



MASTER THESIS

**Demystifying Wine: Gamification and Storytelling in Wine Tourism Product Among BeNeLux
Customers**

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ABSTRACT

Pura Alegría, a family-owned business that shows the Andalusian way of life was formed with a love for Spanish wines and a curiosity to explore authentic and less-explored winemaking regions. As the wine consumption pattern is changing rapidly, wine players have to create an innovative strategy that will capture the attention of new audiences. Pura Alegría wants to establish a modern-day wine club for BeNeLux consumers and aims to make wine more approachable and engaging through digital and narrative techniques.

The research methodology uses a literature review and survey to understand the preferences and motivations of potential wine club members. The findings showed that younger consumers, who are digital natives, show a strong preference for engaging, authentic storytelling and interactive, tech-savvy engagement methods. These consumers value convenience, variety, and a sense of community, which can be effectively provided through gamified and story-driven wine club experiences.

Thus, the proposed Pura Alegría Wine Club offers different membership tiers that can cater to different types of wine enthusiasts. It incorporates different gamification elements which motivate members and improve engagement whereas storytelling will humanize the brand and create a deeper emotional connection with the members.

Despite the promising potential, the study also acknowledges several limitations. These include the challenge of building brand recognition for a new company, the significant investment required for implementing advanced digital techniques, and the limited generalizability of the findings beyond the BeNeLux region.

Future research should expand the sample size and include diverse geographic regions to validate the findings and enhance their generalizability. Additionally, as technology evolves, more sophisticated gamification techniques and digital storytelling tools should be explored. Longitudinal studies tracking the long-term impact of these strategies on customer loyalty and brand perception are also recommended.

In conclusion, the integration of gamification and storytelling in wine marketing presents a significant opportunity to attract and retain a diverse customer base, particularly among younger generations. By demystifying wine and making it a fun and engaging experience, the Pura Alegría Wine Club can foster a loyal community of wine enthusiasts, contributing to the promotion of lesser-known wine regions and supporting sustainable tourism.

Keywords: Wine Club, Gamification, Storytelling, digital technologies, wine marketing, customer preferences

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LIST OF ABBREVIATIONS

BeNeLux: Belgium, the Netherlands, and Luxembourg

D2C: Direct To Consumers

WinTour: Wine Tourism

DMO: Destination Management Organization

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Introduction

The world has evolved and the keyword today is “choice”, today’s generation who grew up with the internet at their fingertips are spoiled with choices. These hyper-connected consumers who spend more than 8 hours a day in front of the screen, now want to experience things digitally before exploring them in real life (Gao et al., 2023). The presence of famous luxury brands like Gucci, and Louis Vuitton in a metaverse shows the importance of being connected with these digital natives in a digital space (Kniazeva et al., 2024).

Wine industry reports talk about the shift in consumption patterns. Baby Boomers, the largest spenders and devotees of wines will no longer hold the largest portion of wine consumption. McMillan (2024) suggests that an almost 30% drop could be seen as soon as the generational handover is done. Most of the Old World Wine-producing countries and the most mature markets like the UK are experiencing a decline in wine consumption while the sale of spirits has gone up. Today the wine industry is not only competing with wines, but also with beers, cocktails, and even non-alcoholic drinks.

As the competition intensifies, these wine players must become creative and really connect with the consumers, especially young ones. Recent studies have shown Gen Z and Millennials want to know the stories about their favorite wines- the vineyards, the people, and what makes them unique (Willcox, 2023). They crave connection and have a sense of community; almost 80% reported that they are loyal to the brand they subscribe to (Briggs, 2023). So having a digital presence and an online subscription business has become more important than ever to connect with these audiences.

Modern consumers trust brands that they can relate to, with authentic stories and, a fun, approachable, and tech-savvy vibe (Jorge, 2023). The tricky part is keeping the tradition alive while making wine fun and accessible. That is exactly what this thesis will focus on: How can the company make wine approachable and trendy among wine customers? How can new elements like gamification and the concept of storytelling be utilized as tools to attract consumers to a wine club? What are the main motivation factors of younger and older consumers in the wine club? With the help of a literature review, survey, and questionnaire the study would try to answer these major research questions.

Most wine marketing still relies on a few factors like tasting notes, aroma description, mouthfeel, and terroir. However, in an industry where everyone claims to be unique and amazing, this information can overwhelm rather than welcome consumers. While wine education is important, companies also need to entertain and create a positive experience for consumers (Woldarsky, 2019). In this context, storytelling with strong narratives can be a powerful way to differentiate yourself from that crowd.

Studies on the integration of gamification and storytelling, especially in the wine industry, are limited. These concepts are more popular in education, marketing, and behavioral organization. Thus, the

study will review the current market scenario, effective wine club strategies, new wine market trends, and the benefits of gamification and storytelling. Based on this extensive literature review, a survey would be done among the possible customers within BeNeLux to understand their motivation and interest to join the wine club. As a result, a wine club structure and its benefits would be proposed with a marketing plan. The study will also include the limitations, future implications, and theoretical foundation for further research.

1.1. Pura Alegría

Pura Alegría is an export-based company in Teruvan, Belgium. Even though the company was working informally before that, it was officially formed in 2023 by Raquel Castellano and Bart Seuntjens, a Spanish-Dutch couple living in Belgium. Their love for genuine wines from Southern Spain sparked the idea for their venture.

Despite living in different countries and having different backgrounds, their journey began with a fortunate encounter. As they explored Spain, they quickly realized the warmth of human connections, the joy of living, and the deep passion for winemaking. In Parauta, a charming Spanish village, they found perfect soil and weather for making exceptional wines. However, the wines from the region were still unexplored and much less marketed than their other Spanish counterparts in Catalonia. Thus, they wanted to share the richness of Southern Spanish wines with the world through Pura Alegría.

Pura Alegría, which means Pure Joy signifies the Andalusian ways of life. As the company wanted to share that experience with the people of BeNeLux they started hosting tasting events with a curated selection of wines, wine tourism activities in Southern Spain, and invitations to meetups with the winemakers from these wineries.

Even though it started with a specific region in Ronda where they marked the start of their journey as wine enthusiasts turned entrepreneurs, now, they are expanding their horizon and exploring other wine regions like Extremadura, Cadiz, Sevilla, Granada, Huelva, and more. Their plan for the future is not to limit themselves to the Southern Spanish region but to move beyond to explore and share the joy of these “authentic and unexplored wines” from other regions.

1.2. Internship Duties

The final internship was done at Pura Alegría for four months from February to June 2024. The internship structure was a hybrid model where 60% of the work was done in Belgium from an office location and visit to wineries in Southern Spain whereas the rest was research from home.

The primary responsibility of a business development intern was to research and develop a business case for the company and provide strategic recommendations based on the research findings to enhance different offerings, improve customer engagement, and increase the company’s market share in BeNeLux.

The major task at Pura Alegría was to design a wine club concept tailored to BeNeLux customers' preferences, which is also part of the thesis. The wine club concept should include membership benefits, pricing strategies, and promotional activities to attract and retain members.

In addition, the internship duties included organizing wine-tasting events showcasing Spanish wines targeted toward wine enthusiasts and potential customers. Wine and food pairing workshops collaborating with local chefs and restaurants were part of the event. It highlighted the versatility of Spanish wines and their compatibility with various cuisines.

During the event, the tasks were divided into pre-event, during, and post-event activities. Before the event, the wines to be showcased were pre-selected, marketing materials like flyers, offers and discounts to be provided were designed, the venue, date, time, and price were finalized and invitations to the customer from the database were sent out. On the event day, welcome and register participants, and hand them over the glass and necessary materials like notebook and pen. During the event, water, and palate-cleansing food like crackers, breadsticks, etc would be offered. After the event, follow-up with participants with thank you notes and feedback for improvement was done. Feedback from the events would be evaluated to understand the effectiveness of these events and tasting in driving sales and building brand awareness.

In addition to these tasks, duties also included finding and visiting wineries in Southern Spain, gathering case studies on successful wine tourism initiatives, and focusing on factors contributing to their success and applicability to the BeNeLux market. Also, researching new wine regions that would fit the “authentic and unexplored wines” criteria and visiting these wineries in Extremadura and Seville to increase the brand portfolio.

1.3. Thesis Proposal

Pura Alegría, a family-owned business established with a love for Spanish wines and curiosity to explore authentic and less explored winemaking regions wants to establish a modern-day wine club to attract customers in BeNeLux.

Studies show that wine club is one of the popular mediums of D2C sales as up to 70% of the winery sales could come from wine club members' accounts and tasting room sales (McMillan, 2024). Traditionally, Wine Club has been part of the individual wineries to increase sales and improve customer relationships. It has been used as a part of wine tourism where customers would sign up for a recurring service and expect some benefits as a member. However, in modern days, new and independent types of wine clubs are in practice, which are opened for like-minded members with several objectives. The main objective of Pura Alegría Wine Club is to make wine accessible and fun while discovering new wine regions. Pura Alegría wants to enhance its brand awareness and attract a loyal customer base to grow its business.

The main aim of this master's thesis is to design a wine tourism product that would make wine approachable and attract new customers. All the courses I have done so far as part of WinTour and the internship at Pura Alegría formed a basis for this thesis and as a result, a new-era wine club with the elements of gamification and storytelling is proposed in this research. Even though the goals of storytelling and gamification are identical, they are achieved in different ways. Gamification uses the elements of game mechanics to engage participants and solve problems whereas storytelling captivates people with the medium of a story which has an immense effect on how these users interact with each other (McCabe & Foster, 2006; Zichermann & Cunningham, 2011).

Thus, the focus of upcoming sections is using old concepts but in a new context to propose a wine product that BeNeLux customers will enjoy and want to be part of.

1.4. Research Question

The main research question this thesis is trying to understand is:

- How can a new wine club incorporate current trends and make wine approachable to the club members of BeNeLux?

In addition, based on the literature review, the study focused on different areas and tried to answer a few additional questions:

- What are the wine club trends and current practices?
- Is there a difference among different age groups (Millennials and Gen Z) vs (Gen X and Baby Boomers) in terms of their motivation factors to join a wine club?
- How can new elements like gamification and storytelling be utilized as tools to attract consumers to a wine club?

Literature Review

The concept of the wine club is popular throughout the world, however, most research has been done in the case of specific wineries and not the independent ones. It is not a widely researched topic, especially current trends and innovative concepts utilized to enhance customer engagement in wine clubs around the European market.

Thus, the literature review would start by understanding the wine club's basic concept from a current literature point of view, followed by new wine trends. Then, the concept of gamification and its benefits will be discussed along with the concept of storytelling and its power. The research will delve deep into use cases on how these techniques have been used in other industries. Based on the extensive literature review on these topics, the research would try to propose a wine club using the combined benefits of gamification associated with storytelling.

2.1. Wine Club

The idea of a wine club was started by a brilliant Armenian Pharmacist in California in 1972 as a *Wine of the Month Club* which instantly gained popularity (Karofsky, 2003). In the early 2000s, it developed more when the prohibition by several states to ship wines directly to consumers in other states was lifted. Before that law, customers had to purchase the wine and take it home themselves (Thatch, 2021). Even though the concept started in the US and is still very popular, Old World wineries are also slowly adapting to this idea.

According to Teaff et al. (2005, p.6), “The winery wine club refers to a group of customers organized by the winery that agree to receive selected benefits and preferential treatment.” The wine clubs consist of two major styles: one ‘automatic’, where customers give permission to use a credit card number and agree to a specific number of bottles per period. Second, ‘a la carte’ where no such agreement is made but the customer agrees to sign up for a mailing list that provides customers access to discounted and a variety of wines ‘à la carte’ for a limited period (Berglund, 2003; Penn, 2003).

2.1.1. Wine Club Tier

Before diving deep, we need to understand that different entities offer wine club facilities. Bauman & Taylor (2020) provided the structure of today’s alcoholic beverage industry where actors work in a three-tiered system with producers, distributors, and retailers. Within this system, different actors have operated a wine club. Producers are mainly wineries, distributors are the intermediaries between producers and retailers, and in the final layer, retailers are further broken down into off and on-premises. Off-premise retailers would be those grocery and liquor stores like Aldi, and Lidl which sell wine for consumption off-premise whereas on-premise would be different restaurants, resorts, etc. which allow consumption on-premise only. Both of these categories have different kinds of wine club programs. Apart from the brick-and-mortar off-premise and on-premise retailers wine club, there are internet-based retailers as well as independent companies, different alumni associations, and other brands that have their own wine club programs (For example, Wall Street Journal Wine Club, Vlerick Alumni Wine Club). This research focuses on wine clubs owned by independent organizations which can be at either distributor or retailer level of the three-tier system.

2.1.2. Wine Club Attributes

The most well-developed literature so far in wine club management “Designing Effective Wine Clubs: An Analysis of the Components of the Winery Wine Club” by Teaff et al.(2005) provides a comprehensive checklist of 30 different components divided into 3 categories: structure, benefits and terms and conditions which reflect prevalent practices in the wine clubs which cater to the members’ expectation (Figure 1). Wine clubs must have a general description and working mechanism, benefits they provide to the customers, and terms and conditions customers should follow.

Structure 5 components	Benefits 17 components	Terms and conditions 8 components
• Price • Frequency • Number of bottles per shipment • Club levels • Brand emphasis	• Discounts • Special events • Winery correspondence • Complimentary tasting and tours • Access to wine • VIP status for members • Personal service • Membership • Extras • Products to be included with the shipment • Gift memberships • Incentives • Limited/select membership • Members' ability to customise the club • Optional shipments • Purchase limitations • Club membership without regular shipments	• Age requirement • Cancellation policy • Shipping address (adult signature) • Billing address • Additional charges • Will-call options • Commitment requirement • Modification policy

Figure 1 *Wine Club Checklist* (Teaff et al., 2005)

Santini & Faraoni (2010) presented a graphical representation of how most wine clubs work (Figure 2). Overall, all the wine clubs, regardless of whether they are owned by a winery or an independent company, all their members go through this process. First, they visit either the winery or the website, and after deciding to join the club, select between different alternatives if the club has multiple programs. The subscription model can be differentiated as per the types of wines and membership cost. They also have an option of either customer choosing the types of wines, frequency of receipt, and quantity of wines or the experts selecting wines for them based on their palate and needs. So, based on their needs, budget, and other relevant factors, the club members can choose the type of package they might enjoy.

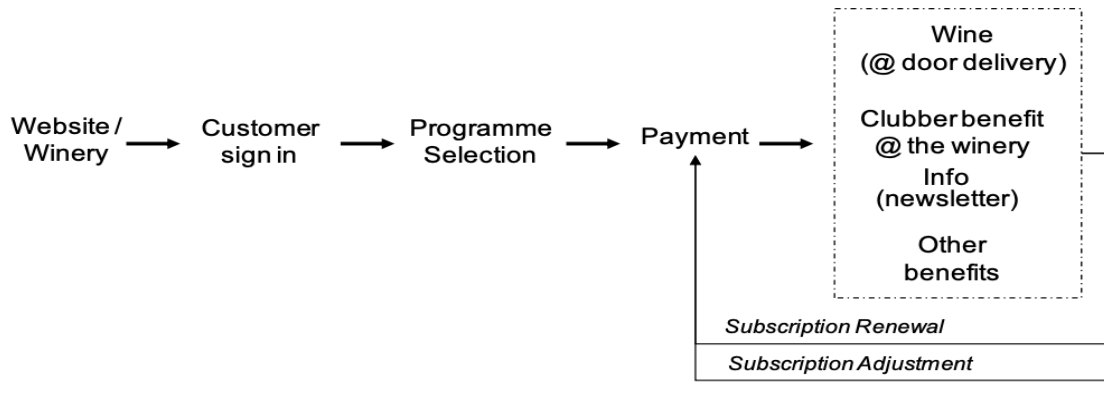


Figure 2 *Working Mechanism of a Wine Club* (Santini & Faraoni, 2010)

Teaff et al., (2005, p. 36) mention that wine clubs use different benefits to differentiate their wine clubs and build a brand image which includes, but is not limited to, “access to rare products, invitation in special events, custom or free shipments, value-added material, and special packaging”. Santini & Faraoni (2010) further divided this into tangible and intangible benefits which could range from short run (S), long run (L), and short and long run (S/L). For instance, tangible short-term benefits could be saving money, free wine tasting, and free shipping whereas intangible short and long-run benefits could be a feeling of community, and increasing wine knowledge.

Various literature on wine clubs found out that these benefits and special privileges for customers in turn help the wineries to boost direct wine sales, enhance customer loyalty, improve long-term relationships, and forecast sales accurately (Quinton & Harridge-March, 2010; Teaff et al., 2005; Thatch, 2021). It also increases customer satisfaction and repeat visits to the place (Mardhiyah et al., 2023; Thatch, 2021). Since most members enjoy these wine club experiences, they stay up to 30 months on average and 70% of the D2C sales come from wine club members' accounts and tasting room sales (McMillan, 2024; Stichter et al., 2019a). However, new trends have shown that customers are staying for less time in a particular club associated with one winery as they get easily bored with the offerings and want more flexibility (Brown, 2024).

Now, the question is how do wine clubs differentiate themselves if almost all the wine clubs are providing discounts and other similar benefits? Newton et al.(2018) state the wine club needs to differentiate in product quality, fair pricing, and understand the behavior of customers, commitment, and customer satisfaction. One of the research objectives of this study is to understand what values wine clubs should offer to attract new customers.

Customers have various reasons to join a wine club, but major motivators that are valued by customers are “rewards, benefits, learn, and social” (White & Thompson, 2009, p. 576) which was similar to the findings of Teaff et al. (2005). Rewards are more financial aspects like discounts on wines, free wine

delivery, and free samples. Benefits include free tasting, priority tasting, and special access to new wines. Learn or education component of the wine club includes learning aspects of wine like food and wine pairings, the winemaking process and grape varieties, wine regions, and so on. Social involves interacting with other club members, feeling of community, attending events, and so on.

Even though most of the wineries are focusing on the rewards and benefits aspect, only a few are capturing the learn and social motivation factor. Krishen et al.(2023) recommend not merely focusing on rewards aspects but being more creative and offering more experiential products like virtual tours and tasting, food pairing, and theme-based wine selection with specific stories. This will help consumers to perceive higher emotional values with the brand and the product they are selling (i.e. wine) (Krishen et al., 2023).

This means that even though joining the wine club is relatively easy, cultivating a relationship with the members and building a strong sense of belonging and a feeling of commitment towards the club and its product would be the critical step.

2.2. New Trends in the Wine Industry

The study on new purchase triggers which can transform the wine industry presented the term ‘connected consumer’, which refers to “individuals who utilize digital technologies, especially internet-enabled devices, to make informed purchasing decisions” (Chaillet & Bastard, 2023, p.2). The study pointed out that these connected consumers use digital technologies to select and purchase wines. They use online channels and mobile applications to seek information on varietal, regions, and brands and also trust user reviews and ratings. These digital natives have brought a significant shift in the wine industry, they not only influence how wine is consumed but how the whole wine industry is operated.

“The State of US Wine Industry 2023” by McMillan (2023) highlights a few points wineries should focus on to attract customers. It mentions that if the wineries want to experience growth they can’t just plan glamorous tasting rooms and wait for the customers or take customers from wineries next door. They have to open new direct markets by reaching out to customers who don’t live near them. They need to find a way to sell them the service where they live, digitally or in person, and attract club members electronically. Wineries can even do live video streaming or virtual tasting to attract customers, engage them, and allow them to attend events from their homes so that customers come to you afterward.

Vrigkas et al. (2021) suggest the wine industry to diversify their product and hop on trends. Some of the recent trends include the use of social media, wine clubs, focus on transparency and storytelling, authenticity, customization and flexibility, virtual tastings, gamification concepts, use of mobile applications, use of virtual and augmented reality, technology-driven experiences, e-commerce and so on (Vrigkas et al., 2021). As the dynamics are changing and the wine industry is facing intense competition, Chaillet & Bastard (2023) recommend responsible players to adopt an innovative model supported by

digital technologies like direct-to-consumer sales and subscription services. However, these changes are not without challenges, especially for traditional players who have established norms and practices. Malik et al. (2019) stress that the transformation of the wine industry is a double-edged sword, if the players can adapt and innovate there are huge opportunities but also great risk for those who can't.

Thus, drawing from these studies and recent trends, to come up with a new wine tourism product, a wine club, this study will incorporate factors like gamification, storytelling, and their combined effect to propose a new product.

2.3. Concept of Gamification

Deterding et al. (2011, p. 10) state “Gamification is the use of game design elements in non-game context”. Similarly, Burke (2014) explains gamification as the conceptual use of game mechanics digitally to motivate and engage users to achieve their goals.

The major difference between games and gamification is games are more about playful activity and fun whereas gamification is more concerned about motivating people to take certain actions usually in a structured way and follow certain rules to gain an outcome. Thus, it is crucial to understand the difference between these elements as a gamified system has only some game elements but it is not a full-fledged game. The major difference is in the purpose of the play even though both share the element of fun (Azadegan & Riedel, 2012).

Researchers have found that gamification motivates people to change their behavior, drive innovation, improve skills, and achieve goals (Burke, 2013). da Costa Liberato et al. (2018) pointed out three motivation factors in gaming which are curiosity, exploration, and the need for socialization among players. This makes gaming a hedonic experience and ignites the intrinsic motivation of fun, thrill, pleasure, and a sense of achievement (Sailer et al., 2017).

2.3.1. Elements of Gamification

Schell (2019) provided a model to understand the game element called Elementary Tetrad which provided four major categories. First, aesthetics refers to the player's sensory experience of what they feel, hear, or see, so this includes the player's experience. Second, mechanics which include rules and procedures that make the system of the game work. Third, the story is the storytelling or the narrative based on different events that happen in the game. Finally, technology comprises both the medium and the materials used. A similar study was done by Hunicke et al. (2004), where three game components: Mechanics-Dynamics-Aesthetics represented rules-system-fun respectively. Xu et al. (2017) identified that common game elements included intrinsic elements like relation, autonomy, and competence and extrinsic elements like badges, rewards, and points.

Toda et al. (2019) further elaborated them into five gamification dimensions (Figure 3) for learners in an educational environment. This could also be used in designing the wine club as it also includes extrinsic and intrinsic motivation factors to attract and engage the participants. The first dimension, *Performance*, is an external factor that can be provided to the learner as feedback on what they are doing. This includes acknowledgment like badges, level could include skill level, progression, i.e. overall progress bar, and points like scores and stats which show participants where they stand and what they are doing without which the user might feel disoriented (Toda et al., 2019). The second element, *Ecological*, includes both intrinsic and extrinsic concepts where gamification is done like chance, imposed choice, economy, rarity, and time pressure. This dimension keeps the excitement and engagement high as the user interaction with the environment is constant. The third dimension namely, *Social*, is how the user interacts with the overall environment. It includes elements like competition, cooperation, reputation, and social pressure. This element is more about social interaction and intrinsic motivation to collaborate with others. The lack of this dimension would make the environment dull as users would not be able to interact with other users. The *Personal*, dimension shows the user activities within the game environment like sensation, objective, puzzle, novelty, and renovation. Here, users should know their goal and milestone of the game, they should feel stimulated by the environment and have different challenges and obstacles which they could solve. Finally, *Fictional*, dimension shows the immersive environment guided by a narrative which is the users' journey, and storytelling which is the way it is told to the user. Thus, without this dimension, the actions taken would be meaningless and influence the quality of user experience (Toda et al., 2019)

Gamification Dimensions	Performance/ measurement	Ecological	Social	Personal	Fictional
Gamification Elements	Acknowledgement	Chance	Competition	Novelty	Narrative
	Level	Imposed choice	Cooperation	Objectives	Storytelling
	Progression	Economy	Reputation	Puzzle	
	Point	Rarity	Social pressure	Renovation	
	Stats	Time pressure		Sensation	

Figure 3 *Gamification Dimensions and Elements* (Toda et al., 2019)

In recent years, gamification has been a popular trend and has reached many industries. For instance, Air Canada used a point system, where members got points after each take-off and landing which they could use as miles to get other benefits. Fast-food chain McDonald's started the game Pick' n Play where customers had to interact with digital billboards to get a free burger, tourism associations and DMOs like Discover Hong Kong created a mobile game 'City Walk' where tourists could see the city virtually and got the stamps from different historical icons. Starwood partnered with Foursquare to provide 250 bonus

points per check-in and the customers got a chance to unlock a hidden Free resort night as a reward. Duolingo, a language learning app is entirely based on the gamification principle where there are all the elements mentioned by Toda et al. (2019). Even within the wine industry, Underground Cellar, a wine e-commerce, would provide a chance to upgrade the wine at the check-out for lucky customers. Thus, these elements of gamification have been widely used in several industries to raise brand awareness, enhance customer experiences, improve engagement, enhance customer loyalty, and provide entertainment (Xu et al., 2017)

Pasca et al. (2021) provide a comprehensive review of the use of the gamification technique, however, they mention that not many researchers have studied its challenges and limitations. Especially since the concept of gamification is pretty new in the wine industry and use cases are limited, we have to adopt the system with caution.

2.4. Storytelling and Its Power

Storytelling has been part of human civilization and is considered as the oldest form of human communication (McCabe & Foster, 2006). Its significant effect on human beings has been studied widely. As it serves our primitive nature of sharing knowledge simply and entertainingly, stories can create a map of how to live in this world and find meaning, connect with creativity and imagination (Woldarsky, 2019)

Gonçalves et al. (2018) stress the fact that storytelling evokes your emotions and awakens your five senses namely look, hear, touch, taste, and smell. A well-told story can change our beliefs, behaviors, and attitudes. Many companies use storytelling as a marketing tool to create a unique brand identity and strengthen the relationship with the customer (Woodside et al., 2008). As the story appeals to our emotions, it captivates the audience and creates empathy for the characters. When used as a communication tool for the company, the story does not only stir up the emotions of the consumer, but it also communicates about the brand, who they are, what are their values, and how they are related to the consumers (Woldarsky, 2019). Today's generation values authenticity and wants to know the 'hidden stories' behind the brand and those who can convey their message to these customers win the race (Vrigkas et al., 2021).

Various case studies have been done to understand the effectiveness of storytelling as a communication tool in the wine industry. Storytelling has been implied specifically in the case of wine tourism where wineries tell various stories about terroir, winemaking styles, their properties, and family history (Markowska & Lopez-Vega, 2018). A study performed in Portugal showed the importance of using engaging and captivating stories rather than "hard facts" of wine. This study highlighted how most of the wine industry still focuses on extrinsic attributes of wine and repeats the wine terminology like color, body, tannins, pH, or wine-making techniques like maceration, fermentation, and so on (Woldarsky, 2019). This has made wine unapproachable and overwhelming and creates a gap between the producer and the consumer (Holbrook & Hirschman, 1982). A report by Silicon Valley Bank focuses on this point and says,

“Younger customers do not care about your family’s name on the bottle unless it comes with a story that resonates with them” (McMillan, 2023, p. 34). It mentions that today’s customers are interested in what’s inside the bottle but might not be interested in listening to the same old story.

In an industry with intense competition selling hedonic products like wine, creating unique stories through the medium of storytelling has been considered very crucial to differentiate one from the others (Mei et al., 2020). Companies can tap into the curiosity of wine lovers to know more about the product and their desire for knowledge. Thus, incorporation of the existing elements from history, popular figures along with unique winemaking techniques would create a compelling storytelling experience for the wine consumer (Woldarsky, 2019). Mora & Livat (2013) also found a strong link between the price of the wine and storytelling style. It said they can adapt the storytelling to create a perception of luxury and justify the price point.

Sometimes, it does not even have to be a historical character, the winemakers themselves and their story could be used for consumers to be felt as part of the community. For instance, Naked Wine Club refers to their wine club members as “Angels”, they deposit a certain amount of money while they join the club, and Naked Wines backs up the winemaker with that amount. Since they are selling “freedom and making the dream of winemakers a reality” as their story, thousands of customers are now part of their community (Naked Wines, 2024). Naked Wines case validated the recent report by McMillan (2024) which says the decline in interest of Gen Z and Millennials is more because of a lack of storytelling and marketing than taste itself.

Methodology

3.1. Overview

The major goal of this thesis is to design a wine tourism product, in this case, a wine club. Drawing from the extensive literature, the wine club must develop features that customers can relate to. As customers see themselves as part of the community and perceive wine as an approachable drink then the perceived emotional value would increase, further enhancing engagement and customer loyalty (Krishen et al., 2023)

The survey has been done to understand the interest and motivation of BeNeLux customers to join a new wine club. For this research, we focused on customers and the known target market of Pura Alegría in BeNeLux.

3.2. Participants

The online survey was distributed in three main markets: Belgium, the Netherlands, and Luxembourg. A total of 280 questionnaires were collected from April 10 to May 20, 2024. The target population for the survey were BeNeLux residents aged 18 and above, as the legal drinking age in EU Member states is 18, even though in Belgium people can drink from 16 years (European Union Agency for

Fundamental Rights, 2024). The online survey was made with Google form and sent out to known customers and other general population on a convenience basis.

3.3. Instrument and Questions

The questionnaire was made in two different languages, English and French ([ANNEX 1](#)). Almost 90% of the Dutch population can speak English fluently (EF Education First, 2023), so the questionnaire in Dutch was omitted. Out of the total 280 responses received, only 34 were received in French and the rest were received in English version.

The first section of the questionnaire tried to understand the wine consumption frequency, preference, and participation in the wine club. Based on the first section, the second section was seen by participants who have joined the wine club as it included reasons to join it. Similarly, the third section was for participants who had never joined the club and the reason behind it. It also includes factors that could motivate them to join in the future. Section four tried to understand attractions and incentives for participants to join the wine club. To examine the motivation factors, previous research related to the wine club and motivation for joining the club was borrowed from studies by Teff et al. (2005). Section five was related to their motivation to visit a wine region and wine tourism intention as part of the wine club. And finally, the last section focused on demographic characteristics.

3.4. Data Analysis

Data analysis for this study was done using SPSS version 29. First, data were cleaned so out of 280 responses, 275 clean responses were obtained after handling missing and inconsistent data sets. Similarly, the study omitted results from 5 respondents who said they never drink wine as our target segment was wine drinkers from BeNeLux, those data were irrelevant for us. Data were appropriately coded for instance, the Likert scale was kept as an ordinal scale, and other values were treated as nominal. After that, descriptive statistics were performed with frequency tables, charts, mean values, and so on. Then, inferential statistics like the chi-square test, and Mann-Whitney U test, were performed to understand categorical differences between different age groups. The questionnaire received an overall Cronbach alpha of 0.707 ([ANNEX 2](#), Table A2.1) which shows that the questionnaire is reliable and has good internal consistency.

Results and Discussion

4.1. Demographic Characteristics

In this section, the study tried to understand about the participants: their age, gender, education level, and income level. Since the company is treating BeNeLux as a whole, the differences in countries were not studied separately.

Table 1 shows that, in terms of gender, data is almost half and half, where 52.2% of respondents were male and 47.8% of respondents were female. We have arbitrarily combined Gen Z and Millennials as the younger generation and Gen X and Baby Boomers as the older generation to understand the motivation

in some areas. As we can see, the highest number of respondents were from the younger generation (Gen Z and millennials) at 58.9% and the older generation (Gen X and Baby Boomers) were 41.1%. In terms of education level, 55.6% of the participants had completed a Master's degree whereas an equal percentage of people had finished either high school, college, or PhD (6.7%) and the rest had a bachelor's degree (24.4%). In terms of income level, the highest percentage earned less than €25,000 annually i.e. 30% and an equally high percentage of participants did not want to share their income (22.4%).

Table 1 *Demographic Distribution of Respondents Based on Age, Gender, Education Level and Generation*

Demographics	Description	Frequency	Percent
Gender	Male	141	52.2
	Female	129	47.8
Age	Under 27 (Gen Z)	90	33.3
	28-43 (Millennials)	69	25.6
	44-59 (Gen X)	84	31.1
	60 and above (Baby Boomer)	27	10.0
Generation	Younger	159	58.9
	Older	111	41.1
Education Level	High school or equivalent	18	6.7
	Some college or associate degree	18	6.7
	Bachelor's degree	66	24.4
	Master's degree	150	55.6
	Doctorate or professional degree	18	6.7
Income Level	Less than €25,000	81	30.0
	€25,000 - €49,999	45	16.7
	€50,000 - €74,999	39	14.4
	€75,000 - €99,999	15	5.6
	€100,000 or more	30	11.1
	Prefer not to say	60	22.2
	Total	270	100

4.2. Wine Consumption Pattern and Preference

The result shows an overwhelming percentage of people drinking wine frequently. Only around 12% of the respondents said they didn't drink wine at least once a month ([Annex 3, Table A3.1](#)). Similarly, in terms of wine type, red (27.8%) and white (28.5%) are almost equally preferred by the participants,

followed by sparkling (18.6%) and rosé (18.3%). Whereas 83.3% drank wines from the Old World and only a few percent drank from the New World, i.e., 10.0% ([ANNEX 3, Table A3.2, Table A3.3](#)).

Now, if we see Table 2, we observe that there is a clear difference between wine consumption frequency (85.114 chi-sq value with p value less than 0.001). An interesting observation was Baby Boomers are drinking more than expected daily but less in other categories. Supported by several kinds of research and the current trend, the results from this survey also showed Gen Z is drinking less than expected and, on the contrary, millennials are drinking as per expectations.

Table 2 *Wine Consumption Frequency By Age*

	Under 27 (Gen Z)	28-43 (Millennials)	44-59 (Gen X)	60 and above (Baby Boomer)	Total	Chi-sq test
Daily	3	15	24	9	51	
Weekly	30	30	51	15	126	Pearson Chi-Square
Monthly	30	21	6	3	60	85.114
Occasionally (6-7 times per year)	9	3	3	0	15	df=12
Rarely (3-4 times per year)	18	0	0	0	18	sig (2-sided)<.002
Total	90	69	84	27	270	

*significant at p-value <0.005

4.3. Wine Club Membership and Type

Out of 270 participants, 72 had been a member of a wine club before and the rest 198 have never been a part of a wine club. Table 3 shows that there is a significant difference between different age groups and the tendency to join wine clubs (chi-sq 47.851 with p<0.001). Gen Z has not joined many wine clubs and the older generation has subscriptions more than expected. Similarly, Figure 4 shows that 61.1% of people preferred the wine club started by independent companies offering various wines than by specific wineries i.e. 5.6%. This is in line with the variety-seeking behavior of the wine customers mentioned by Newton et al. (2018) where customers want new experiences.

Table 3 *Wine Club Membership By Age Group*

	Under 27 (Gen Z)	28-43 (Millennials)	44-59 (Gen X)	60 and above (Baby Boomer)	Total	Chi-sq test
Yes	3	18	36	15	72	Pearson Chi-Sq
No	87	51	48	12	198	.=47.851
Total	90	69	84	27	270	df=3
*significant at p-value <0.005						sig (2-sided)<0.001

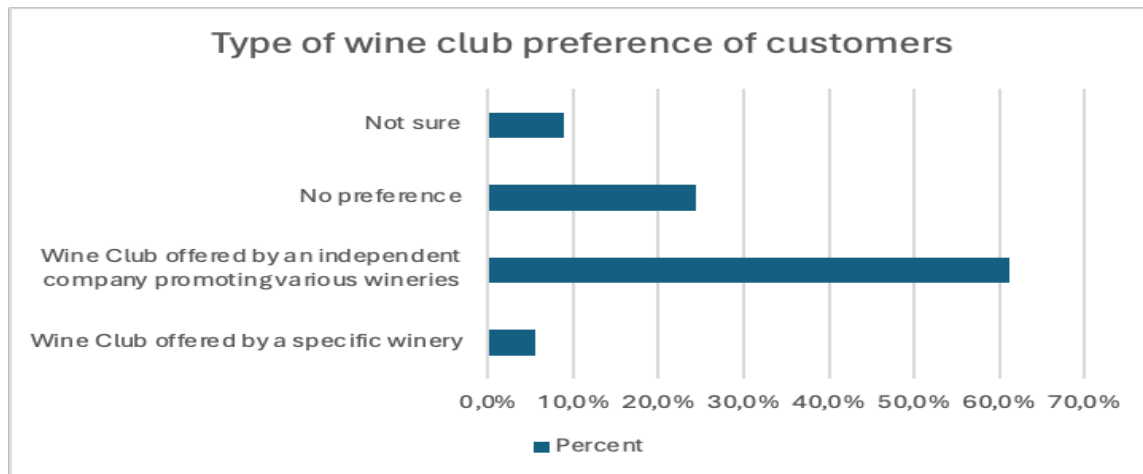


Figure 4 *Type of Wine Club Preference*

4.4. Wine Club and Motivation

Among the 72 participants who had previously held the wine club membership, the major reason for joining was their interest in exploring new regions and specific varieties offered by the club. Interestingly, for people who haven't yet joined and when asked about their motivation factor, the most important reason was that they would get to explore new wines and regions. It was followed by discounts and rewards, different membership perks, access to educational content, and feeling part of the community (ANNEX 4, [Table A4.1](#) & [Table A4.2](#)). On the other hand, the reasons for not joining the club were not that they didn't like wine but they didn't have time to participate in wine club events, followed by the price, limited flexibility in the options, and the wine culture seemed elitist for them (ANNEX 4, [Table A4.3](#)). Other reasons included the unavailability of language options and most of them also noted that they were not aware of the existence of the wine club in their area, so lack of promotion.

Table 4 *Important Factors Between Age Groups to Join Wine Club*

Important Factors	Age Group	Number	Mean Rank	Kruskal-Wallis H	Asymp. Sig.
Quality of wines offered	Younger	159	131.34	1.327	.249
	Older	111	141.46		
Discounts and free shipping	Younger	159	149.88	13.780	<.001
	Older	111	114.91		
Exclusivity	Younger	159	150.08	14.200	<.001
	Older	111	114.62		
Reputation of the wine club	Younger	159	141.30	2.290	.130
	Older	111	127.19		

Sustainability practices and eco-friendly packaging	Younger	159	132.10	.775	.379
	Older	111	140.36		
Diverse experiences	Younger	159	148.12	10.767	.001
	Older	111	117.42		
	Total	270			

*significant at p-value<0.005

The result in Annex 4, [Table A4.4](#) shows that regardless of the age group, the quality of the wine is important to all of them with a mean value above 4. Table 4 signifies there are no significant differences between younger and older generations for other factors like the reputation of the club and sustainability. However, when it comes to discounts and exclusivity, there is a high difference. Similarly, diverse experiences like virtual tasting, meeting the winemaker, and community activities are more important to the younger generation than the older. The younger generation values these things much more than the older generation.

In terms of money, [Table A4.5](#) shows 73.3% of the participants were willing to spend between €0-€50 per month, 24.4% said €51-€100, followed by €101-€150 (2.2%) and no one went beyond that. Surprisingly, 2.2% willing to spend €101-€150 were from the younger generation confirming the research that new generations are drinking higher value wines (McMillan, 2023). An important observation here is even though they valued discounts, they would not mind paying more for a quality bottle.

4.5. Preferred Activities and Engagement

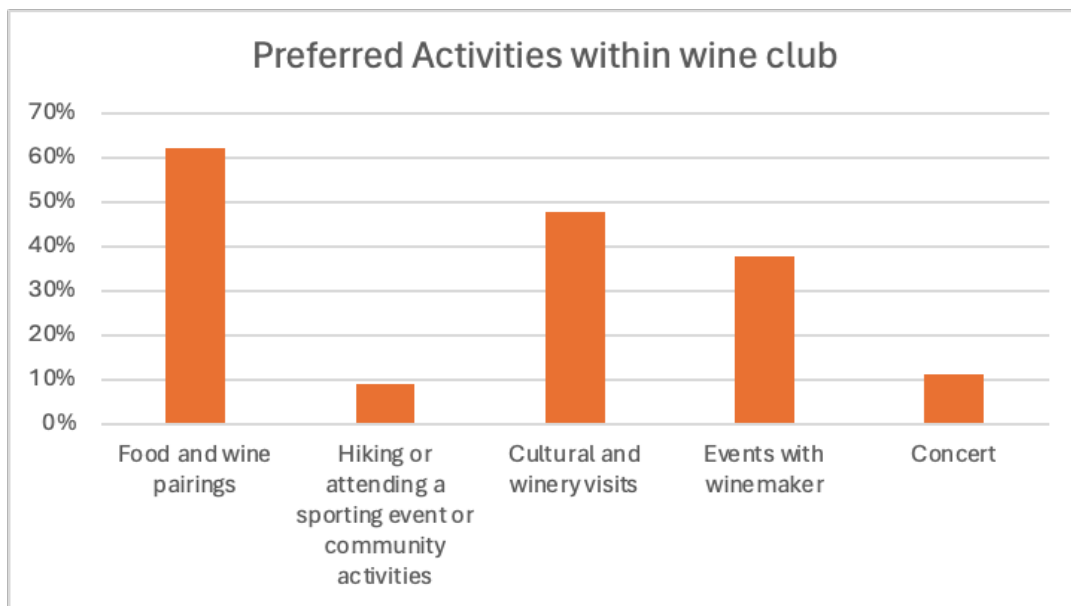


Figure 5 Preferred Activities in a Wine Club

Figure 5 shows that most of the people are interested in doing wine and food pairing events (62%) with cultural and winery visits (48%); apart from that participants showed interest in various online and offline events with the winemaker (38%). The least interest was shown in concerts (11%) and hiking events (9%). Overall there was not much difference in the preference, however, Gen Z showed much more interest in concerts than other age groups.

The study tried to examine factors that could increase the feeling of community and engagement with the club. Annex 4, [Table A4.6](#) shows all the age groups felt significantly engaged with collaborative wine-tasting events with Millennials giving it the highest priority (69.6%), Gen Z and Baby Boomers were close with 66.7% and Gen X followed with 57.1%. However, other significant factors differ by age group where Gen Z felt mostly engaged when there were social media activities, Millennials were highly engaged with member-exclusive events and discussion groups and Gen X valued more exclusive events whereas Baby Boomers wanted access to a dedicated wine club app.

4.6. Wine Tourism and Regions

The study tried to understand how being part of a wine club would influence visit to that particular wine region. Annex 5, [Table A5.1](#) shows a significant difference per age group in visiting the wine region as part of the wine club (sig. <0.001). Similarly, Table 5 confirms significant differences in the preferred region as per the age group (sig. <0.001). Almost 56% of participants showed a strong inclination towards visiting a wine region as part of the wine club. Gen Z has a high overall interest in visiting the wine region and they prefer famous wine regions like Bordeaux, Rioja, Tuscany, etc. Similarly, Millennials and Gen X showed a positive interest in visiting new and unexplored wine regions within Europe. Baby boomers showed a neutral inclination towards visiting a region but preferred new and unexplored within Europe and niche and exotic regions outside Europe.

Table 5 *Preference of Visiting Wine Regions By Age Group*

	Under 27 (Gen Z)	28-43 (Millennials)	44-59 (Gen X)	60 and above (Baby Boomer)	Total	Percent	Chi-sq test
Famous wine regions (Bordeaux, Napa Valley, Tuscany, Stellenbosch)	57	18	18	3	96	35.55%	Pearson Chi-Square= 81.836 df=6
New and unexplored wine region within Europe	18	51	63	18	150	55.55%	
Niche and exotic wine region outside Europe	15	0	3	6	24	8.88%	Asym Sig. (2- sided)< 0.001
Total	90	69	84	27	270	100%	
*significant at p-value<0.005							

4.7. Digital Technologies

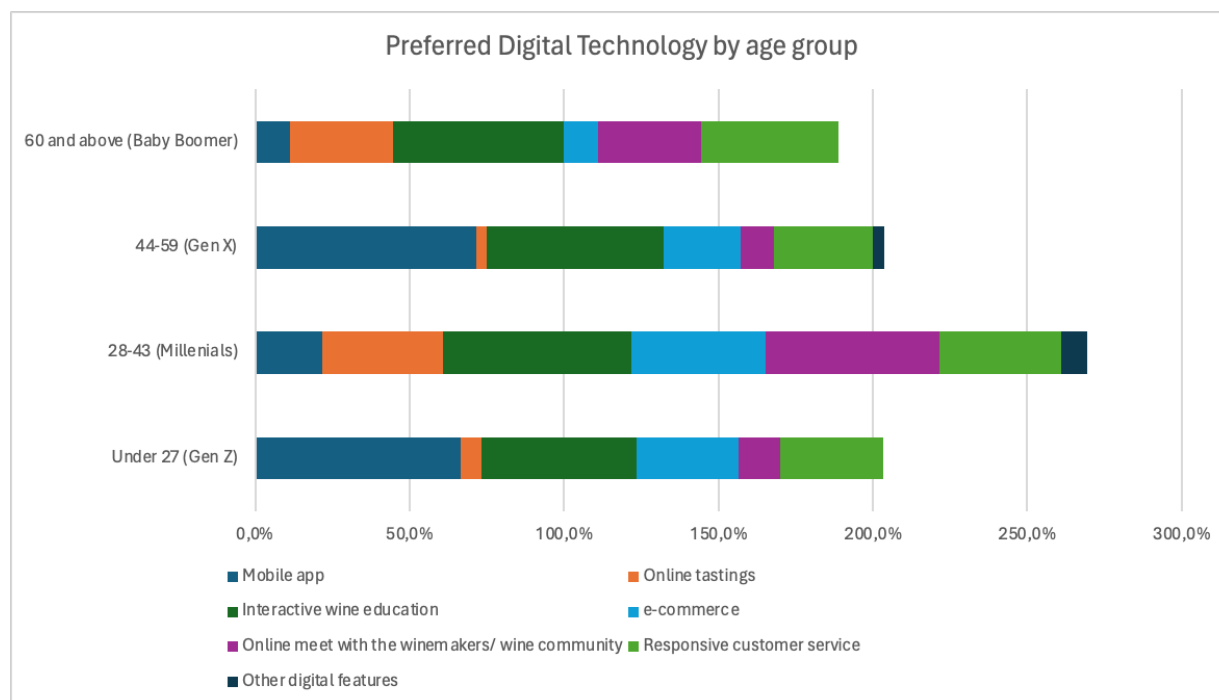


Figure 6 *Preferred Digital Technology by Age Group* (*Multiple responses allowed)

Overall, the most preferred digital feature all of the participants favored was interactive wine education i.e. 25.5% followed by mobile app 23.4%, responsive customer service 16.2%, e-commerce 14.2%, meeting with online communities 11.7% and lastly online tasting 7.6% (Annex 5, [Table A5.2](#)). This shows that even though they want to be connected and learn a lot using digital technologies, they would rather do offline tasting. Figure 6 indicates the generation-wise preference where interestingly millennials preferred online tastings (60.9%) and other interactive experiences depicting their need for socialization. Similarly, Gen X has a strong preference for mobile apps (71.4%) followed by Gen Z (66.7%). However, Gen X preferred much less of online tastings (3.6%) or other community activities (10.7%). Baby Boomers understandably show a higher preference for responsive customer service as compared to other generations (44.4%).

4.8. Storytelling Concept and Wine Details

A very interesting observation was made supported by literature that Millennials and Gen Z prefer authentic and personal stories rather than stories about winemaking techniques. The younger generation wanted to hear a story about a couple who ran a farm for rescued animals as compared to the older generation who wanted to understand wine using modern techniques. Pearson chi-square value of 36.823 with a p-value less than 0.001 suggests there is a significant difference between the two age groups (Table 6). However, as indicated by Table 7, we can't neglect the fact that Millennials want to receive more information about the wine, like grape variety, origin and winery, with a 167.20 mean rank than Gen Z (115.45) and Baby Boomers show significantly more interest in the details (191.83) than Gen X (117.13).

Thus, we can say that both generations value the concept of storytelling and would want to learn more about wine but the story narrative must be different for different generations. As supported by Woldarsky (2019), a story without a compelling narrative does not have the power of persuasion and would not leave a durable impact on the consumer.

Table 6 *Storytelling Narrative Based On Age Group*

Storytelling Narrative	Younger	Older	Total	Chi-sq. test
A wine made by a young couple who also run a farm for rescued animals.	111	36	147	Pearson Chi-Square=36.823 df= 1
A wine made using the most modern techniques and equipment.	48	75	123	
Total	159	111	270	Asymp. Sig. (2-sided)=<0.001

Table 7 *Interest In Receiving Wine Details Like Origin, Grape Variety and Winery*

Age	Number	Mean Rank	
Under 27 (Gen Z)	90	111.45	Kruskal-Wallis H=44.134 df=3
28-43 (Millennials)	69	167.20	
44-59 (Gen X)	84	117.13	Asymp. Sig. <.001
60 and above (Baby Boomer)	27	191.83	

*significant at p-value<0.005

4.9. Findings Discussion

From the literature review and the survey, it is understood that there is a significant difference in wine consumption frequency and age groups. Interesting findings from the recent report “Wine Consumption Trends and Attitudes: Navigating the Generational Shift to Gen X and Millennials” by Wine Glass Marketing were different from the current narrative of younger consumers not drinking wine. It showed they are drinking wine but also prefer other varieties of adult beverages like beer, vodka, cocktails, and so on (Wine Glass Marketing, 2024). As Pura Alegría is providing wines from less explored areas of Southern Spain, it is good news for the company that the main motivation for those who already joined and who are yet to join the club is to explore wine from new regions and they are most interested in joining the wine club offered by an independent company. Wine Glass Marketing (2024) also highlighted that the younger generation values online subscriptions and convenience along with variety and exploration. As digital natives, integrating technology to provide a seamless wine club experience is a must. These digital natives consume wines in a social setting, and in their minds, wine is a medium for joy and connection rather than a highly cultured drink that needs to be appreciated accordingly (Wine Glass Marketing, 2024).

The study findings for the most important factor coincide with the findings of the report that participants value the quality of wine and taste so this should be fundamental while choosing wine in the wine club. Apart from that, shipping flexibility, discounts and benefits, and diverse experience, mainly wine

and food pairings hold significant importance. Sustainability and fair practices did not stand out and even as per the report, these are great things to have as it is a basic thing for good business practices but it would not differentiate the brand. Another very important finding was that millennials value the wine information but they do not want to be bored with details. As the report states, “It is not that they are overwhelmed with the details, they’re just not interested in them. (Wine Glass Marketing, 2024, p. 48)”.

Other interesting findings also show that the tables are turning, now people are not hesitant to buy wines online if they have good taste descriptors and a good story that can connect with the customer. Unlike previous times, when boomers wanted to visit a wine country as part of their education process and joined a wine club after visiting the winery, things have changed. Customers are now buying wines and then searching for the winery, which could be a wonderful opportunity for companies to have an online presence and keep constant communication with their customers online (McMillan, 2023; Stichter et al., 2019b). It is also confirmed that participants are very much interested in interactive wine education which would include the aspect of gamification associated with storytelling that would enhance the intrinsic and extrinsic motivation of the club members.

From the literature and the study findings, a checklist of things that need to be part of the wine club proposal has been made. Annex 6, [Table A6.1](#) is an adjusted table based on (Teaff et al., 2005 and Toda et al., 2019). Based on the findings, the proposal would not include a few elements like time pressure and social pressure as most participants said they were unlikely to share their wine experience on social media (Annex 5, [Table A5.3](#)). Toda et al. (2019) also support the findings and say time pressure along with social pressure elements are irrelevant factors in gamification as that could potentially discourage the participants and disengage the learner. So, even though within the app they would have an element of competition and achievement acknowledgment, they won’t see detailed stats of other participants in public and outside the app.

Proposal

5.1. Proposal of the Wine Club

As per the goal of this thesis, the concept of a wine club as a wine tourism product is proposed after analyzing the findings with the support of an extensive literature review. The main aim of this wine club is to attract new club members from BeNeLux who would be interested in “authentic and unexplored wines” in Europe. As per several kinds of literature, for a wine club to be effective, the elements mentioned in Figure 1 should be there, but, based on our findings to attract a newer generation of wine consumers companies also need to focus on innovative practices and digital strategies to change the perception of wine as an old and boring drink (Jorge, 2023). Thus, the proposal for this new wine club incorporates new techniques already used in other industries like education, marketing, and tourism and is adjusted to make it suitable for the wine industry specifically the wine club.

Thus, it would still include the traditional elements of the wine club and add a new gamification concept with storytelling aspects. As per the literature, the gamification element will help trigger the user's curiosity, engage them in a challenging way, provide possibilities for them to fantasize, and also give them a sense of control (Summers & Young, 2016).

5.2. Pura Alegría Wine Club

As mentioned earlier, 'Pura Alegría' meaning pure joy wants to show the 'Andalusian way of life'. As the main theme of the wine club is the joy and fun of drinking and discovering wine, the subscription package is built accordingly. Based on the survey, it is understood that the current client base is majorly from the younger age group Gen Z, followed by Gen X, Millennials, and Baby Boomers. Also, the consumption frequency and motivation factors for each group are slightly different. Thus, we are proposing three different offers based on the findings.

The three main categories of subscription packages would be based on three target groups: explorers, enthusiasts, and connoisseurs. The first package, *Alegre Explorer*, is tailored for those newcomers who want to explore the world of wine, especially interested in understanding the new and unexplored regions in Europe. The second package, *Vivaz Enthusiast*, is made for wine lovers who want to explore more and deeply engage in the wine experience. The third package, *Jubiloso Aficionado* is designed for knowledgeable wine lovers and collectors who want to deeply immerse in Andalusian wine culture and explore new wine regions. Under these groups, members can choose the option of only reds, only whites, or mixed.

The frequency of delivery is per quarter which would be done every 3 months after their first delivery. The perks of being in the club and associated benefits would last only till the subscription period and automatically renew as they renew the subscription. The subscription package would include selected wine as per the theme of the quarter for each group. Members would have the option to rely on experts or choose their wines based on the theme. The wine box will also include branding elements like different stickers, merchandise, and accessories of Pura Alegría along with a QR code with the story of the wine, wine-tasting notes, and wine-pairing suggestions. The brand mascot for Pura Alegría would be the character 'Don Vino' (Figure 7) who would represent the character of a Spanish winemaker.



Figure 7 Brand Mascot 'Don Vino'

In terms of benefits, for each subscription option, we would have different kinds of associated benefits.

First, *Discounts* would include a discount on current purchases and a discount on future purchases till the subscription lasts. *Complimentary tasting* events would be part of the membership where members would be invited for virtual tasting events and in-person tasting events with Pura Alegría and partner wineries. Members and their guests would be invited to *Special events* like wine and food pairings programs, tasting events with the sommelier, new wine launch program, and so on. Members would have *access* to pre-launch and limited edition wines, also once a year ‘member-only library sale’ would be held where members get access to benchmark vintage wines and large or unique bottle formats. Apart from that, members would also have access to the exclusive members-only wine club app. Members also get special access to wine courses focusing on specific regions, tasting notes, and wine pairing suggestions either digital or physical versions of it. Similarly, for *Regular Correspondence*, members would get a monthly newsletter for the latest updates on new trends, fresh releases, wine of the month, new additions to the winery, and so on. The *Membership* of the club itself is free of cost and the customers pay only for the period they subscribe to the wine. *Extra benefits* members can get are discounts in partner restaurants, clubs, and other facilities. They are also eligible for discounts on wine tourism offers for a certain time per year from our partner wineries as we directly work with the winemakers. To enhance the feeling of community, we would also provide merchandise such as caps, t-shirts, and hoodies to the members with their club type and brand logo. They also get extra accessories from Pura Alegría as a welcome gift like a wine aroma wheel, brand stickers, and tasting note format. We also provide a set of blind tasting kits which members can bundle with the package for a price of 10 euros extra. Non-members can buy the tasting kits and get a 7-day free subscription on the Pura Alegría platform before committing to the club. Members can also give the membership to their friends and family and choose it as a *gift* option. Apart from that, there are various *incentives* that members can get that will be presented in a gamified version explained in the next part. Table 8 summarizes the offerings of the wine club based on different levels of users.

All the Terms and Conditions would be legally binding as per the alcohol law of BeNeLux like age requirement, handling of wine box to the adult only, and so on. Apart from that, the subscription is flexible so the members can pause or cancel the subscription anytime before the product is shipped. The membership option is not transferable and to attend any events and be eligible for extra benefits, members must be present in all the circumstances.

Table 8 *Summary of The Benefits Available For Wine Club Members*

Elements	Wine Club Type		
Structure	<i>Alegre Explorer</i>	<i>Vivaz Enthusiast</i>	<i>Jubiloso Aficionado</i>
	Reds/Whites/ Mixed	Reds/ Whites/ Mixed	Reds/Whites/ Mixed

No. of bottle	6	9	12
Frequency	Quarterly	Quarterly	Quarterly
Membership Discounts	10%	15%	20%
Discounts on Future Purchase	10%	15%	20%
Complimentary tastings (4 times a year)	Club Member+1 Guest	Club Member+3 Guest	Club Member+5 Guests
Virtual-tasting events	Quarterly	Monthly	All
Wine Tasting Invitation in Partner Wineries	3	5	10
Special invites in signature events at Pura Alegría	Yes	Yes	Yes
Access to limited edition, pre-launch for members, Member only library sale	Yes	Yes	Yes
Special Access to wine making course, tasting notes, wine pairing suggestions	Digital	Digital+Printed	Digital+Printed
Merchandise	Cap with Club Type	T-shirt with club type	Hoodie and T-shirt with club type
Accessories of Pura Alegría (Aroma Wheels, Stickers, other gifts)	Yes	Yes	Yes
Regular correspondence monthly newsletter	Yes	Yes	Yes
Discounts with our partners	10%-15%	10%-15%	10%-15%
Discount on wine tourism offers	20%, up to 4 times per year	20%, up to 5 times per year	20%, up to 6 times per year
Access to Pura Alegría Wine Club app	Yes	Yes	Yes
Blind tasting kit	No	No	Yes

5.2.1. Wine Club App

The wine club mobile and web app would be introduced to increase motivation and engagement in the wine club. Members will have their user profile and cellar to track their wines, they can also write tasting notes and reviews. Users can create their avatar which according to Sailer et al. (2017), provides a way of self-expression to the users. As they can create or adapt their own identity they feel more immersed in the environment. In the first phase, the app will be available in English. Regional languages like Dutch, French, German, and Luxembourgish would be added simultaneously.

Different gamification dimensions and their elements would be introduced as provided by Toda et al. (2019). However, the new proposal will only take relevant elements for the wine club (Table 9).

In the first dimension, *Performance*, the wine club app would have an acknowledgment element where different exciting badges would be provided to the members depending on their contribution. For example, if they try new wines and record them they get the badge of Vino Voyager, for trying wine with new pairing and providing reviews, a badge of Somm Saga, and so on. Similarly, participating in different tasting events, finishing a course, taking quizzes, and providing reviews can earn them points, increase their level, and unlock new achievements. This will be shown in their dashboard along with their points, badges, and wine cellar.

The second dimension, *Ecological* elements like chance which is based on luck will be included to increase the excitement level in the wine club. One lucky club member and their guest will get a sponsored trip to visit our partner winery and attend private tasting sessions. Depending on the type of club, they can be upgraded to a new club for the quarter, get different discount vouchers, and receive a blind-tasting kit. The economy factor or transaction element means the points earned by the members are redeemable and can be used to upgrade the club, get new wine bottles, or discounts with our partners. Our mascot 'Don Vino' would help to navigate different themed content in a fun environment where users can have two-way conversations, and take tips and feedback to enhance their wine knowledge.

Third dimension *Social* would have competition elements where people can compete. It would have a leadership board with points earned by users in different activities. Similarly, the element of cooperation is also present where members can join different communities based on their interests, region, and wine type and organize friendly blind tasting, and virtual tasting events among themselves. In the newsletter and blog, there would be a members column where they can contribute the best wine and food pairing recipes and share experiences of new winery visits or new wine tasting.

The fourth dimension, *Personal* includes Novelty where new updates about wineries, new additions of courses, introduction of sommelier, and wine of the month would be presented. Clear objectives for each task would be provided like mastering Southern Spanish wines, understanding sherry-making methods, and so on. Users can revise their older performance and refine their knowledge under renovation elements. Similarly, with puzzle elements members can participate in quizzes, monthly challenges, and blind tasting to enhance their score. Finally, the overall feel of the wine club app would be friendly, interactive, and fun.

Lastly, *Fictional* dimension and our focus along with gamification is to have a strong narrative for each of the wineries and present unique stories related to winemaking style, elements of the region, wine heritage, fun facts, and so on. This would be done through our mascot 'Don Vino' which depicts our idea of a Spanish Winemaker who is respectful and knowledgeable, who has embodied the tradition and gained expertise in wine. With the mascot, the element of authenticity that members are looking for to see themselves as part of the wine club would be enhanced. As supported by Sailer et al. (2017) providing a narrative context does not relate to what the players have achieved but it is there to give the game strong character and meaning to the core activity.

To include storytelling elements, the app would have a section for historical quests and challenges where members can take part in fun quests that will take them through the history of Southern Spain from the Roman era, and the Arab period to the modern-day winemaking. Even though it is a well-known fact that there is the prohibition of alcohol in Muslim communities, how Arabs contributed to traditional winemaking would be an interesting incorporation. Their influence in advanced viticulture or the Arabic irrigation technique called the qanat system is not well known even among wine enthusiasts. With cultural

exploration and trivia, members can unlock stories of famous historical figures like Pedro Domecq or Abo Zakariya al-Awwam who contributed to Andalusian winemaking. Modern-day wineries and winemakers like Joaquín Fernández, Bodegas Bentomiz, and Finca La Melonera, our partners who are showcasing the potential of red wines in Andalusia, focusing on modern techniques for still wine, cultivating ancient grape varieties in Ronda region, respectively, would be part of our winemakers' story series which members can unlock as they progress through levels that would provide deeper context and enrich their understanding.

Table 9 *Gamification Element Within The Club*

Gamification Elements	Description
<i>Performance</i>	
Acknowledgement	Badges and public recognition for achievements
Progression	Track progress through levels and achievements
Point	Earn points for participating in tastings, events, quizzes, and courses
Stats	Personalized dashboard showing member performance, points, and badges
<i>Ecological</i>	
Chance	Chance to be upgraded to a new club, get discount voucher, receive free blind tasting kit, free tasting session in the club or winery. Annual free sponsored winery tour for lucky club member plus 1 guest
Economy	Points system for redeeming exclusive wines, visit to wine tasting events and exclusive activities
Imposed Choice	Interactive content and theme to continue the wine education journey
<i>Social</i>	
Competition	Leaderboards for tastings, quizzes, and other activities
Cooperation	Group activities and wine club community for collaborative learning and social interaction
<i>Personal</i>	
Novelty	Introduction of new wines, events, and educational content regularly
Objective	Clear goals such as mastering knowledge about Southern Spanish wines
Puzzles	Cognitive challenges like blind tastings and quizzes
Renovation	Revisit past tastings and courses to refine knowledge and skills
Sensation	Visually appealing platform design with engaging content
<i>Fictional</i>	

Storytelling	Introduction of the winemaker mascot ‘Don Vino’ who would help to learn about Andalusian culture, heritage, region's unique characters, specific winemaking techniques like the Solera system.
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5.3. Launch and Marketing Plan

Being a new company with low brand awareness, it is crucial to have a strong marketing plan to launch the club. The comprehensive marketing plan to launch a wine club would have an omnichannel strategy that includes:

Social Media Campaigns: The first step of the marketing plan is to increase brand awareness about the company and the club. Thus, the pre-launch of the club would start on different social media with teaser videos of the perks and benefits of being in the club. The videos and teaser stories of the winemaker, about the region and the club would be used to create excitement among the potential members. Our social media will also have the element of gamification to showcase the theme of the club. Research shows that boring topics like improving vegetable intakes and online medical courses were significantly improved when social media and gamification elements were combined (Grangeia et al., 2019; Nour et al., 2018).

Pura Alegría Wine Club App: Apart from that, an interactive and robust website and a user-friendly app would be created. First, the app's beta version would be launched and tested widely among the wine community and groups of wine enthusiasts. Then, the final version would be launched based on the user feedback.

SEO and Content Marketing: Most of the newer generation are hooked to their phones and as per recent Wine Glass Marketing (2024), younger consumers think that companies are not promoting to them. Pura Alegría would have an SEO and content marketing strategy where major importance would be given to content like Spanish wines, the best wine club in BeNeLux, and cool digital wine experience, and such content would be targeted at these young audiences.

Partnership and Influencer Marketing: The company will partner with influencers focusing on lifestyle and wine like Esmee Langereis, a wine writer and critic, and August Antwerp, a lifestyle page based on BeNeLux. Cross-collaboration will be done with wine magazines like Winelife, a famous wine magazine in the Netherlands where the members of the magazines get exclusive discounts and benefits and vice versa. Along with that, another renowned magazine, BENELUX, mostly famous with British Expats in BeNeLux would be used to promote the new wine club as things to watch in 2025.

Pop-up Events: Participation in different events like food festivals, farmers markets, and trade shows would be done to attract new customers. These pop-up events help to enhance brand awareness and also increase the engagement of the customers. Customers would be able to understand the product and the brand as they can do wine tastings, and meet the winemakers and experts of Pura Alegría.

By integrating these omnichannel strategies, the wine club could attract customers from BeNeLux and communicate its benefits to the right target segment. It is also beneficial to retain customers for the long term.

Limitations and Future Implications

6.1. Limitation

Even though gamification and storytelling have been successfully used in other industries, their application in the wine industry is relatively new. Since it lacks extensive theoretical studies and success cases, the proposed strategy might take a long time to get the actual result. Pura Alegría is a new company that lacks brand recognition, so building brand recognition to establish a loyal customer base would be a significant challenge. Building a wine club is all about trust and loyalty; especially in the wine industry, people tend to prefer familiar brands. Thus, providing a compelling value proposition with the promise of consistent quality experiences is a must.

Implementing advanced gamification and storytelling techniques might require significant technological investment and expertise. This could act as a barrier for new and smaller wineries and wine clubs. Especially for new companies, balancing resources to invest in new technologies and other important business operations like product development, and supply chain management is also a challenge. Similarly, this study is based on the results from customers of BeNeLux only, thus the motivation and preference of different markets might differ from this study.

6.2. Theoretical Contribution and Future Implications

From a theoretical point of view, this study should be considered as a starting point for further research that blends innovative topics like using digital technologies, gamification, and storytelling. The study can contribute to the existing literature on consumer behavior and wine marketing by integrating new concepts of gamification and storytelling. As the proposed research combines experiential marketing elements with gamification, it could provide a holistic approach to customer engagement.

As technology evolves, further research can also explore the use of gamification techniques with digital storytelling tools. Similarly, longitudinal studies that show the long-term impact of these topics on customer loyalty and brand perception could be conducted from consumer behavior and marketing point of view. Also, further research with a large sample size across geographic regions could enhance the generalizability and help to validate the findings.

Conclusion

Gamification with its game-like elements can motivate and engage members and help to get desired results. Similarly, storytelling with strong narratives can influence consumer perception and behavior. Application of both these elements aimed to demystify wine and make it fun and approachable for BeNeLux consumers. As suggested by research, the wine industry is facing a generation shift and losing a huge portion of its devoted consumer base. With the change in consumption patterns, the integration of these modern techniques into traditional wine marketing scenes seems most appropriate. It shows how wine can be marketed and consumed, especially for the younger generation.

The study shows that these digital natives feel comfortable in the digital environment and have a strong preference for engaging and authentic storytelling. They appreciate brands that provide a sense of community, an element of personalization, and compelling storytelling.

The proposed Pura Alegría wine club wants to capitalize on these preferences with a wine club that is not just about buying and selling wines. It is also about engaging in broader narratives and interactive experiences. The main theme of the wine club is about fun and love for wine rather than the knowledge and stigma associated with drinking wine. The club is structured in a way that caters to different levels of wine enthusiasts. Its elements like personalized avatars, interactive mobile apps, and different membership tiers help them feel a part of the community yet have their own identity. The elements of gamification like acknowledgment, chance, and competition, would motivate members to engage deeply with the club through various activities that reward their curiosity and participation. On the other hand, storytelling helps to humanize these elements and brand itself to create a deeper emotional connection with the members.

By motivating today's generation to explore wine from their comfort zone and building a loyal customer base, the company would be able to attract them and include winery visits in their bucket list. Showcasing the wines from new and less explored areas like Southern Spain with a story that is connected with people, their cultural heritage and gastronomy, we would attract a diverse consumer base to explore lesser-known wine areas that would contribute to inland tourism and promote sustainability.

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ANNEX 1 Survey Questionnaire

Understanding Customer Preferences in Wine Club Memberships in BeNeLux

Hello everyone, I am conducting this survey as part of my thesis for the Erasmus Mundus Master's of Wine Tourism Innovation program.

It'll only take about 5-7 minutes, and your input is incredibly valuable in understanding what drives your interest and preferences in joining a wine club.

Your participation is voluntary, and your responses will be kept confidential.

Thank you for taking your time to fill out the survey. Cheers! 🍷

* Indicates required question

Wine Consumption and Wine club

A wine club is a subscription service where members receive regular shipments of curated wines, along with benefits like discounts and exclusive access to limited releases and events.

1. How often do you consume wine? *

- Daily
- Weekly
- Monthly
- Occasionally (6-7 times per year)
- Rarely (3-4 times per year)
- Never

2. What types of wines do you typically enjoy? (Select all that apply) *

- Red
- White
- Rosé
- Sparkling
- Dessert
- I do not enjoy drinking wines
- Other:

3. From which wine region do you consume the most? *

Mark only one.

- Old wine countries (e.g. France/ Italy/Spain/Portugal)
- New wine countries (e.g. Australia/ South America/South Africa)
- New and small wine countries (e.g. Asia/Balkans)
- BeNeLux

3. a) Have you ever been a member of a wine club before? *

Mark only one.

- Yes

Skip to question 5

- No

Skip to question 6

Wine Club Membership (JOINED)

b) What were the primary reasons for joining the particular wine club you are or were a member of? (Select all that apply)*

- I was recommended by my friends/ family to join the club.
- The club's reputation for offering high-quality wines caught my attention.
- Membership perks and benefits, like discounts and exclusive events, were really good.
- I got access to exclusive or limited-edition wines which I won't find anywhere else.
- I got personalized customer service that enhances my wine exploration journey.
- I am interested in exploring wines from specific regions or varieties offered by the club.
- The feeling of being part of a community of fellow wine enthusiasts who share my passion.
- Other:

Skip to question 8

Wine Club Membership (Not Joined)

b) What factors have kept you from joining a wine club? (Select all that apply) *

- I am not interested in wine.
- There are too many choices.
- The membership options aren't flexible enough for me.
- Wine culture seems too elitist for me.
- Those memberships are too expensive.
- There is limited access to wines I enjoy.
- I do not know where wines come from or how they are produced.
- I do not have enough time to participate in wine club activities.
- There is no representation of diverse voices or experiences within wine clubs.
- Other:

c) What factors would motivate you to join a wine club? (Select all that apply) *

- I could get access to rare wines.
- I would get discounts on the wines I buy.
- I could choose from wines that were curated to meet my taste preferences.
- I'd like to see some educational content (e.g., tasting notes, food pairing guides).
- I would like to be invited to wine tasting events.
- I would like to get opportunities to discover new and unique wines.
- I would feel like a part of the community.
- I would get the chance to interact with winemakers or experts.
- Attractions and Incentives to Join a Wine Club
- Other:

4. How important are the following factors in influencing your decision to join a wine club? (Scale: 1-5, 1 being not important and 5 being very important)*

	1	2	3	4	5
Quality of wines offered					
Discounts and free shipping					
Exclusivity					
Reputation of the wine club					
Sustainability practices and eco-friendly packaging					
Diverse experiences (e.g., virtual tastings, meet-the-winemaker events, exclusive visit to the winery)					

5. Would you prefer a flexible subscription model that allows you to skip months or choose your wine quantity?

- Yes
- No

6. Would you be interested in a subscription that personalizes wine selections based on your taste preferences?

Mark only one oval.

- Yes
- No

7. How important is the convenience of delivery and the ease of subscription management to you?

Mark only one.

Least Important

1

2

3

4

5

Very Important

8. How much would you be willing to spend monthly on a wine subscription? (In Euros)*

Mark only one.

- 0-50
- 51-100
- 101-150
- 151 or more

9. What kind of activities would you like to combine with wine-tasting/wine club? Food and wine pairings

- Hiking or attending a sporting event or community activities
- Cultural and winery visits
- Events with winemaker
- Concert

10. How likely are you to share your wine experiences on social media?*

Mark only one.

Unlikely

1

2

3

4

5

Highly Likely

15. What digital features do you expect from a wine club? *

- Mobile app
- Online tastings
- Interactive wine education
- e-commerce
- Online meet with the winemakers/ wine community
- Responsive customer service
- Motivation to Visit Wine Regions and Purchase Wines
- Other:

Motivation to Visit Wine Regions and Purchase Wines

16. Would you prefer to be part of a wine club offered by a specific winery or an independent company promoting various wineries?*

Mark only one.

- Wine Club offered by a specific winery
- Wine Club offered by an independent company promoting various wineries
- No preference
- Not sure

17. Which wine would you be more interested in trying? *

Mark only one.

- A wine made by a young couple who also run a farm for rescued animals.
- A wine made using the most modern techniques and equipment.

18. How interested are you in receiving detailed information about the wine's origin, grape, and winery?*

Mark only one.

Least Interested

1

2

3

4

5

Very Interested

19. How likely are you to visit a wine region (e.g., Rioja, Bordeaux) if you were a member of a wine club that features wines from that region? (Scale: 1-5, 1 being not likely and 5 being very likely)*

Mark only one.

Not likely

1

2

3

4

5

Very likely

20. Which of the following regions would be interesting to you as part of a wine club?*

Mark only one.

- Famous wine regions (Bordeaux, Napa Valley, Tuscany, Stellenbosch)
- New and unexplored wine region within Europe
- Niche and exotic wine region outside Europe

21. Which of the following activities would make you feel more engaged with a wine club community? (Select all that apply)*

- Online forums or discussion groups
- Member-exclusive events or gatherings
- Social media engagement (e.g., Facebook groups, Instagram)
- Collaborative wine tasting sessions (virtual or in-person)
- Access to a dedicated wine club app
- Other:

Few Questions about you

22. Age *

Mark only one.

- Under 27 (Gen Z)
- 28-43 (Millennials)
- 44-59 (Gen X)
- 60 and above (Baby Boomer)

23. Gender *

Mark only one.

- Male
- Female
- Prefer not to say
- Other:

24. Education Level *

- Mark only one oval.
- High school or equivalent
- Some college or associate degree
- Bachelor's degree
- Master's degree
- Doctorate or professional degree

25. Income Level (Annual)

- Less than €25,000
- €25,000 - €49,999
- €50,000 - €74,999
- €75,000 - €99,999
- €100,000 or more
- Prefer not to say

ANNEX 2 Reliability Test

Table A2.1 Reliability Test

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Quality of wines offered	29.72	32.697	.373	.686
Discounts and free shipping	30.70	29.898	.368	.685
Exclusivity	31.33	29.303	.455	.668
Reputation of the wine club	31.02	30.808	.380	.682
Sustainability practices and eco-friendly packaging	31.10	31.327	.323	.692
Diverse experiences	30.68	29.052	.476	.664
convenience of delivery	30.02	33.685	.225	.705
share wine experiences on social media	31.31	31.340	.273	.703
detailed information	29.92	32.185	.339	.690
visit a wine region	30.49	29.893	.465	.668

Reliability Statistics	
Cronbach's Alpha	N of Items
.707	10

ANNEX 3 Wine Consumption Pattern

Table A3.1 Wine Consumption Frequency

Time Frame	Frequency	Percent
Daily	51	18.9%
Weekly	126	46.7%
Monthly	60	22.2%
Occasionally (6-7 times per year)	15	5.6%
Rarely (3-4 times per year)	18	6.7%
Total	270	100.0%

Table A3.2 Wine Consumption by Wine Type

Wine Type	Frequency	Percent
Red	219	27.8%
White	225	28.5%
Rosé	144	18.3%
Sparkling	147	18.6%
Dessert	51	6.5%
No Preference	3	0.4%
Total	789	100.0%

*Multiple responses were allowed

Table A3.3 Wine Consumption by Countries

Wine Regions	Frequency	Percent
Old wine countries (e.g. France/ Italy/Spain/Portugal)	225	83.3%
New wine countries (e.g. Australia/ South America/South Africa)	27	10.0%
New and small wine countries (e.g. Asia/Balkans)	6	2.2%
BeNeLux	12	4.4%
Total	270	100.0%

ANNEX 4 Motivation and Preferences To Join Wine Club

Table A4.1 Reasons To Join The Wine Club

Reason to Join Wine Club	Frequency	Percent
I was recommended by my friends/ family to join the club.	15	10.2%
The club's reputation for offering high-quality wines caught my attention.	9	6.1%
Membership perks and benefits, like discounts and exclusive events were really good.	27	18.4%
I got access to exclusive or limited-edition wines which I won't find anywhere else.	18	12.2%
I got personalized customer service that enhances my wine exploration journey.	12	8.2%
I am interested in exploring wines from specific regions or varieties offered by the club.	36	24.5%

The feeling of being part of a community of fellow wine enthusiasts who share my passion.	21	14.3%
Other reasons to join	9	6.1%
Total	147	100.0%

Table A4.2 Motivation To Join Wine Club In The Future

Motivation to Join Wine Club	Frequency	Percent
I could get access to rare wines.	75	11.8%
I would get discounts on the wines I buy.	102	16.0%
I could choose from wines that were curated to meet my taste preferences.	60	9.4%
I'd like to see some educational content (e.g., tasting notes, food pairing guides).	93	14.6%
I would like to be invited to wine tasting events.	96	15.1%
I would like to get opportunities to discover new and unique wines.	105	16.5%
I would feel like a part of the community.	36	5.7%
I would get the chance to interact with winemakers or experts.	63	9.9%
Other motivation factor	6	0.9%
Total	636	100.0%

*Multiple responses were allowed

Table A4.3 Reasons Not To Join The Wine Club

Reasons Not To Join	Frequency	Percent
I am not interested in wine.	24	7.7%
There are too many choices.	6	1.9%
The membership options aren't flexible enough for me.	36	11.5%
Wine culture seems too elitist for me.	21	6.7%
Those memberships are too expensive.	48	15.4%
There is limited access to wines I enjoy.	9	2.9%

I do not know where wines come from or how they are produced.	21	6.7%
I do not have enough time to participate in wine club activities.	93	29.8%
There is no representation of diverse voices or experiences within wine clubs.	18	5.8%
Other reasons not to join	36	11.5%
Total	312	100.0%

*Multiple responses were allowed

Table A4.4 Most Important Factors To Join The Wine Club

Important Factors	Mean Value			
	Under 27 (Gen Z)	28-43 (Millennials)	44-59 (Gen X)	60 and above (Baby Boomer)
Quality of wines offered	4.13	4.48	4.32	4.44
Discounts and free shipping	3.67	3.48	3.00	2.89
Exclusivity	3.10	2.74	2.46	2.00
Reputation of the wine club	3.23	2.87	2.86	3.11
Sustainability practices and eco- friendly packaging	2.87	2.91	3.04	2.89
Diverse experiences	3.53	3.65	2.89	3.44

Table A4.5 Willingness To Spend Per Month

Amount (in euros)	Under 27 (Gen Z)	28-43 (Millennials)	44-59 (Gen X)	60 and above (Baby Boomer)	Total	Total Percentage
0-50	75	45	57	21	198	73,3%
51-100	12	21	27	6	66	24,4%
101-150	3	3	0	0	6	2,2%
Total	90	69	84	27	270	

Table A4.6 Cross Tabulation Of Engagement Factors Based On Age Group

Engagement Factors	Age				
	Under 27 (Gen Z)	28-43 (Millennials)	44-59 (Gen X)	60 and above (Baby Boomer)	Total
Online forums or discussion groups	21	21	9	6	57
% within Age	23.3%	30.4%	10.7%	22.2%	
Member-exclusive events or gatherings	42	51	42	12	147
% within Age	46.7%	73.9%	50.0%	44.4%	
Social media engagement (e.g., Facebook groups, Instagram)	48	27	15	3	93
% within Age	53.3%	39.1%	17.9%	11.1%	
Collaborative wine tasting sessions (virtual or in-person)	60	48	48	18	174
% within Age	66.7%	69.6%	57.1%	66.7%	
Access to a dedicated wine club app	18	12	24	9	63
% within Age	20.0%	17.4%	28.6%	33.3%	
Other engagement	0	0	18	0	18
% within Age	0.0%	0.0%	21.4%	0.0%	
Total	90	69	84	27	270

*Multiple choice was allowed

ANNEX 5 Wine Tourism and Digital Experience

Table A5.1 Interest In Visiting Wine Region By Age Group

	Age					
Rating	Under 27 (Gen Z)	28-43 (Millennials)	44-59 (Gen X)	60 and above (Baby Boomer)	Total	Chi-sq test
1	3	0	18	0	21	Pearson Chi-Square= 58.872 df=12 Asym Sig. (2-sided)< .001
2	12	0	9	3	24	
3	21	24	12	12	69	
4	36	27	33	3	99	
5	18	18	12	9	57	
Total	90	69	84	27	270	

Table A5.2 Digital Features Preferred By Participants

Digital Features	Frequency	Percent
Mobile app	138	23.4%
Online tastings	45	7.6%
Interactive wine education	150	25.4%
e-commerce	84	14.2%
Online meet with the winemakers/ wine community	69	11.7%
Responsive customer service	96	16.2%
Other digital features	9	1.5%
Total	591	100.0%

*Multiple responses allowed

Table A5.3 Willingness To Share Wine Experience On Social Media

Rating	Frequency	Percent
1	63	23.3%
2	57	21.1%
3	75	27.8%
4	42	15.6%
5	33	12.2%
Total	270	100.0%

ANNEX 6 Wine Club and Gamification Elements

Table A6.1 Adjusted Table With Wine Club And Gamification Elements (Teaff et al, 2005 & Toda et al., 2019)

Elements	Description
Wine Club Checklist	Structure Price Frequency No. of bottles per shipment Club levels Brand emphasis
Benefits	Discounts Complimentary tasting and tours Special events Access to wine Regular correspondences Membership Extras Gift memberships Incentives Members' ability to customize the club offering
Terms and Conditions	Age requirement Shipping address Commitment requirement Simple Cancellation and Modification policy
Performance	Acknowledgement Progression Point Stats
Ecological	Chance Economy Imposed Choice
Social	Competition Cooperation
Personal	Novelty Objective Puzzles Renovation Sensation
Fictional	Storytelling