this process within organizations.

Over time, new studies and more comprehensive concepts of innovation have emerged, such as the *neoschumpeterian* approach. Costa (2016) explains that this approach considers innovative companies as those that "develop routines that guide them in responding to changes in the environment."

Shifting perspectives to another author who has written about innovation, Verma et al. (2008) defines an innovator as a person or organization that develops a new practice or application of an existing one that proves to be highly effective and profitable.

In the Oslo Manual formulated by the Organization for Economic Cooperation and Development (OECD) in 2005, innovation is defined as a continuous process of implementing significant changes within a company. This definition broadens the scope beyond Schumpeter's concept. The manual also identifies different types of innovation that can be identified and measured.

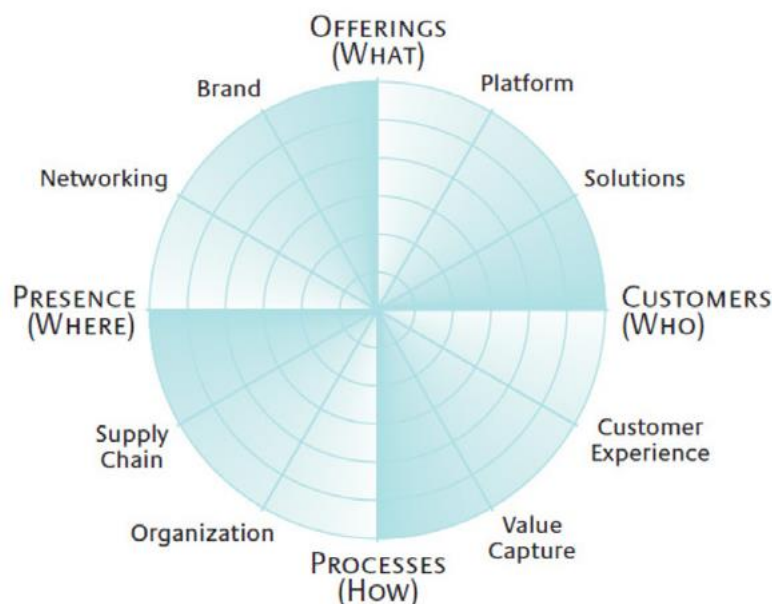
According to the Oslo Manual (2005), there are four types of innovation: the implementation of a new or significantly improved product, good, or service; process innovation; a new marketing method; or a new organizational method in business practices, workplace organization, or external relations.

It is worth noting that a fundamental point in expanding more updated concepts of innovation and its relevance is the inclusion of value generation for customers. This factor is key in differentiating relevant innovative processes. It's not just about creating different things, but rather creating new things within companies that generate value and form a systemic process.

Given the importance of innovation, it is natural that there is a primary interest in measuring, understanding, stimulating, and improving it. In this regard, Mohanbir Sawhney, a professor at the American university Kellogg School of Management, developed a diagnostic tool called the Innovation Radar (2006).

Sawhney's Innovation Radar was developed based on four key dimensions (Figure 1): the company's offerings (1), the customers served (2), the processes employed (3), and the touchpoints used by the company (4). From these four key dimensions, eight additional dimensions were developed, resulting in a total of 12 dimensions in the Innovation Radar developed by Sawhney, Wolcott, and Arroniz (2006).

Figure 1 - Innovation Radar



Source: Sawhney, Wolcott e Arroniz (2006)

The four key dimensions represented by Offerings (What), Customers (Whom), Processes (How),

and Presence (Where) are the cardinal points of the radar. The radar also includes eight additional sub-dimensions: Platform, Solutions, Value Aggregation, Organization, Supply Chain, Network, and Brand.

In Brazil, Bachmann & Associados adapted the Innovation Radar by adding a thirteenth dimension called the Innovative Environment. They believe that "an organizational climate conducive to innovation is an important prerequisite for an innovative company" (Bachmann & Destefani, 2008). This methodology is used by the Brazilian Service of Support to Small and Micro Enterprises (Serviço Brasileiro de Apoio às Micro e Pequenas Empresas) - Sebrae in the Local Innovation Agent (Agente Local de Inovação) - ALI program. In this program, a weight of 2 is assigned to the Innovative Environment dimension. The dimensions used and their concepts according to the Sistemali, the offline system of the ALI program of Sebrae, are shown in the table below (Table 1).

As seen in Table 1, each dimension has its own set of characteristics. The system assigns adapted questions to evaluate these different aspects. Depending on the answers, a different score is attributed to each dimension: 0 if the company does not innovate in that topic, 3 if the innovation is present but sporadic, and 5 if the innovation is systematically present at the company.

Table 1 Dimensions of the Innovation Radar - Sistemali

Offerings	Refers to the products offered by the company to the market. To measure this dimension, various aspects are taken into consideration, including new releases, willingness to take risks, new products (even those that have failed), design changes, use of new materials, introduction of new intermediate products, development of new functional parts, and adoption of radically new technologies, among others.
Platform	Refers to a set of common components, assembly methods, or technologies that are used, in a "modular" way, in the construction of a product portfolio. The understanding is that the ability to use the same platform to offer a greater number of products reflects a greater innovative capacity.
Brand	Comprises the set of symbols, words (slogans), or formats through which a company conveys its image or promise to customers. Innovation in this dimension implies, for example, leveraging the brand to pursue other business opportunities or, conversely, using other businesses to enhance the brand.
Customers	Customers are individuals or organizations that use or consume products to meet their needs. Customer-centric innovation methods are characterized by seeking innovation through technological advancements or optimization of business processes.
Solutions	A solution is a customized and integrated combination of goods, services, and information capable of addressing potential customer demands. For example, a vending machine in a waiting room facilitates customer stay and, at the same time, can represent an additional revenue stream for a clinic's business.
Customer Experience	This dimension, originally called "Customer Experience," takes into account everything the consumer sees, hears, feels, or experiences in any way when interacting with the company.
Value Capture	This dimension considers the mechanisms by which a company captures part of the created value. This is typically done through Value Chain analysis to discover untapped

	revenue streams and ways to capture value from interactions with customers and partners.
Process	Processes are the configurations of activities used in conducting internal operations within the company. Innovation in this dimension presupposes the redesign of processes to seek greater efficiency, higher quality, or shorter cycle time.
Organization	Refers to how the company is structured, its strategies, the partnerships established, and the role and responsibility of employees.
Supply Chain	Corresponds to the sequence of activities and agents that move products, services, and information from origin to delivery. It encompasses the logistical aspects of the business, such as transportation, storage, and delivery.
Presence (Place)	This relates to the distribution channels that the company uses to bring its products to the market and also to the locations where these items can be acquired by consumers. Innovation, in this context, means creating new points or creatively utilizing existing ones.
Network	This dimension covers aspects related to how the company connects with its customers. It essentially refers to the resources used for agile and effective communication. Innovation in this dimension involves making improvements to the network that can enhance the value of the company's offerings.
Innovative Environment	One way to assess this dimension is by measuring the fraction of the team composed of professionals with a background in testing and research. Thus, the number of employees with a master's or doctoral degree is a relevant factor. Except for companies that originated in universities, the presence of these professionals is not common in small and medium-sized enterprises (SMEs). Another aspect that characterizes organizations with a willingness to innovate is the existence of mechanisms that encourage employees to present ideas. In small companies, due to the size of the teams, the incentive often exists but is not documented, which makes it difficult to gather evidence.

Table 1: Adapted from Sistemali - Sebrae

As it is possible to note in Table 1, each dimension has its own set of characteristic, and systematically assign questions adapted to evaluate these different aspects that depending on the answers attributes different punctuation for each dimension, 0 if the company does not innovate in that topic, 3 if the innovation is present but it is sporadic, and 5 if the innovations are systematically present at the company.

3.2 Wine and Tourism Innovation

Although there is no unanimous definition of what can be considered wine tourism, as Getz and Brown (2006) state, there are several motivation-centered definitions, such as the one provided by Hall (2000) in many studies. Hall defines wine tourism as "visitation to vineyards, wineries, wine festivals, and wine shows, for which grape wine tasting and/or experiencing the attributes of a grape wine region are the prime motivating factors for visitors."

Regarding the definition of the wine tourism activity, Santos et al. (2019), citing Yuan et al. (2008), explain that wine tourism involves wine tourists, a group of individuals seeking experiences related to wines and wineries, in wine tourism destinations.

The wine tourism industry has been significantly affected by the COVID-19 pandemic, along with

other tourism activities worldwide, due to travel restrictions and containment measures. However, it is already showing signs of recovery. According to a report by Research and Markets (2023), the segment has displayed resilience and reached a value of 7.8 billion dollars in 2022.

In an increasingly global and competitive world, the ability to create discontinuities in the external environment often makes the difference. The academic community has been progressively dedicating itself to studying the innovation process and its application in tourism (Sousa, 2019). The expansion of scientific research in this field reflects its importance, especially in a world that is continuously accelerating its globalization process and competitiveness.

In the editorial of the special issue "How does innovation help in tourism around the world?" of the *Worldwide Hospitality and Tourism Themes*, Chandana (2019) defines innovation as "the art of implementing new ideas to improve productivity, products, and services while enhancing customer satisfaction, revenues, and profitability."

Research on innovation represents a significant effort to understand the tourism industry and its dynamics, providing deeper insights that can be beneficial for the industry and its policies in the future (Sousa, 2019).

3.3 Wine Tourism in Bordeaux

Wine and Bordeaux have been intertwined since Roman times, with the establishment of Biturica in the 1st century. From the influence of monks to the marriage of Eleanor, Duchess of Aquitaine, and Henry Plantagenet, future King of England, to the Dutch trade peak, and the famous 1855 classification ordered by Napoleon III, it is undeniable that Bordeaux owes its reputation to wine (Flammarion, 2022).

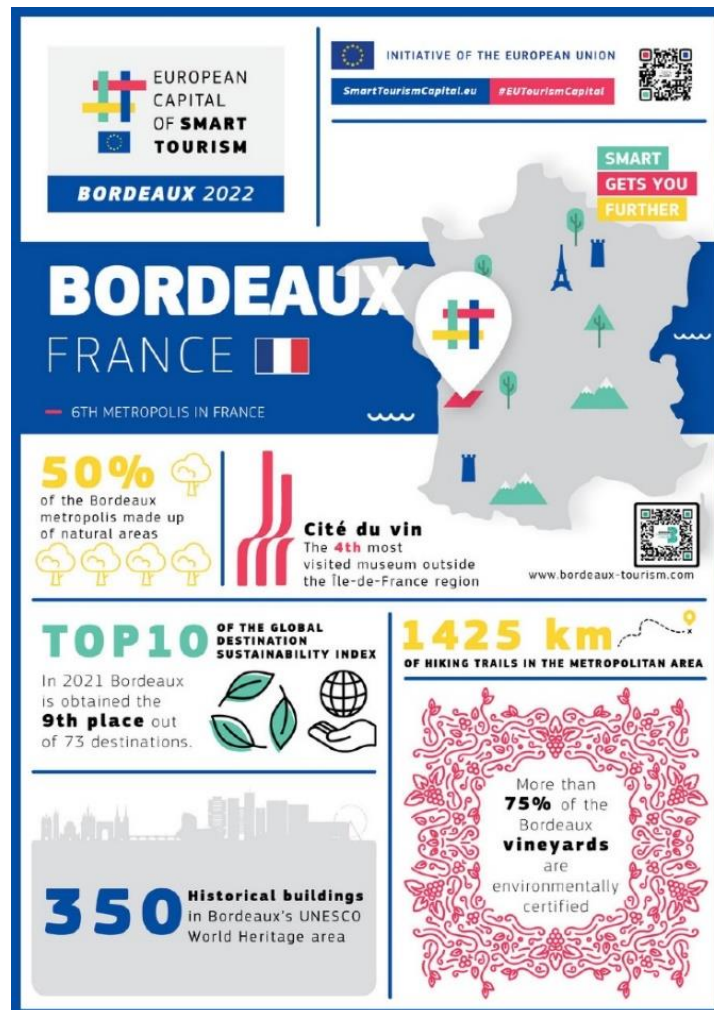
Given this strong connection, it is easy to link Bordeaux's tourism activity to wine tourism as well. With 65 different appellations in the region and 112,000 hectares of vineyards producing around 5 million hectoliters, the wine industry remains the driving force behind the city and its region (European Commission, 2022).

According to the Bordeaux Tourism & Convention Office (2023), tourism activity in Bordeaux has been recovering from the Covid-19 crisis, with figures surpassing the previous year and nearly reaching pre-pandemic levels in 2019. The number of overnight stays in 2022 was 6.4 million,

representing an occupancy rate of 64% for the year. In terms of job creation, the tourism industry accounts for 8% of jobs in Bordeaux, making a significant economic impact of 1.44 billion euros for the region, as reported by Agora Bordeaux Tourism, created by the Bordeaux Tourism & Convention Office (2023).

In an effort to connect the sustainable development of vineyards with an integrated and technologically advanced tourism activity, Bordeaux's initiatives have paid off, leading to its election as the European Capital of Smart Tourism in 2022, as shown in the infographic Figure 2 by the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (2022).

Figure 2 Infographic Bordeaux Capital of Smart Tourism 2022



Source: Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (2022)

Despite the war between Russia and Ukraine, the Research and Markets report predicts a growth

rate of 4.1% for wine tourism in 2023, projecting the global market to reach 8.2 billion dollars (Research and Markets, 2023). The report also indicates that there is ample room for growth, with the projected market figure for wine tourism in 2027 reaching 14.16 billion dollars. These figures demonstrate the optimistic outlook for the activity on a global scale.

METHODOLOGY

In order to evaluate the degree of innovation and provide an analysis with potential improvement suggestions, the thesis conducted a market research and an interview with the Maison du Vin et Tourisme du Margaux. The Innovation Radar was then applied to Château Marquis de Terme and other châteaux in the wine tourism industry within the same appellation to facilitate comparison and enrich the analysis. Additionally, a SWOT analysis and Action Plan were developed specifically for Château Marquis de Terme.

The research's first objective was to conduct a comprehensive analysis of the château, focusing on its innovation using the Innovation Radar tool in conjunction with other supporting tools like SWOT analysis. To achieve this objective, data was collected in three steps using two specifically designed tools:

1. Market research, which involved reviewing literature and gathering available data on tourism activities in the Bordeaux region. Since information on tourism activities in the Margaux appellation was limited, an interview with the representative of Maison du Vin et Tourisme de Margaux was conducted as the second stage. The interview consisted of open-ended questions to explore the thoughts, feelings, and beliefs of the participant about the topic.
2. Application of the Innovation Radar to Château Marquis de Terme, Château Dauzac, and Château Prieuré-Lichine.
3. Construction of a SWOT analysis.

The first stage of market research relied on information presented in the literature review, while the second stage involved conducting an interview to gather qualitative data. The use of open-ended questions in the interview allowed for a deeper exploration of participants' perspectives. Although quantitative approaches are typically used in economic activity analysis to provide numerical indicators, the lack of such indicators led to the exploratory motivation to collect qualitative data.

The Innovation Radar employs a qualitative-quantitative approach by collecting and analyzing both qualitative and quantitative data within a single research study. This approach aims to gain

a more comprehensive understanding of the research topic by integrating the strengths of both qualitative and quantitative methods, resulting in a more holistic and systematic analysis.

The Innovation Radar consists of 38 structured questions and provides a numeric indicator, the innovation degree, based on the evaluation and assignment of levels to the answers. This evaluation process requires a merging of qualitative and quantitative approaches to validate the evidence and ensure accuracy.

The final step towards achieving the overall objective of the study involved presenting the results to the company and collaboratively developing a SWOT analysis and Action Plan. The Action Plan compiled actions suggested by the study as well as those already planned by the company, addressing their identified needs.

RESULTS AND DISCUSSION

5.1 Analysis of the Interview with Maison du Vin et Tourisme de Margaux

The interview was conducted with the director of Maison du Vin et Tourisme de Margaux, Ms. Emilie Perrotte. The first question asked was about the number of visitors to the appellation, and since there is no official research or report on that, the director made a rough estimation of 136,000 visitors.

Regarding the lack of official statistics and how the organization tracks the number of wine tourism in the region, she mentioned that there is no exact tracking of the activity. Instead, the group of Châteaux that offers tourism services has seasonal meetings and exchanges information in an informal way, which is where the rough estimation comes from.

During the interview, it became clear that the Committee Tourism has some ideas, such as the Permanence Estival program, where the Châteaux subscribe to host a totem and an extended journey once a week on a rotating system.

Among the actions that Maison du Vin takes to improve tourism activity in the Châteaux, the director mentioned a WhatsApp group with the Châteaux, where they check availability to recommend tourists who visit the office of Maison du Vin et Tourisme in search of places to visit.

When asked if there were any taxes collected directly from tourists, such as overnight stay taxes, to finance organizations that aim to develop tourism activity, Ms. Perrotte informed that Maison du Vin et Tourisme does not collect such taxes. It is actually financed by contributions from the Châteaux to the Syndicat Viticole de Margaux. She also mentioned that although she was not sure, there might be taxes collected by the Tourism Office of the Communauté de Communes, which is the entity that oversees the community of city halls in the region at the public organizational level of the activity. Regarding the Tourism Office of the Communauté de Communes, no strong links or collaborative efforts were found between them and Maison du Vin et Tourisme de Margaux, indicating a missed opportunity for better-planned activity in Margaux.

When asked about the events in the appellation, Margaux Saveur was mentioned as the main event hosted in the appellation. The event takes place on the weekend after the harvest, with the participation of most of the Châteaux in the appellation. The other event mentioned was the Portes Ouvertes, but since it is not organized by Maison du Vin de Margaux, the interviewee only

mentioned it briefly.

Regarding the innovation in the appellation, the interviewee focused on highlighting the offerings of what she considers to be the top three Châteaux in terms of visitor numbers in the appellation: Chateau Marquis de Terme, Château Dauzac, and Château Prieuré-Lichine.

When asked about the challenges, main competitors, and future plans of Maison du Vin, Ms. Perrotte easily identified Saint Emilion as the main competitor in wine tourism for the appellation. In terms of challenges, she mentioned the shared responsibilities within a small team, where vinification matters and tourism activities compete for priority, and the limited physical structure to better accommodate tourists at Maison du Vin.

The future plans mentioned by the director include the renovation of the physical space as a short-to medium-term plan, and in the long term, the expansion of auxiliary facilities for tourism activities such as stores, restaurants, hotels, and other support services for the industry.

5.2 The Innovation Radar Results

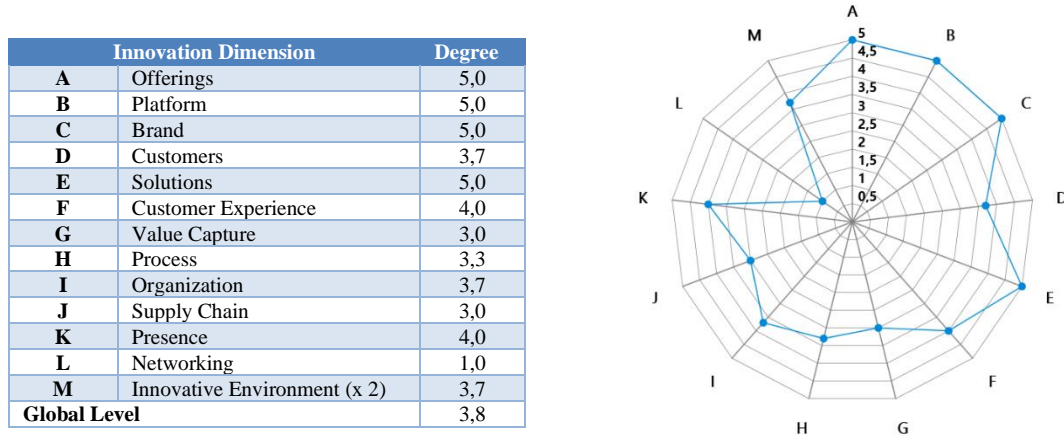
The analysis of the Radar was based on the results shown on the sistemALI – the offline software developed by Sebrae to register and process the answers for the 38 questions presented in the Radar application. The Innovation Radar graphics presented in this study were generated by the software and adapted to the English language by the author, as the original language is Portuguese.

The interviews to conduct the Innovation Radar took place at each of the Châteaux that were identified, including the interview with the responsible person from Maison du Vin et du Tourisme de Margaux, as they are among the top three in terms of visitor numbers in the appellation. To obtain more realistic results, the application could only be conducted with the wine tourism chief of each Château, as it is expected that these individuals have a broader and systemic view of their work. The interviews lasted approximately 1 hour each and were conducted during the author's internship period between April and May 2023.

Generally, the 38 questions focused on the changes realized by the Châteaux in the last 3 years, which means the results were objectively focused on innovation rather than the quality of service, organization, or processes, but specifically on the changes that occurred during that period.

The Château Marquis de Terme was the first one to be interviewed, presenting a global degree of 3.8, as can be seen in Figure 3. Despite having one of the largest structures and dedicated teams specifically for wine tourism activities, the Château scored the maximum points in four dimensions, indicating systematic innovation in those areas.

Figure 3: Innovation Radar – Château Marquis de Terme



Source: Sistemali

As can be seen in Figure 3, the Château only has one dimension with a score below 3.0, which is the Networking dimension. This dimension relates to the implementation of new ways to exchange information with clients. Due to a lack of evidence regarding the use of new social media platforms or physical/virtual channels by the Château for this purpose, the Château received the minimum grade for this dimension.

This indicates that the Radar highlights the potential benefits the Château could gain from implementing new networks or channels. They should consider exploring new social media platforms or revolutionizing their current approach to better connect with their target audience.

Other points that could be further developed in the next Action Plan are related to the Value Capture and Supply Chain dimensions, both scoring 3.0. These dimensions specifically involve seeking new solutions with suppliers and finding ways to generate more value from the current offerings.

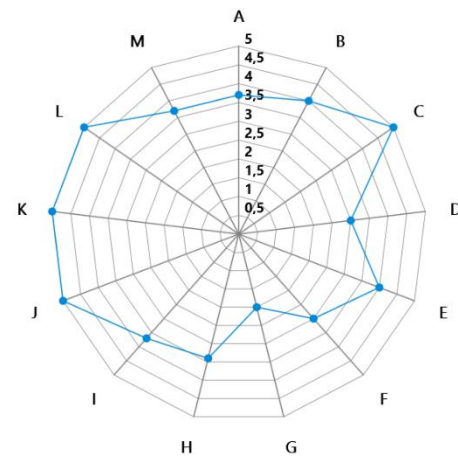
To enhance Value Capture, the Château could introduce add-ons to the services and products offered in the boutique, providing options that complement the main offerings and enhance their value. In terms of the supply chain, the Château could continuously research shipping companies and explore solutions that offer the same quality product with greater efficiency and reduced costs, such as lighter bottles, new packaging, or different arrangements for the cellar.

On the other hand, the Château obtained the maximum grade in the Offerings, Platform, Brand, and Solutions dimensions. This demonstrates the efforts made by the Château in the last three years to renovate its offerings for clients, both in terms of services and additional solutions, while also focusing on brand management and positioning.

This level of innovation from one of the most traditional Châteaux in the region, particularly in the wine tourism sector, reflects the innovative spirit of the property. It is worth noting that the Château hired its first employee dedicated solely to wine tourism activities almost a decade ago, in 2014.

Figure 4: Innovation Radar – Château Dauzac

Innovation Dimension		Degree
A	Offerings	3,7
B	Platform	4,0
C	Brand	5,0
D	Customers	3,0
E	Solutions	4,0
F	Customer Experience	3,0
G	Value Capture	2,0
H	Process	3,4
I	Organization	3,7
J	Supply Chain	5,0
K	Presence	5,0
L	Networking	5,0
M	Innovative Environment (x 2)	3,7
Global Level		3,9



Source: Sistemali

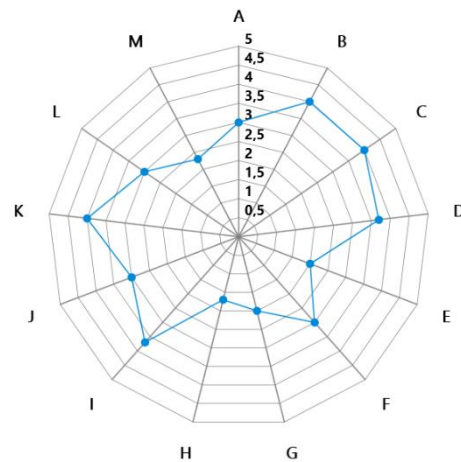
Figure 4 shows the Innovation Radar of the Château Dauzac, the Château which obtained the best average between the three interview, with one tenth more in the global level (3,9). The Château obtained the maximum degree level in four dimensions (Brand, Supply Chain, Presence, and Networking).

The three dimensions with the lowest evaluations for Dauzac were Value Capture with 2,0, and Customers and Customer Experience, both with 3,0. That shows that the Château could invest more in finding solutions to increase the value of the current offer, also identified new need of its customers and offering new amenities to increase the satisfaction and loyal customers' rate.

Although it has given more attention to the wine tourism department on the previous years of COVID, the wine tourism department has been seen like a crucial component of the strategy of the Château, who is planning and implementing an important number of innovations in the last three years, including an aggressive marketing renovation, and also a restaurant and accommodation facilities.

Figure 5: Innovation Radar – Château Prieuré-Lichine

Innovation Dimension		Degree
A	Offerings	3,0
B	Platform	4,0
C	Brand	4,0
D	Customers	3,7
E	Solutions	2,0
F	Customer Experience	3,0
G	Value Capture	2,0
H	Process	1,7
I	Organization	3,7
J	Supply Chain	3,0
K	Presence	4,0
L	Networking	3,0
M	Innovative Environment (x 2)	2,3
Global Level		3,0



Source: Sistemali

The Innovation Radar (Figure 5) of Château Prieuré-Lichine clearly indicates a lower level of innovation, with a global score of 3.0. Compared to Château Marquis de Terme and Château Dauzac, which achieved scores of 3.8 and 3.9 respectively, Château Prieuré-Lichine appears to be more conservative in the past three years.

The Château received the highest evaluations in the dimensions of Platform, Brand, and Presence, all with a score of 4.0. This suggests that the Château has made recent changes to position itself in other marketplaces and platforms while maintaining its established brand.

However, the dimensions that require more attention due to lower scores are Process with a score of 1.7, and Value Capture and Solutions, both with scores of 2.0. It was observed that the current

structure of the company, being part of a larger group with frequent changes in higher-level management, may pose challenges in implementing process changes that require time and effort.

5.3 SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is commonly used in strategic planning, marketing, and organizational development. It is a tool that helps organizations identify areas of improvement, capitalize on opportunities, mitigate risks, and align their strategies with the external environment (Ghazinoory, Abdi, & Azadegan-Mehr, 2011).

The construction of the SWOT analysis of the Château Marquis de Terme happened together between the author and the director of the wine tourism arm of the Château, Ms. Lucie Gendreau after the presentation of the results of the Innovation Radar.

Considering the time of observations and the interviews for the application of the Innovation Radar, the SWOT was already pre structured, being the encounter more useful as a validation and adjustment of the analysis, balancing the exterior systematic vision of the intern with the intern vision of the Director. The result of the SWOT analysis can be seen in the Table 2 below.

Table 2: SWOT – Château Marquis de Terme

<p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Internationalist team (FrancAnglophones) • Adaptability of product to agencies and events • Structure multi-rooms • Different offers (visits + workshops) • Beautiful open space area • Bikes for rent and visit • Great quality wines • Recognised performance in wine tourism (awarded) • Good relationship with competitors and suppliers • Guidelines connecting wines with the services offered • Boutique with products only made in France • Shared Expertise about winemaking process 	<p style="text-align: center;"><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Concentration of workflow • Reduced space of the boutique • Temperature control of tasting room/boutique. • Lack of systematic HR actions • Adaptability to people with challenging conditions • Signalization / Mapping • Lagged use of technology during visits and workshops. • Not systematic / formal formation of newcomers. • Sharing structures and demands with other departments of the Château. • Not dynamic online presence
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Growing offer of wine tourism in the region • Connected events • Lay off of travel restrictions • Competitors less experienced in wine tourism and events offer • Improving numbers of tourists from cruises • Luxury market still unexplored in the region • More restrictive hours and schedules from the competitors comparing with the chateau • Purchasing of the Marojallia, giving an opportunity to offer complete packages 	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none"> • Growing numbers of competitors with lodging options. • Seasonality. • Developing of other wine regions attracting the domestic tourists. • Lack of exterior support for innovations. • Exposure to exterior conditions during busy days. • Others appellations with larger number of attractions and tourism offers

Parting from the SWOT analysis it is possible to emphasize that the Château is well aware of its Weakness, especially the ones related to the organization and process, expressed in points like Concentration of Workflow and Not systematic/formal formation of the newcomers, and also the ones related to physical challenges, like the ones expressed in Temperature control/Climatizations and Reduced space of the shop (la boutique).

At the same time the Château recognized its strong points and opportunities like the possibility of adapting the product for different clients, the open space area, the aligned guidelines with the commercial department of the Château, and the recent purchase of the Château Marojallia by the Sénéclauze family.

5.4 Action Plan

The action Plan for the Château Marquis was elaborated based in the opportunities of improvement founded during the global analysis realized during the process of writing of this thesis. Each of the actions could be related to one of the points identified on the SWOT analysis or even y reflections generated during the application of the Innovation Radar

The Action Plan is a tool used to schematize the future actions of the Château, allowing the directors to monitor and manage the actions through the time. Having the actions structured in a plan help visualize and therefore the development of these actions, especially when the team is overcome by many responsibilities and demands that it is an usual scenario during the season.

To be inserted in the Plan, each Action must count with some elements. The first element is the title, then what was the opportunity identified, beginning and end dates for planning and executing, budget and resources, order of priority, and after the general planning the sub actions, which counts for the smaller actions of steps necessary to complete the general action proposed.

As the complete elaboration of the Action Plan needed complementary information to conclude all of the elements like specific budgets of suppliers that could not deliver on time to the planning of the sub actions, the study will show the general planning, which was the stage concluding the elaboration of thesis.

By order of priority the suggested Action Plan for the Château Marquis de Terme is showed in the Table 3.

Table 3: Action Plan – Château Marquis de Terme

Action Plan – Marquis de Terme					
Action 1: Boutique Reform					
Opportunity: Reduced space and insufficient climatization of the boutique					
Start of Planning	Finish of Planning	Start of Execution	Finish of Execution	Budget	Resources
01/05/2023	31/08/2024	01/09/2023	01/03/2024	60.000,00 / 80.000,00 €	Capital, Archteture Plan, Construction Material, Furniture
Action 2: Signalization Reform					
Opportunity: Lagged Signalization of the Château					
Start of Planning	Finish of Planning	Start of Execution	Finish of Execution	Budget	Resources
01/08/2023	01/09/2024	01/09/2023	01/03/2024	30.000,00 €	Capital, Exterior Consultancy, Designs
Action 3: Luxury Family of Services					
Opportunity: Unexplored Luxury Market in the region					
Start of Planning	Finish of Planning	Start of Execution	Finish of Execution	Budget	Resources
01/03/2023	01/03/2024	01/03/2024	01/10/2024	100.000,00 €	Capital, Exterior Consultancy, Partnerships, New Labels
Action 4: Process Mapping					
Opportunity: Absence of a formal system of formation for newcomers					
Start of Planning	Finish of Planning	Start of Execution	Finish of Execution	Budget	Resources
05/11/2022	05/11/2022	05/11/2022	14/11/2023	3.360,00 €	2 hours per week of the directors, computer
Action 5: Award of Good Ideas					
Opportunity: Absence of formal stimulus of ideas from employees					
Start of Planning	Finish of Planning	Start of Execution	Finish of Execution	Budget	Resources
20/05/2023	24/05/2023	26/05/2023	25/11/2023	160,00 €	Humans, Paper Form, Idea Box, and Prizes

CONCLUSIONS

Considering the knowledge developed during the thesis and the internship, it became clear how the Château on the left bank of Bordeaux, especially in Margaux, although carrying centuries of history, is still at the beginning of its journey in the wine tourism activity. Many improvements regarding private and public management of the activity still need to be made.

Even with some actions being coordinated by organizations like the Great Wine Capitals in the last decades to accelerate the development of tourism activity in the Bordeaux area, there is still much room for growth in wine tourism in the Margaux appellation. The lack of information and economic indicators is a problem that is widespread in the tourism activity, often due to different research patterns and the various experiences that visitors can have, resulting in a multitude of variables, as pointed out during the 6th UNWTO Global Conference On Wine Tourism, which hosted a working group named Measuring Wine Tourism to initiate reflection on establishing patterns for reports and research (World Tourism Organization, 2022).

That being said, the lack of any attempt at quantitative research by the appellation is concerning. It seems to follow the example of France itself, where the last available data on wine tourism at a national scale was published before the pandemic period, in 2016 (Atout France - Agence de développement touristique de la France, s.f.).

Although it is gaining importance and increasingly capturing the attention of directors, the tourism activity is still considered by many as a secondary or tertiary activity. This has led to understaffed teams, overloaded with different responsibilities, and often without the means or time to plan the activity and the innovations needed to remain competitive in the market.

When it comes to innovation, Vilá & MacGregor (2007) correctly affirm that leadership from the top at all levels is required to achieve systematic innovation. This leadership must also shift the focus from 'hard change' programs (practices and responsibilities) to incorporate a more comprehensive approach to 'soft change' (mindset, emotions, values) if they want to succeed in their evolutionary approach, as relationships, competences, and concepts evolve over time.

Regarding the application of the Innovation Radar, the results of each Château, although they are the top three companies in wine tourism in the appellation and share many characteristics, show how individualized the development of the activity in the region has been.

Individual initiatives have been dominating the scenario, and it may be necessary to take further actions that bring common solutions to similar problems and facilitate deeper exchanges between the Châteaux. This could enrich their individual knowledge and, consequently, benefit the region as a whole, providing common benefits for the appellation.

Based on these findings, it can be concluded that more studies are necessary on innovation in wine tourism, and in Margaux and Bordeaux itself, research on the activity itself would be welcomed. The published data, when it exists, still does not seem to delve deep into understanding the different dynamics of the industry, which has been transformed by recent events in a post-pandemic world.

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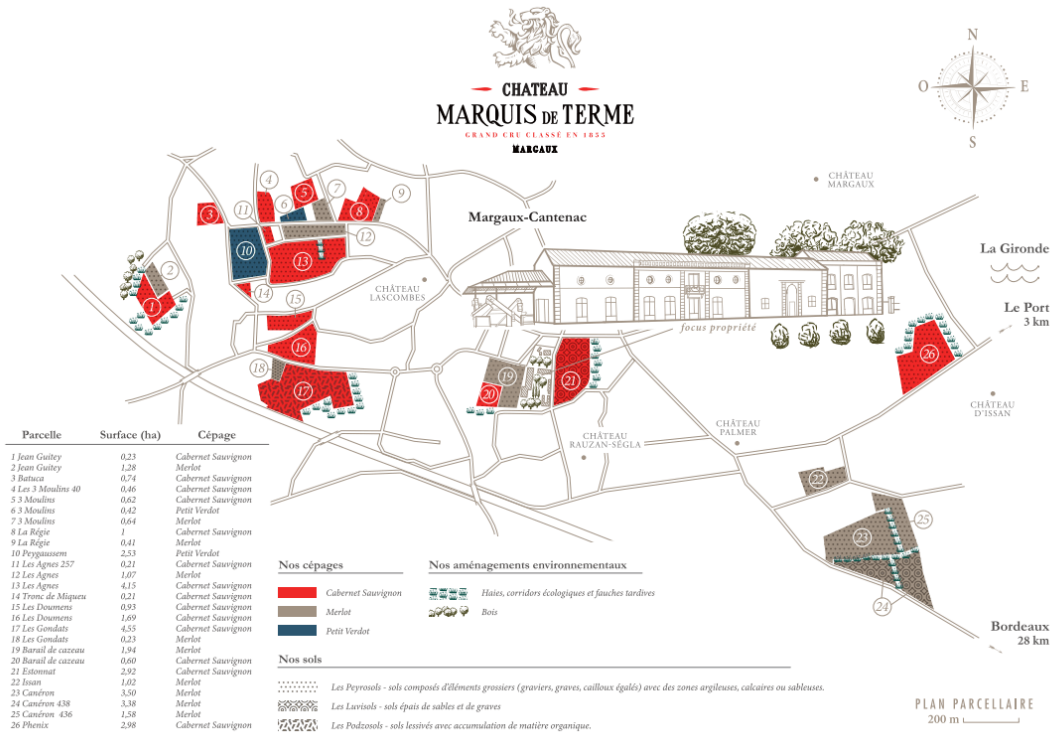
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ANNEXES

Annex 1: Picture of Château Marquis de Terme



Annex 2: Map of Château Marquis de Terme



Annex 3: Wines of Château Marquis de Terme



Annex 4: Innovation Radar

A - DIMENSÃO OFERTA

ITEM 1 - NOVOS PRODUTOS

- a. A empresa lançou, com sucesso, mais de um novo produto no mercado nos últimos 3 anos.
- b. A empresa lançou, com sucesso, um novo produto no mercado nos últimos 3 anos.
- c. A empresa não lançou, com sucesso, qualquer novo produto no mercado nos últimos 3 anos.

ITEM 2 - OUSADIA

- a. Nos últimos 3 anos, a empresa retirou do mercado mais de um produto que não teve sucesso.
 - b. Nos últimos 3 anos, a empresa retirou do mercado um produto que não teve sucesso.
 - c. Nos últimos 3 anos, todos os produtos colocados no mercado tiveram sucesso.
- Nota: Caso não tenha sido colocado qualquer novo produto no mercado, também prevalece este escore.

ITEM 3 - RESPOSTA AO MEIO AMBIENTE

- a. Nos últimos 3 anos, a empresa mudou características de mais de um produto por razões ecológicas.
- b. Nos últimos 3 anos, a empresa mudou alguma característica de um de seus produtos por razões ecológicas.
- c. Nos últimos 3 anos, a empresa não mudou qualquer característica de seus produtos por razões ecológicas.

B - DIMENSÃO PLATAFORMA

ITEM 4 - SISTEMA DE PRODUÇÃO

- a. Os recursos físicos e de conhecimento para produção ou atendimento servem à mais de uma família de produtos.
- b. Os recursos físicos e de conhecimento para produção ou atendimento servem à uma família de produtos.
- c. Os recursos físicos e de conhecimento para produção ou atendimento servem à apenas um produto.

ITEM 5 - VERSÕES DE PRODUTOS

- a. O mesmo produto é oferecido em mais de duas versões, para atingir novos mercados ou grupos de consumidores.
- b. Algum produto é oferecido em duas versões, para atingir novos mercados ou grupos de consumidores.
- c. Cada produto é oferecido em uma única versão.

Nota: No caso de empresa com mais de um produto, basta que um deles tenha mais de uma versão para estabelecer o escore.

C - DIMENSÃO MARCA

ITEM 6 - PROTEÇÃO DE MARCA

- a. A empresa tem uma ou mais marcas registradas.
- b. A marca da empresa não é registrada.
- c. A empresa não tem uma marca.

Nota: Devido à demora dos processos burocráticos, basta que a solicitação de registro tenha sido feita para que a marca possa ser considerada.

ITEM 7 - ALAVANCAGEM DA MARCA

- a. A empresa usa sua marca em propaganda ou associada a outros tipos de produtos ou negócios que possam trazer prestígio.
- b. A empresa usa sua marca exclusivamente em seus produtos.
- c. A empresa não usa sua marca nos produtos ou negócio.

Nota: Caso a empresa não tenha uma marca, também prevalece este escore.

D - DIMENSÃO CLIENTES

ITEM 8 - IDENTIFICAÇÃO DE NECESSIDADES

- a. A empresa tem uma sistemática para colher informações sobre as necessidades dos clientes.
- b. Nos últimos 3 anos, a empresa identificou ao menos uma necessidade não atendida de seus clientes.
- c. Nos últimos 3 anos, a empresa não identificou qualquer nova necessidade de seus clientes.

ITEM 9 - IDENTIFICAÇÃO DE MERCADOS

- a. A empresa tem uma sistemática para identificar novos mercados para seus produtos.
- b. Nos últimos 3 anos, a empresa identificou ao menos um novo mercado para seus produtos.
- c. Nos últimos 3 anos, a empresa não identificou qualquer novo mercado para seus produtos.

ITEM 10 - USO DAS MANIFESTAÇÕES DOS CLIENTES - RESULTADO

- a. A empresa lançou mais de um novo produto, ou versão, nos últimos 3 anos, em decorrência de informações sobre necessidades dos clientes.
- b. A empresa lançou apenas um novo produto, ou versão, nos últimos 3 anos, em decorrência de informações sobre necessidades dos clientes.
- c. A empresa não lançou nenhum novo produto, ou versão, nos últimos 3 anos, em decorrência de informações sobre necessidades dos clientes.

E - DIMENSÃO SOLUÇÕES

ITEM 11 - SOLUÇÕES COMPLEMENTARES

- a. Nos últimos 3 anos, a empresa ofereceu mais de uma nova solução complementar a seus clientes, criando novas oportunidades de receita.
- b. Nos últimos 3 anos, a empresa ofereceu uma nova solução complementar a seus clientes, criando nova oportunidade de receita.
- c. Nos últimos 3 anos, a empresa não ofereceu qualquer nova solução complementar, isto é, fora de seu negócio central.

ITEM 12 - INTEGRAÇÃO DE RECURSOS

- a. Nos últimos 3 anos, a empresa ofereceu mais de uma nova solução a seus clientes, com base na integração de recursos/produtos/serviços.
- b. Nos últimos 3 anos, a empresa ofereceu uma nova solução a seus clientes com base na integração de recursos/produtos/serviços.
- c. Nos últimos 3 anos, a empresa não ofereceu novas soluções a seus clientes com base na integração de recursos/produtos/serviços.

F - DIMENSÃO RELACIONAMENTO

ITEM 13 - FACILIDADES E AMENIDADES

- a. Nos últimos 3 anos, a empresa adotou mais de uma nova facilidade, interface ou recurso para melhorar o relacionamento com os clientes.
- b. Nos últimos 3 anos, a empresa adotou uma nova facilidade, interface ou recurso para melhorar o relacionamento com os clientes.
- c. Nos últimos 3 anos, a empresa não adotou qualquer nova facilidade, interface ou recurso para melhorar o relacionamento com os clientes.

Nota: Exemplos de recursos são: senhas, cafezinho, cartão de aniversário, vitrine, design diferenciado, etc.

ITEM 14 - INFORMATIZAÇÃO

- a. Nos últimos 3 anos, a empresa adotou mais de um novo recurso de informática para se relacionar com os clientes.
- b. Nos últimos 3 anos, a empresa adotou um novo recurso de informática para se relacionar com os clientes.
- c. Nos últimos 3 anos, a empresa não adotou qualquer novo recurso de informática para se relacionar com os clientes.

Nota: São exemplos de recursos: site, redes sociais, câmeras online, cookies, etc.

G - DIMENSÃO AGREGAÇÃO DE VALOR

ITEM 15 - USO DOS RECURSOS EXISTENTES

- a. A empresa tem uma sistemática para adotar novas formas de gerar receitas usando as instalações e recursos já existentes.
- b. Nos últimos 3 anos, a empresa adotou alguma nova forma de gerar receita usando as instalações e recursos já existentes.
- c. Nos últimos 3 anos, a empresa não adotou novas formas de gerar receitas usando as instalações e recursos já existentes.

ITEM 16 - USO DAS OPORTUNIDADES DE INTERAÇÃO

- a. Nos últimos 3 anos, a empresa adotou mais de uma nova forma de gerar receita facilitando o relacionamento de parceiros com seus clientes.
- b. Nos últimos 3 anos, a empresa adotou alguma nova forma de gerar receita facilitando o relacionamento de parceiros com seus clientes.
- c. Nos últimos 3 anos, a empresa não adotou qualquer nova forma de gerar receita facilitando o relacionamento de parceiros com seus clientes.

H - DIMENSÃO PROCESSOS

ITEM 17 - MELHORIA DOS PROCESSOS

- a. A empresa sistematicamente modifica seus processos (execução, controle, marketing, etc.) ou instalações, para obter maior eficiência, qualidade, flexibilidade ou rapidez no atendimento.
- b. Nos últimos 3 anos, a empresa modificou pelo menos um processo (execução, controle, marketing, etc.) ou instalações, para obter maior eficiência, qualidade, flexibilidade ou rapidez no atendimento.
- c. Nos últimos 3 anos, a empresa não modificou qualquer de seus processos (execução, controle, marketing, etc.) ou instalações, para obter maior eficiência, qualidade, flexibilidade ou rapidez no atendimento.

ITEM 18 - SISTEMAS DE GESTÃO

- a. Nos últimos 3 anos, a empresa adotou pelo menos duas novas práticas de gestão.
- b. Nos últimos 3 anos, a empresa adotou pelo menos uma nova prática de gestão.
- c. Nos últimos 3 anos, a empresa não adotou qualquer nova prática de gestão.

Nota: Alguns exemplos de novas práticas: GQT, MEG, Just in Time, reengenharia, Manual de Boas Práticas, Manual de Procedimentos, Benchmarking, Terceirização, etc.

ITEM 19 - CERTIFICAÇÕES

- a. Nos últimos 3 anos, a empresa recebeu mais de uma nova certificação de processo ou de produto.
- b. Nos últimos 3 anos, a empresa recebeu uma nova certificação de processo ou de produto.
- c. Nos últimos 3 anos, a empresa não recebeu qualquer certificação de processo ou de produto.

Nota: Alguns exemplos de certificações são: ISO9001, ISO14001, OHSAS18001, SA8001, acreditação, certificação voluntária, PAS, etc.).

ITEM 20 - SOFTWARES DE GESTÃO

- a. Nos últimos 3 anos, a empresa adotou algum novo software para a gestão administrativa ou da produção com o propósito específico de ganhar diferenciação.
- b. Nos últimos 3 anos, a empresa adotou ou substituiu algum software para a gestão administrativa ou da produção.
- c. Nos últimos 3 anos, a empresa não adotou qualquer novo software para a gestão administrativa ou da produção.

ITEM 21 - ASPECTOS AMBIENTAIS (ECOLÓGICOS)

- a. Nos últimos 3 anos, a empresa fez mais de uma mudança nas instalações ou na forma de trabalhar por razões ecológicas.
- b. Nos últimos 3 anos, a empresa fez uma mudança nas instalações ou na forma de trabalhar por razões ecológicas.
- c. Nos últimos 3 anos, a empresa não fez qualquer mudança nas instalações ou na forma de trabalhar por razões ecológicas.

ITEM 22 - GESTÃO DE RESÍDUOS

- a. Nos últimos 3 anos, a empresa transformou parte de seus resíduos em uma oportunidade de gerar receita.
- b. Nos últimos 3 anos, a empresa alterou a destinação de seus resíduos, visando menor impacto ambiental ou benefícios para terceiros.
- c. Nos últimos 3 anos, a empresa não alterou a destinação de seus resíduos.

I - DIMENSÃO ORGANIZAÇÃO

ITEM 23 - REORGANIZAÇÃO

- a. A empresa sistematicamente reorganiza suas atividades, ou modifica a forma de trabalhar dos colaboradores, para obter melhora em seus resultados.
- b. Nos últimos 3 anos, a empresa reorganizou suas atividades, ou modificou a forma de trabalhar dos colaboradores, para obter melhora em seus resultados.
- c. Nos últimos 3 anos, a empresa não reorganizou suas atividades, ou modificou a forma de trabalhar dos colaboradores, para obter melhora em seus resultados.

ITEM 24 - PARCERIAS

- a. Nos últimos 3 anos, a empresa fez duas ou mais parcerias com outras organizações, para fornecer produtos melhores ou ganhar competitividade.
- b. Nos últimos 3 anos, a empresa fez uma parceria com outra organização, para fornecer produtos melhores ou ganhar competitividade.
- c. Nos últimos 3 anos, a empresa não fez qualquer parceria com outra organização, para fornecer produtos melhores ou ganhar competitividade.

ITEM 25 - ESTRATÉGIA COMPETITIVA

- a. Nos últimos 3 anos, a empresa fez uma mudança radical na estratégia competitiva.
- b. Nos últimos 3 anos, a empresa fez uma mudança significativa na estratégia competitiva.
- c. Nos últimos 3 anos, a empresa não fez qualquer mudança significativa na estratégia competitiva.

J - DIMENSÃO CADEIA DE FORNECIMENTO

ITEM 26 - CADEIA DE FORNECIMENTO

- a. A empresa sistematicamente adota novas soluções para reduzir o custo do transporte ou dos estoques das matérias primas e produtos.
- b. Nos últimos 3 anos, a empresa adotou uma nova solução para reduzir o custo do transporte ou dos estoques das matérias primas e produtos.
- c. Nos últimos 3 anos, a empresa não adotou qualquer nova solução para reduzir o custo do transporte ou dos estoques das matérias primas e produtos.

K - DIMENSÃO PRESENÇA

ITEM 27 - PONTOS DE VENDA

- a. Nos últimos 3 anos, a empresa criou pontos ou canais de venda diferentes dos existentes anteriormente, compartilhando recursos com terceiros.
- b. Nos últimos 3 anos, a empresa criou pontos ou canais de venda diferentes dos existentes anteriormente.
- c. Nos últimos 3 anos, a empresa não criou pontos ou canais de venda diferentes dos existentes anteriormente.

ITEM 28 - INTERMEDIACÃO

- a. Nos últimos 3 anos, a empresa estabeleceu relação com intermediários para a venda de seus produtos em novos mercados.
- b. Nos últimos 3 anos, a empresa estabeleceu relação com intermediários para a venda de seus produtos.
- c. Nos últimos 3 anos, a empresa não estabeleceu novas relações com intermediários para a venda de seus produtos.

L - DIMENSÃO REDE

ITEM 29 - DIÁLOGO COM O CLIENTE

- a. Nos últimos 3 anos, a empresa adotou novas formas de trocar informações com os clientes, usando ou não a tecnologia da informação, para ganhar eficiência em seus processos.
- b. Nos últimos 3 anos, a empresa adotou uma nova forma de trocar informações com os clientes, usando ou não a tecnologia da informação, para ganhar eficiência em seus processos.
- c. Nos últimos 3 anos, a empresa não adotou qualquer nova forma de trocar informações com os clientes, usando ou não a tecnologia da informação, para ganhar eficiência em seus processos.

M - DIMENSÃO AMBIÊNCIA INOVADORA

ITEM 30 - FONTES EXTERNAS DE CONHECIMENTO - I

- a. A empresa faz uso rotineiro de consultorias ou do apoio de entidades como o SEBRAE, SENAI, SESI, SENAC, universidades, empresas júnior, etc.
- b. Nos últimos 3 anos, a empresa fez uso eventual de consultorias ou do apoio de entidades como o SEBRAE, SENAI, SESI, SENAC, universidades, empresas júnior, etc.
- c. Nos últimos 3 anos, a empresa não fez uso de consultorias ou do apoio de entidades como o SEBRAE, SENAI, SESI, SENAC, universidades, empresas júnior, etc.

ITEM 31 - FONTES EXTERNAS DE CONHECIMENTO - II

- a. A empresa sistematicamente busca novas informações e tecnologias em eventos (seminários, congressos, etc.) e associações técnicas ou empresariais.
- b. A empresa eventualmente busca novas informações e tecnologias em eventos (seminários, congressos, etc.) e associações técnicas ou empresariais.
- c. A empresa não busca novas informações e tecnologias em eventos (seminários, congressos, etc.) e associações técnicas ou empresariais.

ITEM 32 - FONTES EXTERNAS DE CONHECIMENTO - III

- a. A empresa tem por prática buscar conhecimentos ou tecnologias junto aos fornecedores, concorrentes ou clientes.
- b. Nos últimos 3 anos, a empresa absorveu algum tipo de conhecimento ou tecnologias junto aos fornecedores ou clientes.
- c. Nos últimos 3 anos, a empresa não absorveu qualquer tipo de conhecimento ou tecnologia junto de fornecedores ou clientes.

ITEM 33 - FONTES EXTERNAS DE CONHECIMENTO - IV

- a. A empresa sistematicamente adquire informações, técnicas ou não, pagando taxas ou royalties por invenções patenteadas, ou absorve know-how e competências.
- b. Nos últimos 3 anos, a empresa adquiriu informações, técnicas ou não, pagando taxas ou royalties por invenções patenteadas ou know-how e competências.
- c. Nos últimos 3 anos, a empresa não adquiriu informações, técnicas ou não, pagando taxas ou royalties por invenções patenteadas ou know-how e competências.

ITEM 34 - FINANCIAMENTO DA INOVAÇÃO

- a. A empresa já utilizou algum dos programas de apoio financeiro subsidiado para atividades inovadoras.
- b. A empresa já solicitou algum dos programas de apoio financeiro subsidiado para atividades inovadoras.
- c. A empresa nunca solicitou qualquer dos programas de apoio financeiro subsidiado para atividades inovadoras.

ITEM 35 - COLETA DE IDÉIAS

- a. A empresa tem um sistema formal para colher sugestões dos colaboradores.
- b. A empresa tem um sistema informal para colher sugestões dos colaboradores.
- c. A empresa não tem qualquer sistema, formal ou informal, para colher sugestões dos colaboradores.