Leveraging Artificial Intelligence to Manage a Sustainable Transition In Viticulture "STIV"

MODULE 4: New Products and Business Models

This module addresses innovation in wine products as a driver of competitiveness, sustainability and economic diversification. The opportunities for the valorisation of vine by-products, the development of alternative beverages, natural cosmetics and bioplastics, framed in the circular economy and healthy consumption trends, are analysed. The aim is to understand how innovation transforms the vineyard into a value-generating ecosystem, in line with the European Green Deal and the Sustainable Development Goals.

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1. New Innovative Products in the Wine Sector

The wine industry is undergoing an unprecedented evolution, driven by the need to diversify its offer, respond to increasingly conscious consumers and move towards sustainable production models. This transformation has opened the way to the development of new products derived from grapes, vines and their by-products, which go beyond traditional wine. From functional foods and healthy beverages to cosmetics, bioplastics and innovative materials, these proposals strengthen the competitiveness of the sector, reduce its environmental impact and contribute to a circular economy with high added value.



1.1 Introduction to Innovation in Wine Products

Innovation in the wine sector has become a strategic element for competitiveness and sustainability. Historically, the wine industry has been characterized by a strong tradition, but in recent decades it has undergone transformations driven by factors such as globalization, digitalization, climate change, and new consumer demands (Santini et al., 2018). These forces have promoted product diversification, the adoption of sustainable technologies, and the implementation of circular models in the value chain (Aznar-Sánchez et al., 2020).

The concept of innovation in wine is not limited to the creation of new styles of wine, but encompasses the entire ecosystem of products and services derived from grapes, vines and by-products generated in the winemaking process. This approach responds to two fundamental objectives: **to improve the sustainability of the sector and to generate new sources of income** (Tresserras et al., 2022). In this context, the circular economy has established itself as a key paradigm, as it allows waste to be transformed into raw materials for high value-added products, reducing environmental impact and improving economic efficiency (Zambon et al., 2019).

The drivers of this innovation can be grouped into four large blocks:

1. **Healthy consumption trends:** The demand for natural, functional products with health benefits is growing globally. Consumers are looking for beverages with low alcohol content, antioxidants, and differentiated organoleptic properties (McGovern, 2019).
2. **Sustainability and social responsibility:** Regulatory and social pressure to reduce the environmental impact of the industry drives the development of sustainable packaging, the reuse of by-products, and energy efficiency (Gilinsky et al., 2020).
3. **Competitiveness and differentiation in saturated markets:** Wineries seek to generate unique proposals that provide added value in the face of global competition (López-Guzmán et al., 2020).
4. **Technological advances:** Technologies such as biotechnology, nanotechnology, and the Internet of Things (IoT) make it possible to create innovative products from natural materials and improve production processes (Verdouw et al., 2021).

In this sense, the development of products derived from grapes and vines is not only an economic opportunity, but also a strategy to build resilient, profitable viticulture aligned with the Sustainable Development Goals (SDGs), especially in relation to responsible production, climate action and sustainable consumption (FAO, 2022).

1.2 New by-products in the wine industry

Viticulture has traditionally focused on wine production as the main product, relegating vineyard by-products and winemaking to the background, which in many cases were managed as waste with no economic value (Bustamante et al., 2008). However, currently, under the **circular economy paradigm**, these by-products are considered **secondary raw materials** with high potential to generate innovative, sustainable and value-added products in emerging markets (Muhlack et al., 2018).

According to estimates by the International Organization of Vine and Wine (OIV, 2021), for every 100 kg of grapes processed, approximately **20-25 kg of pomace** (a mixture of skins, seeds and solid remains) are generated, in addition to stems, leaves and vine shoots, which together represent more than **30% of the total** volume of the initial raw material. This figure reveals the magnitude of a resource that, if well used, can become a vector of profitability and sustainability.

a) Pomace and grape seeds: source of antioxidants, oils and fibre

Grape pomace is particularly rich in **polyphenols** (anthocyanins, flavonoids, tannins) and dietary fiber. These molecules have **antioxidant**, **anti-inflammatory,** and **cardioprotective** properties, widely studied for their positive impact on human health (Rockenbach et al., 2011; Chiva-Blanch & Badimon, 2014). Its extraction allows applications in **the nutraceutical, pharmaceutical, food and cosmetic industries**.

- **Grape seed oil**: This oil contains up to **90% unsaturated fatty acids**, especially linoleic acid, and vitamin E, making it a premium ingredient in gastronomy and cosmetics (Pinelo et al., 2006). Companies such as **Lesieur** (France) and **Vinoseed** (Italy) market seed oil with organic certification, aimed at gourmet markets and natural cosmetics.

- **Polyphenolic extracts**: Products such as **EnoPhenol®** are made from dehydrated pomace for use in antioxidant food supplements. These extracts are also applied in the formulation of anti-aging cosmetics due to their cell protection properties (Revilla et al., 2016).

- **Functional grape skin flours**: Companies such as **Wine Flour Company** in the USA market flour made from dried grape skin, rich in fiber and polyphenols, used inbakery and healthy pastries.



Figure 1. pomace-based flour. *Source: Eltabia*

b) Vine leaves: bioactive compounds and functional applications

Although in Mediterranean gastronomy they are used for traditional dishes (such as Greek dolmas), **vine leaves** are being industrially valued due to their high content of **phenolic acid, flavonoids and minerals** (Zafrilla et al., 2019). Currently, they are processed to obtain:

- **Antioxidant extracts** for infusions, capsules and functional supplements.

- Ingredients for **natural cosmetics**, for their ability to protect against oxidative stress.

As an example, the Spanish company **Natac Group** has launched standardized vine leaf extracts with applications in the nutraceutical industry.



Figure 2. Vine leaf tea *Source: Chás do Mundo*

c) Vine shoots: biofuels and biochar

Each pruning generates tonnes of **vine shoots**, traditionally burned in the field, contributing to CO_2 emissions. Today they are used as:

- **Heating pellets**: Companies such as **Biovitis** have developed high-density pellets from vine shoots, taking advantage of their high calorific value (Fernández-González et al., 2021).
- **Biochar**: A pyrolysis process that generates charcoal with applications such as soil amendment, improving water retention and fertility (Lehmann & Joseph, 2015).
- **Raw material for paper and bioplastics**: Research at the University of Bordeaux has developed biodegradable polymers from lignin extracted from vine shoots (VitisBioPack Project, 2022).



Figure 3. Vine shoot pellet Source: Legua

(d) Industrial innovations based on by-products

- **Polyphenolics for functional beverages**: Companies such as **Polyphenolics®** (USA) and **Vinomad®** (Spain) produce polyphenol concentrates applicable in functional beverages, pharmaceuticals, and food.
- **Extracts for cosmetics**: Brands such as **Caudalie®** have built their identity around "wine therapy", using polyphenols and resveratrol as active ingredients in creams, serums and anti-ageing treatments (Caudalie, 2022).



Figure 4. Sale to the use of polyphenols Source: Vinesenti

According to the FAO (2022), the integral use of by-products could **increase wineries' revenues by 15-20%** and reduce **the environmental impact of the wine's life cycle by more than 25%.** In addition, these developments are aligned with **European Union** policies, such as the Green Deal and the Farm to Fork Strategy, which promote the recovery of agri-food waste.

1.3 New Grape-Derived Beverages: Innovation Beyond Wine

The wine sector has undergone a substantial change in recent years, not only in wine production, but also in diversification **towards new functional, healthy and sustainable beverages**, derived from grapes and their by-products. This transformation responds to three global trends: **the search for health and well-being**, **the reduction of alcohol consumption**, and **sustainability in the agri-food chain** (Azzollini et al., 2022; Muhlack et al., 2018).

a) Non-alcoholic and low-proof beverages

One of the fastest-growing segments in the industry is **dealcoholized wines** or **grape-based non-alcoholic beverages**, driven by consumers seeking wine experiences without the effects of alcohol. According to the OIV report (2021), the global market for non-alcoholic wines grew by **8% annually** in the last five years, especially in Europe and North America.

The techniques used are **reverse osmosis** and **vacuum distillation** to remove alcohol while preserving aromas (Pickering, 2006). For example, the company **Natureo®** (Torres, Spain) offers ranges of premium dealcoholized wines with less than 0.5% alcohol.

In addition, hybrid proposals such as **mocktails** based on partially fermented grape musts appear, providing a complex organoleptic profile without the effects of alcohol.



Figure 5. Wine 0% alcohol. Source: NATUREO

b) Concentrated musts and functional juices

Rectified concentrated musts are traditionally used in oenology, but in recent years they have been revalued to make **energy, isotonic and healthy drinks**, taking advantage of their **natural contribution of sugars, minerals and polyphenols**.

Products such as **antioxidant-enriched juices** incorporate skin and grape seed extracts, with anti-inflammatory and cardioprotective properties (Rockenbach et al., 2011). A commercial example is **Welch's® Purple Grape Juice** in the U.S. and its grape juice touted for its high polyphenol and vitamin C content.

The consumption of functional grape-based juices has also been integrated into **plant-based** and **clean label** trends, aimed at consumers who prioritise natural ingredients.



Figure 6. Grape juice. Source: Welch's

c) Alternative fermented beverages

In parallel, innovative drinks have emerged such as:

- **Grape Kombucha**: Fuses the traditional symbiotic fermentation of tea with grape juice, combining **probiotics and antioxidants**. Companies such as **Wild Fizz Kombucha** (United Kingdom) have launched limited editions with red grapes, aimed at "healthy" consumers (Ferreira et al., 2020).

- **Wort-based spritz**: In Italy, wineries develop **carbonated aperitifs with low alcohol content** using partially fermented musts, positioned in the young premium segment (Azzollini et al., 2022).



Figure 7. Grape-based kombucha. Source: Fermentier

d) Innovation in functional beverages

The development of **nutraceutical beverages** incorporating **resveratrol, flavonoids and other bioactive compounds** extracted from wine by-products represents a disruptive innovation. These drinks do not seek to imitate wine, but rather to offer specific benefits such as **cardiovascular improvement** or **antioxidant effect** (Chiva-Blanch & Badimon, 2014).



Figure 8. Grape-based supplementation. *Source: VEGÁGENO*

Market trends and sustainability

The global market for alternative grape-based beverages is projected to exceed USD 2 billion by 2027, driven by consumers reducing their alcohol consumption and looking for natural products with functional benefits (DataIntelo, 2023). This diversification contributes to the sustainability of the sector, as it takes advantage of streams of by-products such as pomace, skins and seeds, generating value instead of waste.

In environmental terms, these innovations are aligned with the Sustainable Development Goals and with policies such as the European Green Deal, which incentivises the reduction of waste and the development of circular products (European Commission, 2021).

1.4 Vine-derived cosmetic products: Innovation in beauty and wellness

The cosmetics industry has become one of the most profitable and sustainable destinations for viticulture by-products. The **vine (Vitis vinifera)** is a natural source of bioactive compounds such as **polyphenols, tannins, flavonoids and resveratrol**, widely recognized for their antioxidant, anti-inflammatory and anti-aging properties (Santos-Buelga & Scalbert, 2000; Chiva-Blanch & Badimon, 2014). The use of these compounds has given rise to a trend known as **wine therapy**, which encompasses cosmetic treatments, personal care products and themed spas.

a) Functional compounds used in cosmetics

- **Resveratrol**: Extracted primarily from red grape skins, it is used for its **antioxidant** properties that neutralize free radicals and prevent cellular aging (Baur & Sinclair, 2006).

- **Proanthocyanidins**: Derived from seeds and skins, they improve **skin elasticity** and fight collagen degradation.
- **Organic acids and vitamins (A, C and E):** Present in grape extracts, they provide **luminosity and moisturising effect** (Rockenbach et al., 2011).

These ingredients are not only incorporated into **facial creams, serums and oils**, but also into hair and body products, aligning with the trend of **natural cosmetics** and **clean beauty**.



Figure 9. Cosmetic products made from grapes.

b) Innovative cosmetic products and pioneering brands

- **Caudalie® (France):** Leading brand in wine therapy, created in Bordeaux, which uses grape polyphenols and resveratrol in its line of anti-aging serums and creams. Its products stand out for their commitment to paraben-free formulas and recyclable packaging (Caudalie, 2023).
- **Vinésime® (France):** Premium cosmetics based on extracts from Burgundy vineyards, combining grape antioxidants with plant active ingredients.
- **Grape Seed Oil** : Star component in natural cosmetic lines, due to its high content of **essential fatty acids** and vitamin E, ideal for dry and sensitive skin (Ammoniaci et al., 2021).

According to the Grand **View Research report (2023),** the global market for cosmetics based on natural ingredients, including products derived from the vine, will reach **USD 54.5 billion by 2027**, driven by consumers demanding sustainable products with transparency in the supply chain.

c) Wine therapy and wellness experiences

In addition to industrial use, wine by-products are applied in **spa treatments**, such as:

- **Wine baths**: which stimulate blood circulation and cellular oxygenation.
- **Body wraps with pomace**: for its detoxifying and firming action.
- **Massages with grape seed oils**: combining emollient and antioxidant properties.

Wine tourism destinations such as **Les Sources de Caudalie (France)** or **Marqués de Riscal (Spain)** have capitalized on this concept, offering experiences that integrate health, beauty, and wine, generating **high added value and customer loyalty** (Hall et al., 2017).



Figure 10. Use of wine for treatments and well-being. Source: WebCosultas

Challenges and sustainability

Although wine cosmetics are perceived as **green and natural**, they face challenges:

- **Standardization of extracts**: The concentrations of bioactive compounds vary depending on the grape variety and the extraction process.
- **Cosmetic regulation**: Compliance with European regulations (EC Regulation No. 1223/2009).
- **Scalability**: Requires investments to transform by-products (pomace, seeds) into high-purity extracts.

However, the use of waste in cosmetics contributes significantly to the **circular economy** in the wine sector, avoiding the generation of waste and increasing profitability per hectare.

1.5 Bioplastics and innovative materials from grape by-products

The development of **bioplastics and sustainable materials** from wine by-products represents a strategic opportunity in the transition towards circular models free of fossil derivatives. Every year, the wine industry generates millions of tons of organic waste, such as pomace, seeds, skins and stems. These by-products, rich in **lignocellulose, hemicellulose, sugars and polyphenols**, are being used to produce **biopolymers, biodegradable packaging and innovative compounds** for sectors as diverse as food packaging, fashion or construction (Siracusa et al., 2014; Jiménez et al., 2020).

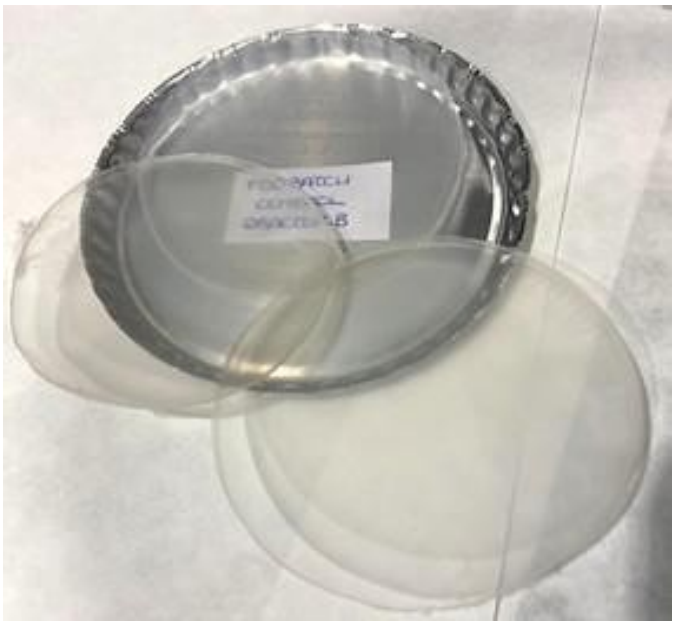

Figure 11. Bioplastic made from biomass enriched with wine-growing remains. Source: CETIM

a) Composition and potential of wine waste for bioplastics

Solid winemaking waste contains:

- **Cellulose and hemicellulose**: Precursors to obtain **nanofibers and biopolymers** applicable in packaging.
- **Polyphenols and tannins**: They act as **natural antioxidant agents**, extending the shelf life of plastic products.
- **Fermentable sugars**: They serve as a substrate to produce **lactic acid**, the basis of **PLA (polylactic acid),** one of the most widely marketed bioplastics (Avérous & Pollet, 2012).

This composition makes grape pomace a **strategic raw material** for the biopolymer industry, reducing dependence on oil and promoting sustainability.

b) Industrial applications: from vineyards to sustainable packaging

- **Biodegradable packaging for wine and food**: Companies such as **Biopak** and **Lactips** have begun to integrate plant fibers into compostable films and lightweight beverage bottles (Biopak, 2022).

- **Compostable cutlery and utensils**: The lignocellulosic fibers extracted from bagasse have been incorporated into PLA matrices, achieving resistant and thermally stable utensils (Jiménez et al., 2020).

- **Sustainable textiles and vegan leather**: Through vegetable tanning processes, leather-like materials have been obtained, applied in bags and footwear, such as the **Vegea® proposal**, which uses pomace and grape skins in its composition (Vegea, 2023).



Figure 12. Vegan leather made from grape scraps. Source: Vegea

c) R+D projects and real cases

- **Mondin (France, Bordeaux):** French startup that is developing a bioplastic-type "leather" from wine pomace mixed with vegetable oil for footwear. Their product is about 77% plant-based.
- **AIMPLAS (Spain):** The technology centre has developed several R+D projects that use wine by-products (pomace, skins, grape seeds) as natural reinforcements in bioplastics for packaging and compostable materials, with the aim of reducing the use of conventional plastics in the food sector.
- ZEAplast (Chile): with an active project together with the University of Concepción to replace single-use plastics with biodegradable packaging made from grape pomace.

According to **European Bioplastics (2023),** the global bioplastics market will reach **6.3 million tonnes by 2027**, with growth driven by the European directive banning single-use plastics (EU Directive 2019/904).

Environmental and economic benefits

- **Waste reduction**: Transforming grape pomace into biopolymers has a direct positive environmental impact, as it prevents this organic waste from degrading in an uncontrolled way in landfills or ponds. During this anaerobic degradation, pomace releases Methane (CH_4), a greenhouse gas with a global warming potential 25 times higher than carbon dioxide (CO_2). By capturing and recovering this by-product, the emission of harmful gases is significantly reduced and leachate that can contaminate soil and water is prevented. Thus, it contributes to reducing the carbon footprint of the wine sector and the packaging industry.

- **Circular economy**: The recovery of wine by-products promotes a circular economy model, where waste is converted into new resources. For wineries, this means diversifying their business model: pomace is no longer a worthless waste and becomes a secondary raw material with the potential to sell to biotechnology, packaging or fashion companies. This additional stream of revenue can cushion wineries' dependence on swings in the wine market. In addition, by reducing the consumption of virgin petroleum-derived materials, the pressure on natural resources is reduced, which improves both the sustainability and the environmental image of the sector.

- **Regulatory compliance**: The development of biopolymers from pomace also allows companies to anticipate European legal requirements. Regulations such as Directive (EU) 2019/904 on single-use plastics and the European Green Deal promoted by the European Commission set targets for drastically reducing the use of fossil plastics. Incorporating bio-based materials facilitates adaptation to these policies, opens access to public aid and subsidies for green R+D, and reduces the risk of future sanctions or restrictions. In this way, environmental innovation also becomes a strategy for mitigating regulatory risks.

Technological challenges

- **Scalability**: Although there are promising results at the scale of laboratory and pilot plants, one of the main challenges is scaling production to industrial levels. This requires high investments in specialized machinery (adapted extruders, drying, mixing and pelletizing systems) as well as processes that ensure a constant quality of the raw material. Pomace can vary in moisture, fiber content, or polyphenols depending on the grape variety or winemaking method, making it difficult to standardize industrially. This technical and economic uncertainty slows down the attraction of investors and slows down the pace to the market.

- **Mechanical compatibility**: Another key challenge is to ensure that biopolymers reinforced with grape fibres have mechanical properties comparable to conventional plastics such as Polyethylene (PE) or Polypropylene (PP). The addition of plant fibres can generate more fragile or overly rigid materials, with lower impact or tensile strength. To overcome this, it is necessary to optimize the formulation by compatibilizing and blending with other bioplastics such as Polylactic Acid (PLA) or

Polyhydroxybutyrate (PHB). In addition, barrier properties against gases and moisture must be guaranteed, especially if they are to be used in food packaging.

- **Competitive cost**: Currently, cost is one of the main obstacles to mass adoption. According to European Bioplastics (2023), bioplastics are still 20% to 30% more expensive than their fossil equivalents. This price difference is due both to the smaller scale of production and to the additional costs of harvesting, drying, transporting the pomace and certification of compostability and food safety. Although prices have been declining as demand increases and processes are optimized, they still represent a barrier to competing in highly cost-sensitive markets, such as high-volume food packaging.

2. Wine Tourism as a Business Model: Development and management of wine tourism experiences to increase income

Wine tourism has evolved from being a complementary activity for wineries to becoming a **central strategy for economic diversification**. Today it is considered a tool to increase profitability, strengthen brand image and build customer loyalty through authentic and sustainable experiences (Hall et al., 2000; Carlsen, 2004).

According to the **World Tourism Organization (UNWTO, 2021),** tourism linked to wine and gastronomy is one of the fastest growing segments in rural and cultural tourism. In European wine regions, wine tourism turnover can represent **between 15% and 30% of the winery's total revenue**, not counting the collateral effects on hospitality and local commerce.



Figure 13. Vineyard tasting experience. *Source: CataDelVin.com*

2.1 Concept and evolution of wine tourism

Wine tourism is defined as the set of tourist activities oriented to the **culture of wine**, including **guided tours of vineyards**, **commented tastings**, **gastronomic pairings**, **participation in grape harvests** and **sensory and cultural experiences** (Getz & Brown, 2006).

Its evolution has followed several stages:

- **Initial stage (80s-90s):** Passive tourism, basic visits and tastings in the winery.
- **Development stage (2000-2010):** Inclusion of gastronomy, wine routes and cultural events.
- **Current stage (2015-present):** Experiential approach, digitalization, sustainability and personalization, with premium services aimed at high-net-worth segments (Charters & Ali-Knight, 2002).

Today, visitors are looking for **immersive experiences**, where history, identity and sustainability are the protagonists. This change has driven the integration of **technology (apps, augmented reality),** the incorporation of **wellness services** and diversification towards **educational and gastronomic activities** (UNWTO, 2021).

2.2 Types of wine tourism experiences

Experience design must be adapted to **differentiated market segments** (Bruwer, 2003):

- **Standard tours with tasting**: They tour the winery and end with a basic tasting. Example: packages from Rioja Alavesa or Bordeaux wineries.
- **Premium experiences**: They include vertical tastings, access to historical reserves, pairings with gourmet products. **Château Margaux (France)** offers tastings of historic vintages with prices exceeding €500 per person.
- **Participatory tourism**: Activities such as **first-person harvests**, training pruning and coupage workshops.
- **Wellness wine tourism**: Spas and treatments with grape extracts and polyphenols. Emblematic case: **Caudalie Vinothérapie Spa in Bordeaux**.
- **Cultural events**: Concerts, cinema and exhibitions in vineyards.
- **Wine safaris**: Outdoor experiences combined with adventure, common in **South Africa and Argentina**.

2.3 Success factors in experience design

The success of wine tourism is based on **strategies focused on the customer and innovation** (UNWTO, 2021):

- **Authenticity and storytelling**: Narratives that connect with the history of the vineyard, the terroir and the family tradition (Charters & Ali-Knight, 2002).
- **Quality of service**: Training in hospitality, languages and personalized care protocols (Hall et al., 2000).
- **Technological innovation**: Online bookings, contactless payment systems, virtual tours, use of **augmented reality** to show production processes (Di Gennaro et al., 2020).
- **Experiential approach**: Transform the visit into a sensory journey, including gastronomy, music, art and nature.
- **Customer segmentation**: Adapt the offer to profiles such as millennials, premium wine tourists or families.

2.4 Economic impact and sustainability

Wine tourism generates **direct and indirect economic benefits**:

- **Additional income**: In Spain, the Wine Routes managed by ACEVIN report an average expenditure per visitor of more than €160 per day (ACEVIN, 2022).
- **Seasonalization**: It allows you to maintain income throughout the year.
- **Positive rural impact**: It favours employment in hospitality, transport and local production (Getz & Brown, 2006).
- **Promoting sustainability**: Many wineries integrate eco-friendly practices into the tourism experience, communicating their environmental commitment (WineTech Forum, 2022).

Featured cases:

- **La Rioja Alavesa Wine Route**: It contributes more than 90 million euros per year to the local economy.
- **Napa Valley (USA)**: Revenues of more than USD 2 billion from wine tourism.
- **Mendoza (Argentina):** Tourism combined with gastronomy and adventure sports, attracting international tourists.

2.5 Innovation and emerging trends

Wine tourism is migrating towards **hybrid and sustainable models,** some examples of new experiences are:

- **Virtual experiences**: Traditional wine tourism based on face-to-face visits is incorporating digital tools to expand its reach and break down geographical barriers. Some wineries, such as Campo Viejo (Spain), have developed guided online tastings in which participants receive a set of wines at home beforehand and participate in live sessions with winemakers.

  In addition, immersive tours with virtual reality are beginning to emerge, which allow you to visit vineyards, wineries and production processes from anywhere in the world, as well as interactive apps that combine geolocation, information on pairings or augmented reality content.

  These solutions generate new revenue streams and increase customer loyalty, although they require investment in technology and staff training.

- **Ecological wine tourism**: More and more wineries are transforming their facilities and activities to align with environmental sustainability criteria, responding to the demand of a more conscious visitor. Environmental certifications such as B Corp, Wineries for Climate Protection or ISO 14001 are being promoted, which endorse good practices in energy efficiency, waste management and emission reduction.

  Routes on electric bicycles or low-emission vehicles are progressively replacing conventional transport, and zero-kilometre gastronomy (local, organic and seasonal products) complements the experience, reinforcing the connection with the territory and reducing the carbon footprint.

  This approach not only improves the environmental reputation of the wineries, but also attracts a younger audience aligned with sustainable values.

- **Wine coworking**: Another emerging trend is the development of coworking spaces in wine-growing environments, where companies can organize meetings, corporate retreats or team building activities surrounded by vineyards. These spaces combine technological infrastructure (connectivity, equipped meeting rooms) with wine tourism services (guided tours, tastings, gastronomic experiences).

  This makes it possible to deseasonalize tourist activity, attract visitors throughout the year and diversify the income of the wineries beyond the sale of wine. It also strengthens the image of wineries as cultural and innovation centres, although it requires adapting facilities to labour and accessibility regulations.



Figure 14. Ceramics workshop and wine tasting as a coworking experience. *Source: GROUPON*

3. Sales Strategies for New Products in Viticulture: Creation of effective marketing campaigns, including the use of social networks

The commercial success of new products derived from the vineyard does not depend only on innovation in their production, but on the ability to communicate their value and connect with the consumer. In a global and highly competitive market, where consumers are looking for authenticity, sustainability, and personalized experiences, wineries must integrate digital marketing strategies, emotional branding, and multichannel sales techniques (Lockshin & Corsi, 2012; Euromonitor, 2023).

This section explores the keys to designing effective campaigns that position these products in the market, taking advantage of digital tools, social networks, e-commerce and innovative business models.

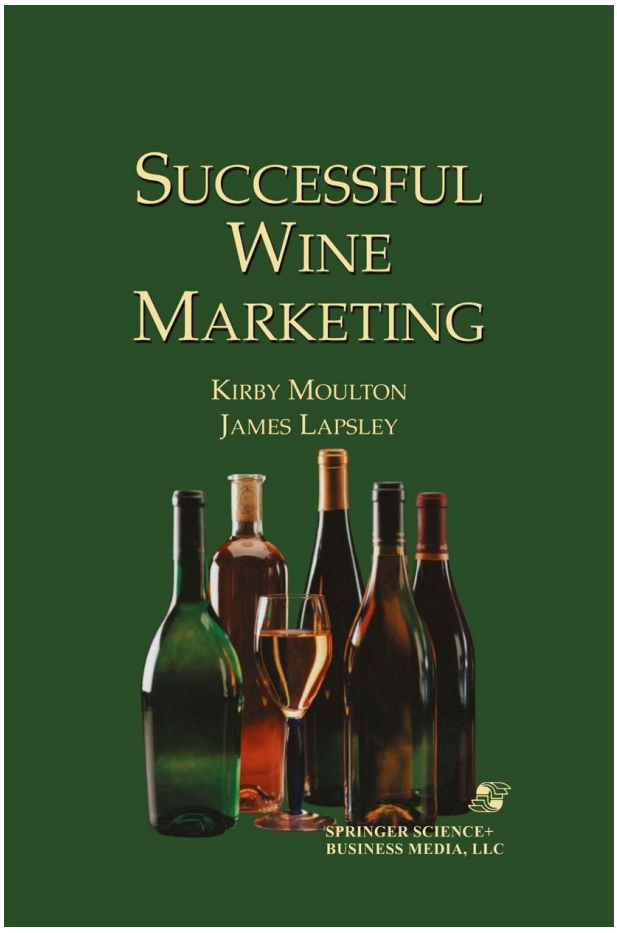

Figure 15. Cover of the book "Successful Wine Marketing" by Kirby Moulton and James Lapsey. Source: Springer Nature Link

3.1 Experiential marketing and storytelling

The contemporary consumer does not just buy a product: they are looking for emotions, values and identity. As Steve Charters and Simone Pettigrew (2005) point out, the experience of wine consumption is strongly linked to symbolic components: the story behind each bottle is as important as its taste.

The most successful wine brands have understood that they must build coherent narratives that connect emotionally with the consumer. These narratives usually revolve around three pillars:

- **the Terroir** (the unique character of the landscape and climate that gives identity to the wine),
- **the family or community history of the winery,** and
- **its values of sustainability and environmental responsibility.**

Outstanding examples:

- **Torres (Spain)** has consolidated a story that combines tradition and sustainable innovation. Its campaigns highlight the reduction of the carbon footprint, projects to recover ancestral varieties and actions to protect biodiversity. This has reinforced its premium positioning and its recognition in global markets as a benchmark in sustainability.
- **Catena Zapata (Argentina)** bases its storytelling on a centuries-old legacy and its pioneering role in the cultivation of vines at extreme altitudes in the Andes. This story combines epic, science and resilience, achieving a strong differentiation in saturated international markets.

Key experiential marketing strategies:

- **Creating an authentic and human brand:** Wineries that show real faces and voices —winegrowers, winemakers, families—generate greater emotional connection. Narrating the day-to-day life in the vineyard, the difficulties and passions of the team or the bond with the land builds credibility and empathy.
- **Incorporation of sustainable values as a competitive advantage:** Certifications such as Organic Farming, Demeter (biodynamic) or Carbon Neutral Footprint seals make it possible to communicate an environmental added value, which is decisive for young consumers and for the entry into demanding markets. According to WineTech Forum (2022), these seals can increase the perceived value by up to 20%.
- **Immersive and educational audiovisual content:** The creation of 4K videos, documentary capsules, virtual tours of vineyards and wineries or virtual reality experiences allow the consumer to be transported to the sensory universe of the

winery. This type of content increases engagement and brand recall, and is easily disseminated on social networks.

3.2 Distribution channels and business models

The change in consumption habits, accelerated by the pandemic, has profoundly transformed the way wine is marketed. Wineries can no longer rely exclusively on in-store sales or face-to-face wine tourism: diversifying channels has become essential for resilience and growth.**Direct-to-consumer e-commerce (DTC):** Owned platforms, e-commerce and specialized marketplaces. During the pandemic, the online channel grew by more than **300%** in the global wine sector (OIV, 2021).

- **Direct-to-consumer (DTC) e-commerce:** During COVID-19, the online channel experienced more than 300% growth in the global wine sector (OIV, 2021). Proprietary e-commerce platforms allow you to control brand experience and profit margins. In addition, they facilitate the collection of customer data for personalized loyalty campaigns and marketing automation strategies.
- **Subscriptions and wine clubs:** This model offers periodic shipments with curated selections, access to limited editions, and exclusive experiences. Promote recurring and predictable revenue, and increase customer loyalty. Established examples are Naked Wines (UK) and Vivino (Wine Club), which combine efficient logistics with active digital communities.
- **Global premium marketplaces:** Platforms such as Vivino, Wine.com or Amazon (Wine) allow wineries to access international markets without the need to establish expensive physical distribution networks. In addition, they offer immediate visibility and user reviews, although they also imply giving up some control over branding and pricing.
- **Strategic collaborations with hospitality and tourism:** Partnering with haute cuisine restaurants, boutique hotels or gourmet experience platforms allows wine to be positioned in aspirational environments. Examples include restaurant pairings with a Michelin Guide or joint experiential wine tourism packages. This type of alliance reinforces the prestige of the brand and generates synergies, although it requires careful management of commercial agreements and consistency in supply.



Figure 16. Premium wine club. *Source: Vinófilolos*

3.3 Social media and digital marketing

Social networks are **the epicentre of today's wine communication**. Platforms such as **Instagram, TikTok, YouTube and Facebook** allow you to create communities and generate visual engagement.

Good practices in social networks:

- **Attractive visual content**: Professional photographs, short videos (reels, TikToks) showing harvests, tastings, landscapes.
- **Micro-influencers and brand ambassadors**: More effective than celebrities in specific niches (Forbes, 2022).
- **Interactive campaigns**: Contests, raffles and shareable experiences that encourage user participation.
- **Segmented hashtags and social SEO**: To improve reach in international markets.
- **Targeted advertising (Ads):** Facebook Ads and Google Ads allow targeting by interests (wine, tourism, sustainability), demographics, and buying behavior.

Examples of success:

- **Moët Hennessy** launched premium storytelling campaigns on Instagram, achieving **25% increases in online sales** (Statista, 2022).
- **Bodegas González Byass** implemented virtual tastings on Facebook Live during the pandemic, reaching more than **150,000 views**.



Figure 17. Virtual wine tasting. *Source: TBS education*

3.4 Neuromarketing and sensory strategies

The decision to buy wine is strongly conditioned by sensory and emotional stimuli, even before tasting the product. Neuromarketing studies how the brain responds to these stimuli (visual, tactile, olfactory, auditory) and allows us to design experiences that influence the perception of quality and value.

- **Premium packaging**: Bottles with ergonomic shapes, embossed labels, metallic finishes or even thermochromism inks that change colour with temperature (ResearchGate, 2021) reinforce the feeling of exclusivity. This type of packaging activates brain areas linked to reward and predisposes the consumer to perceive the wine as of higher quality. Although they increase the cost of production, they also raise the perceived sales price and improve brand recall.

- **Olfactory and tactile experience**: Some wineries have incorporated the sending of physical aromatic kits prior to virtual tastings, which include small samples of characteristic essences (vanilla, red fruits, wood, etc.). This integration of tangible elements into online experiences stimulates sensory memory and reinforces emotional connection, which is key to building consumer loyalty on digital channels.

- **Emotional triggers**: Elements such as warm and saturated colors (burgundy, gold, terracotta), typefaces with artisanal strokes or limited edition and exclusivity messages generate an immediate emotional response. These visual codes activate the perception of luxury, scarcity or authenticity, and can influence the purchase decision more than the price or variety of the wine.



Figure 18. Cork samples for olfactory and tactile experiences. *Source: MyFlex*

3.5 Sales Innovation: Gamification, AR, and Metaverse

Wine consumption is changing significantly with the arrival of Millennials and Generation Z on the market. These generations value interaction, personalization and the playful component over the mere acquisition of a product. To connect with this audience, many wineries are adopting Augmented Reality (AR), Metaverse and Gamification strategies, which turn the shopping experience into a multisensory and participatory experience.

- **Augmented reality:** Applications such as Living Wine Labels allow you to scan the label of a bottle with your mobile phone and display interactive audiovisual content: stories about the origin of wine, animations of historical figures, suggested pairings or messages from the winemaker. This technology turns the bottle into a direct communication channel, capable of generating surprise, entertainment and learning at the point of sale.

  Augmented reality prolongs the consumer's attention time on the product, reinforces differentiation on the shelf and stimulates impulse buying. In addition, by sharing the experience on social networks, organic content (UGC) is generated that amplifies the visibility of the brand. Its main challenge is the initial cost of development and the need to regularly update content to maintain interest.

- **Wine Metaverse and NFTs:** Some innovative wineries are creating immersive virtual spaces in the Metaverse, where users can tour digital vineyards, attend virtual tastings with winemaker avatars, or participate in exclusive wine auctions. According to Wine Business Journal (2023), these digital experiences seek to break down geographical barriers and generate an emotional bond with international audiences.

  In addition, several wineries are experimenting with NFTs linked to limited editions, which function as digital certificates of ownership and can include added benefits: priority access to releases, VIP experiences in the winery or private memberships. This model creates perceived scarcity and exclusivity, although it comes with challenges such as the volatility of the crypto market and the energy cost of some blockchain networks.

- **Gamification in the customer relationship:** Gamification applies game dynamics (levels, challenges, rewards, digital collections) to non-playful contexts, such as customer loyalty. Some wineries integrate systems of points or badges that users obtain when buying, evaluating wines, participating in virtual tastings or sharing content on networks.

  This approach turns the buying process into a fun and competitive experience, which increases engagement and purchase frequency. It also increases Customer Lifetime Value (CLV) by fostering longer-lasting relationships. Its main challenge is to maintain a balance between entertainment and brand coherence: if gamification is excessive or forced, it can trivialize the product and detract from prestige.

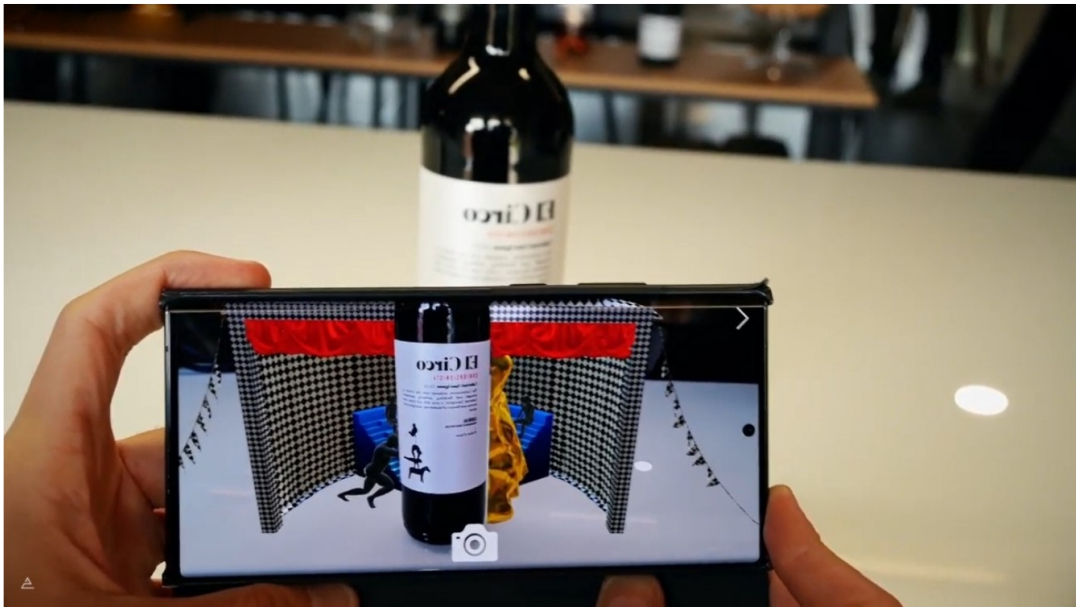

Figure 19. Bottle of El Circo wine with augmented reality. *Source: Deusens*

3.6 Performance Indicators (KPIs)

Measuring the success of digital strategies is essential to assess their profitability, optimize resources, and make data-driven decisions. Key Performance Indicators (KPIs) allow you to transform scattered metrics (clicks, visits, purchases) into strategic insights. In the field of wine marketing, where loyalty and brand perception are as important as direct sales, it is essential to select KPIs that combine visibility, conversion and long-term value.

- **Engagement Rate:** This indicator measures the level of interaction of the public with the content published on social networks, and is calculated as:

  (Total Interactions ÷ Number of Followers) × 100

  Interactions include likes, comments, shares, saves, or clicks on links. High engagement indicates that the community is emotionally connected to the brand and that the content generates real interest, which increases the chances of conversion into sales. In addition, the algorithms of platforms such as Instagram or TikTok reward content with the highest organic interaction, giving it more visibility at no additional cost. A high number of followers with low engagement usually indicates purchased or poorly segmented audiences.

- **E-commerce conversion rate**: Conversion measures the percentage of visitors to an online store who complete a purchase. It is a key KPI to evaluate the effectiveness of the complete digital strategy: web design, usability, value proposition, payment methods and digital advertising campaigns.

  For example, if out of 1,000 daily visits only 30 buy, the conversion rate is 3%. An increase in this percentage is usually more profitable than attracting new visitors, because it optimizes the performance of existing traffic.

  Common enhancements to elevate conversion include: simplified checkout processes, professional product photography, viewable customer reviews, fast shipping, and personalized discounts.

- **Customer Lifetime Value (CLV):** CLV estimates the total economic value that a customer brings to the company throughout their relationship. This KPI combines purchase frequency, average spend, and relationship duration.

  A high CLV indicates that the customer buys repeatedly and over years, reducing reliance on expensive acquisition campaigns. This is especially valuable in the wine industry, where building a loyal base of repeat customers ensures long-term stability.

  Strategies to elevate CLV include wine clubs, subscriptions, loyalty rewards, personalized attention, or members-only content.

- **Return on investment (ROI):** measures the net profitability of a digital marketing action. It is calculated as:

(Profit generated – Investment made) ÷ Investment made×100

This KPI allows you to compare different campaigns with each other (social networks, paid ads, influencers, newsletters) to decide which ones deserve more budget. A positive ROI indicates that the campaign generates more revenue than it costs, while a negative ROI shows losses and the need to adjust the strategy.

It is important to consider not only the immediate return on sales, but also the indirect benefits such as brand awareness, future visits or recommendations, which may take longer to materialize.



Figure 20. Properties of KPIs *Source: Tanganyika*

4. Advanced Digital Marketing Strategies for Viticulture and Wine Tourism

The digitalisation of the wine sector has not only transformed production processes, but also the way it is communicated, promoted and sold. Digital marketing is positioned as the key tool to connect with increasingly informed and demanding consumers, who are looking for authenticity, sustainability and unique experiences (Hall et al., 2000; Euromonitor, 2023).

This section delves into advanced strategies that integrate big data, artificial intelligence, programmatic advertising, and immersive tools such as augmented reality (AR) and virtual reality (VR), as well as the relevance of e-commerce and predictive analytics for campaign optimization.

4.1 Programmatic Advertising and Advanced Targeting

Programmatic **advertising** allows you to buy advertising space online in real time, applying algorithms that analyze user profiles, behaviors, and consumption patterns.

- **Example**: A winery can target ads in Google Ads or Facebook Ads to users interested in wine tourism, premium wines or sustainability, segmenting by age, location and digital habits.
- **Benefit**: Increased conversion rate and reduced cost per acquisition (Statista, 2022).

In addition, **platforms such as Meta Ads Manager** and **Google Marketing Platform** allow you to apply **lookalike *audiences to attract customers with profiles similar to current buyers, optimizing reach*.**

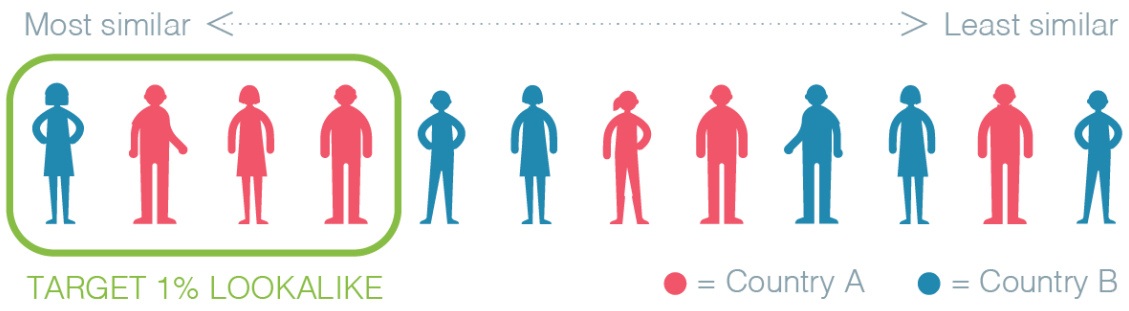

Figure 21. Lookalike profiles. *Source: maimolina*

4.2 Artificial Intelligence and Predictive Personalization

Machine learning algorithms are transforming the way wineries and digital platforms understand their consumers. These systems analyze large volumes of data on buying behavior, ratings, searches, and taste preferences to provide personalized recommendations, real-time advice, and dynamic pricing.

Thanks to intelligent automation, the digital channel can adapt to each customer's profile in a predictive way, which increases sales, loyalty and Customer Lifetime Value.

Example of real cases:

- **Vivino:** It is the largest wine recommendation platform worldwide, with more than 60 million users. It uses AI algorithms that combine user ratings, purchase history, prices, varietals, and regions to recommend wines tailored to personal preferences. According to its corporate reports, the system progressively improves with each interaction and allows you to segment hyper-personalized marketing campaigns.
- **Wine.com:** It has incorporated AI-based virtual assistants (chatbots) that offer real-time advice during the purchase process. These bots guide the customer according to their budget, consumption occasion or desired type of grape, and are connected to the inventory in real time. In addition, machine learning models Wine.com applied to forecast seasonal demand and optimize stock.
- **Treasury Wine Estates (Australia):** One of the largest wine groups in the world has implemented AI to analyze sales data and consumption habits in different countries, allowing them to adapt digital campaigns, plan launches and predict demand trends months in advance.

In addition to personalization, AI allows you to apply Dynamic Pricing strategies: algorithms that adjust the prices of each wine in real time based on multiple variables such as:

- **Forecasted demand** (sales history),
- **seasonality** (festivities, grape harvest, launches),
- **individual customer behaviour** (willingness to pay),
- **prices from competitors on marketplaces** such as Amazon or Vivino.

These techniques, widely used in general e-commerce, are being adopted in the wine sector to maximize the margin per bottle without losing competitiveness.

A recent academic example is the work of Andreas Kamilaris et al. (2022), which describes AI models for demand prediction and dynamic adjustment of agricultural and food prices, also applicable to the wine sector.

4.3 Content Marketing and Wine SEO

In the wine sector, search engine optimization (SEO) is key to attracting qualified organic traffic to winery websites, online stores and wine tourism projects. Unlike paid advertising, SEO offers sustained visibility over time, reducing reliance on large budgets and improving brand authority online.

The most effective strategies combine:

- **Specialized and valuable content:** The creation of blogs with articles on pairings, tastings, wine tourism, sustainability and native varieties helps to attract informative searches. Posting frequently and optimizing content with relevant keywords improves domain authority and qualified traffic. Platforms such as Forbes (2022) highlight that useful and authentically narrated content increases the time spent on the web, which improves SEO ranking.
- **Local SEO to attract wine tourists:** Many users search for terms such as "winery near me" or "wine tasting in [city/region]". Optimizing profiles on Google Business Profile, keeping reviews up to date, and adding geotags to your content is essential to appear in local results and on maps.
- **Optimization for voice searches:** With the rise of assistants such as Google Assistant and Alexa, voice searches have grown exponentially. This involves adapting web texts to a conversational, direct, and FAQ tone, to increase the chances of appearing in featured snippets.

In addition, content marketing is amplified through videos on YouTube, reels on Instagram and TikTok that show experiences in the vineyard, winemaking processes and real testimonials from consumers. This audiovisual content generates much greater engagement and is key to attracting young audiences.

4.5 E-Commerce and Omnichannel Strategies

The rise of e-commerce has profoundly transformed the wine business model. Wineries can no longer rely exclusively on in-store sales or distributors: they must integrate their offline and online channels into an omnichannel strategy, where the customer can interact seamlessly across all touchpoints.

Some current successful models are:

- **Direct-to-Consumer (DTC):** More and more wineries are selling directly to the consumer through their own websites or marketplaces such as Vivino or Wine.com. This approach cuts out the middleman, improves profit margins, and allows valuable customer data to be collected to personalize campaigns.

- **Subscriptions and wine clubs:** Platforms such as Naked Wines have popularized monthly subscription models, which offer personalized selections based on Artificial Intelligence (AI), access to limited editions, and exclusive experiences. This model generates recurring revenue and builds customer loyalty.
- **Click & Collect and hybrid strategies:** The online shopping system with collection at the winery is increasingly valued by wine tourists, who can plan their visit and pick up the products without shipping costs. This allows the physical experience to be connected to the digital channel, strengthening the relationship with the visitor.

An effective omnichannel strategy not only increases sales, but improves the customer experience by giving them freedom of choice over how, when, and where to buy.

4.6 Predictive Analytics and Big Data for Marketing

The adoption of advanced analytics and demand forecasting tools is revolutionizing the way wineries plan their campaigns. Thanks to the massive collection of data – historical sales, seasonality, weather, shopping habits, social media activity – trends can be anticipated and strategic decisions can be optimized.

- **Predictive demand models:** They allow estimating the amount of wine that will be sold based on external variables such as weather, local festivities, launches or wine tourism events. Studies by C. Michael Hall and Richard Mitchell (2008) showed how these tools help align production, marketing, and logistics to avoid overstock or product shortages.

- **Strategic KPIs for digital marketing:** As mentioned above in section 3.6, predictive analytics should be accompanied by key performance indicators that measure the effectiveness of campaigns:

    - **CTR (Click-through rate):** The percentage of users who click on an ad or link.
    - **Conversion rate in Online Advertising campaigns (Ads):** measures how many clicks end in effective purchases.
    - **Social media engagement:** interactions (likes, comments, shares) per post.
    - **Customer Lifetime Value (CLV):** economic value that each customer contributes throughout their relationship with the winery.

- **Recommended tools:** Solutions such as Google Analytics 4 (web traffic and behavior), SEMrush (SEO and competitor analysis) or HubSpot (CRM, marketing automation and customer analytics) allow you to centralize data and apply predictive models in multichannel campaigns.

Thanks to these business intelligence systems, wineries can redirect their investments towards the actions with the highest returns, personalize offers and predict peaks in demand weeks in advance, optimizing their entire value chain.

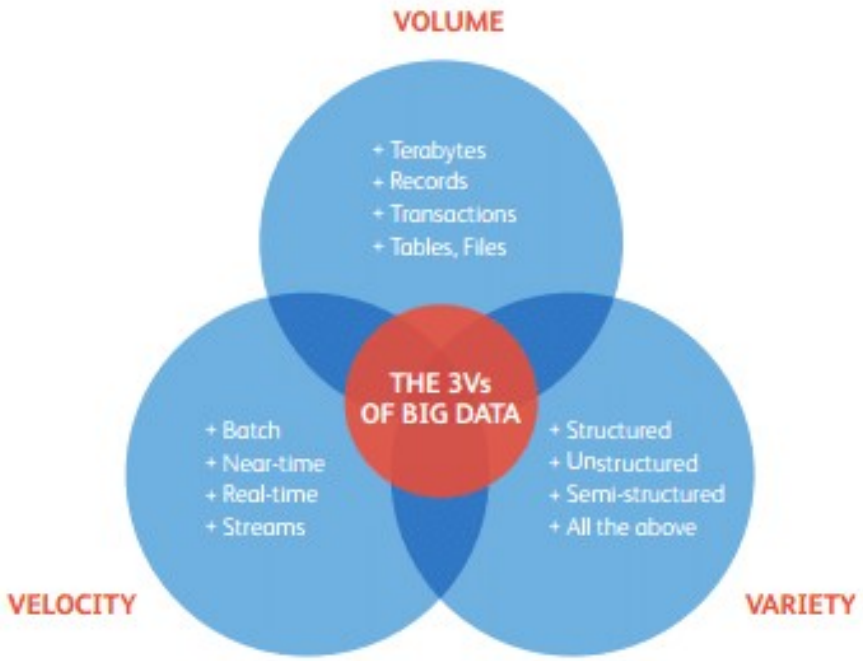

Figure 22. The 3 Vs for Big Data Marketing *Source: GrowthRocks*

5. Strategies for Loyalty and Community Building in the Wine Sector

In the current context of high competitiveness and globalization of the wine sector, customer loyalty and the creation of communities around the brand have become key strategies to ensure long-term sustainability and profitability. Nowadays, it is not enough to offer a quality wine: the consumer is looking for memorable experiences, emotional connection and shared values with the brand (Bruwer & Alant, 2009; Forbes, 2023).

Loyalty reduces reliance on aggressive recruitment campaigns and generates brand ambassadors who drive organic recommendation. According to Kotler et al. (2019), retaining a current customer is five to seven times cheaper than acquiring a new one, and a 5% increase in retention rate can raise profits by 25% to 95% (Reichheld & Sasser, 1990).

This section delves into advanced engagement strategies that integrate digital innovation, relationship marketing, experience economics and technological platforms to transform the relationship with the customer into a competitive advantage.



Figure 23. Member loyalty card. *Source: Freepick*

5.1 Digital Strategies for Loyalty in the Wine Sector

In the era of digital transformation, wineries are adopting advanced digital strategies to build customer loyalty, increase their long-term value and consolidate the emotional relationship between consumer and brand. Digitalization makes it possible to move from one-way communication to an immersive and personalized experience that generates constant engagement, which is essential in a market where consumers value authenticity, sustainability, and exclusivity (Hall & Mitchell, 2008; Kotler et al., 2019).

Data-driven personalization and Big Data

The **use of Big Data and advanced analytics** is the cornerstone of digital loyalty. Through CRM systems integrated with e-commerce and social media platforms, wineries collect data on purchase history, network interactions, and organoleptic preferences.

- **Real-world example:** Australian winery **Treasury Wine Estates** uses predictive algorithms to deliver personalized recommendations based on the customer's sensory profile. According to internal reports, this increased **cross-selling by 25%** in its digital channel (Wine Business Monthly, 2023).
- **Key technologies:** Salesforce CRM, HubSpot and specific solutions such as WineDirect, which allow you to segment customers and design hyper-personalized campaigns.

Digital Membership Programs and Online Wine Clubs

Digital **wine clubs** have revolutionized loyalty marketing in the sector, by offering subscriptions with recurring shipments, exclusive discounts and early access to limited editions.

- According to Statista (2023), the **global wine subscription market** reached **USD 1,200 million in 2022**, with a projected growth of **7.5% per year**.
- **Case in point: Naked Wines (UK)** implements a collaborative model where members fund independent wineries in exchange for discounts and exclusive access. This system reduced the cost of customer acquisition by **40%** and increased the retention rate by **35%** in two years (Financial Times, 2022).

Gamification and Digital Engagement

Gamification is a strategy that is increasingly used to build loyalty. Points systems, digital badges, rankings and virtual challenges are applied in mobile applications or websites.

- **Example:** The **Vivino** app has integrated achievements and rewards to incentivize interaction, which contributes to maintaining an active base of more than 60 million users worldwide (Vivino, 2023).

- Wineries that adopt gamification report increases of 20% in purchase frequency and 15% in the conversion of new customers into returning customers (Euromonitor, 2023).

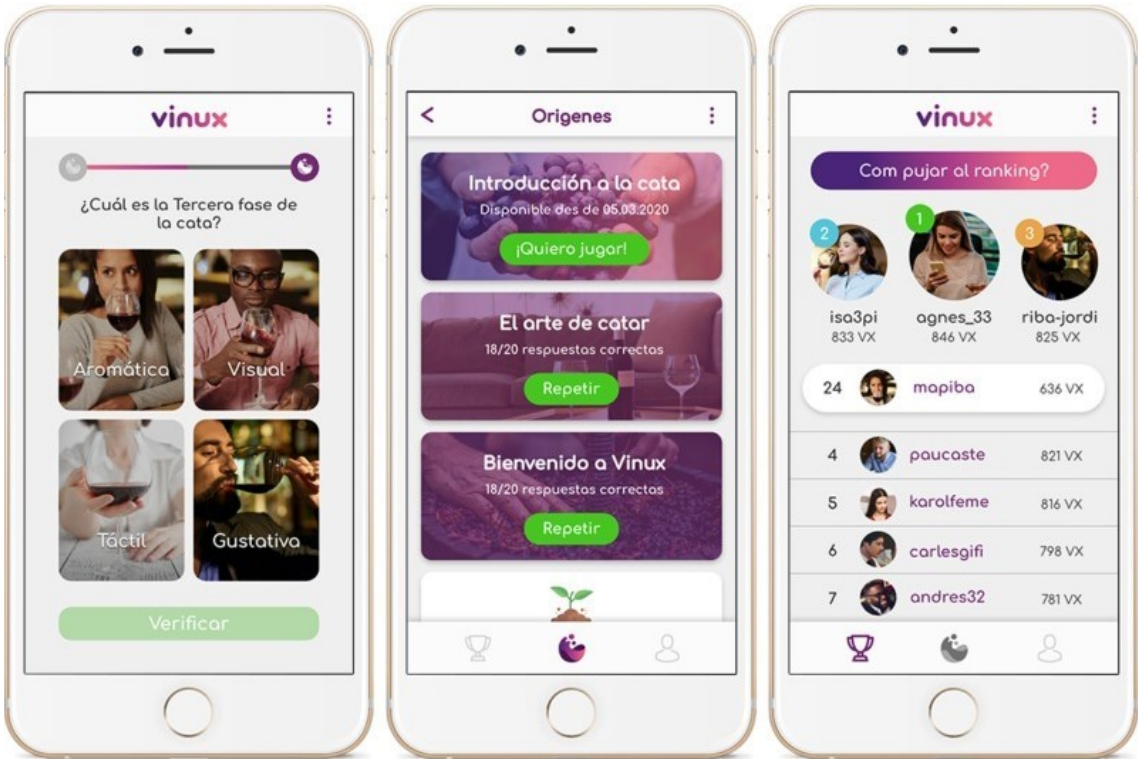

Figure 24. Vinux platform for wine gamification. *Source: Vinux*

Automated and Intelligent Segmentation

Marketing **automation** allows wineries to create automatic communication flows adapted to customer behavior:

- Automated post-purchase emails with personalized recommendations.
- Push notifications to announce exclusive releases or virtual tastings.
- Segmentation by consumption behavior and sensory affinities. According to HubSpot (2023), brands that use automation in marketing achieve a 15% increase in retention rate and a 50% higher likelihood of conversion in cross-selling campaigns.

Digital Communities and Immersive Experiences

The most innovative digital strategies include **the creation of brand communities** on social networks, owned platforms or even in the metaverse:

- **Pioneering example:** The French winery **Château Malartic-Lagravière** launched immersive experiences in virtual environments, where customers can tour the vineyard in 3D and attend tastings in augmented reality (WineTech Forum, 2023).
- According to DataIntelo (2023), **70% of premium wine consumers are willing to pay more for exclusive digital experiences** associated with prestigious brands.

Impact of Digital Loyalty

These strategies not only increase retention, but also transform the relationship with the consumer into an emotional experience that generates advocacy and spontaneous recommendations (Bruwer & Alant, 2009). In addition:

- Wineries that implement **CRM and marketing automation increase customer LTV by an average of 20-30%.**
- Online **wine clubs generate a positive ROI in less than 18 months**, especially in medium and large wineries (Euromonitor, 2023).

5.2 Loyalty Programs and Wine Clubs: Models and Trends

Loyalty programs and wine clubs represent one of the most effective pillars to retain customers and guarantee recurring income in the wine sector. This type of strategy seeks to convert occasional buyers into repeat customers through tangible benefits (discounts, free shipping, access to exclusive products) and emotional experiences (participation in private events, winery tours, personalized tastings). Its objective is to strengthen the bond with the brand, increase customer lifetime value (LTV) and improve revenue predictability (Kotler et al., 2019; Euromonitor, 2023).

Wine Club Models and Loyalty Programs

1. **Monthly or Quarterly Subscription Model**
    - It is the most common in the industry. The customer pays a fixed fee and receives a curated selection of wines at regular intervals.
    - **Example: Wine Access** (US) offers plans that include premium wines curated by sommeliers, along with educational video content to increase value perception(Statista, 2023).
    - Benefit: Generates **stable cash flow**, allows **batch segmentation** and outputs limited editions.
2. **Exclusive Access Membership Model**
    - The customer not only buys wine, but also gets **priority access to launches, private events, winery tours and exclusive discounts**.

- **Case in point: Penfolds Rewards of Patience Club** (Australia) offers private tastings with winemakers, early access to iconic wines, and luxury dining experiences (Wine Business Monthly, 2023).

3. **Experiential Model (Wine Tourism + Wine Club)**
    - Integrate wine tourism with memberships: those who sign up get additional benefits during the visits (lunches in vineyards, participatory harvests, paired tastings).
    - **European example:** The **club La Rioja Alta S.A.** it offers annual experiences such as manual harvesting, pairings with local chefs and vertical tastings, building loyalty among international customers (Bruwer & Alant, 2009).
4. **Clubs Based on Point Rewards**
    - They accumulate points for each purchase that are then redeemed for discounts, free shipping, or experiences.
    - **Example: Direct Wines (UK)** integrates a points system into its e-commerce, which has increased **the purchase frequency** of loyal customers by 18% (Euromonitor, 2023).

Emerging trends in wine loyalty

- **Advanced Personalization:** Thanks to the use of **Big Data and Machine Learning**, wine clubs no longer send standard selections, but adjust the offer to the customer's sensory preferences (varieties, denominations of origin, styles). Platforms such as **Wine Access** and **Firstleaf** apply predictive algorithms based on previous tastings and reviews (Kamilaris et al., 2019).
- **Total Club Digitalization:** Mobile applications with **purchase history, order tracking, personalized scores and stock alerts**. 73% of digital consumers prefer **integrated apps** over email communication (Statista, 2023).
- **Virtual Experiences and Metaverse:** Streaming tastings, virtual tours of vineyards and **NFTs associated with exclusive wines**. The **WineChain** project launched a platform where members purchase tokenized premium wines, ensuring authenticity and exclusivity (Kamilaris et al., 2019).
- **Sustainability as a Differential Value:** Clubs that integrate **sustainable practices and green certifications** into their narrative achieve 25% higher retention in millennial and Gen Z customers (Euromonitor, 2023).

Economic Impact and ROI

Wine clubs offer **significant returns**:

- Wineries with active clubs report **increases of 30% in recurring revenue** and 40 **% more in customer retention** compared to traditional models (Wine Intelligence, 2022).

- In the US, 60% of smalland medium-sized wineries rely on **wine clubs to generate more than 40% of their direct revenue** (Silicon Valley Bank, 2023).

Featured Real-Life Examples

- **Vivino Plus (International):** Offers discounts and free shipping, achieving 20 million monthly active users.

- **Naked Wines (UK):** Collaborative model that finances small producers; **35% growth in recurring customers** in two years.

- **Wine.com StewardShip:** Loyalty program with annual subscription for unlimited shipping, inspired by Amazon Prime.

5.3 Loyalty strategies based on sensory experiences and wine tourism

Wine **tourism** has established itself as one of the most powerful tools for generating loyalty in the wine sector. Unlike purely commercial strategies, this approach is based on **creating immersive and multisensory experiences**, which emotionally link the consumer with the brand and its territory (Bruwer & Alant, 2009). Recent studies show that a visitor who has an authentic experience at the winery is **three times more likely to become a repeat customer** (Wine Intelligence, 2022).

Sensory Experience as a Differential Value

Loyalty through sensory experiences is based on offering the customer a **journey of sensations** that connects the five senses with the history and identity of the wine. This includes:

- **View:** Tours of architecturally appealing vineyards, landscapes, and wineries.

- **Hearing:** Music paired with wines (Wine & Music Pairing), storytelling by winemakers.

- **Smell and taste:** Thematic tastings (vertical, horizontal, innovative pairings).

- **Touch:** Participation in processes such as harvesting, pruning or grape stomping.

Case study: The **Bodegas Vivanco winery (La Rioja)** offers an interactive museum and sensory workshops that combine art, history, and wine, achieving a **45% increase in memberships to its wine club** after the in-person experience (Gómez-Candón et al., 2020).

Experiential Wine Tourism: Key Strategies

1. **Participatory Harvests**
    - Involving the visitor in the harvest generates an emotional bond and a sense of belonging.
    - **Example: Pago de Carraovejas (Spain) organizes** "Harvest Days", where attendees pick grapes, learn about ripening control and finish with a paired tasting.
2. **Themed Gastronomic Pairings**
    - Combine wines with local or international cuisine, including disruptive experiences such as pairings with chocolate, artisanal cheeses or music.
    - **International example: Robert Mondavi Winery (USA)** it offers tasting menus prepared by Michelin chefs, which increases direct sales by 35% at gastronomic events (Statista, 2023).
3. **Multi-format sensory tastings**
    - Incorporate technology: virtual reality (VR) glasses to tour vineyards, immersive projections that simulate seasons of the year or aromas diffused during the tasting.
    - **Example:** The Campo Viejo **winery** developed VR experiences at international fairs, managing to increase purchase intention by 28% compared to traditional tastings (Euromonitor, 2023).
4. **Cultural and Artistic Events**
    - Concerts in vineyards, art exhibitions and gastronomic festivals position the winery as a cultural destination.
    - **European case:** The **Music among Vineyards festival (Ribera del Duero)** generated a 180% return in sales and attracted more than 15,000 visitors in the last edition (Silicon Valley Bank, 2023).



Figure 25. 27th Edition of the Music among Vineyards Festival. Source: D.O.Ribera del DUero

Current Trends in Wine Tourism and Sensory Experiences

- **Premium Experiences:** Private tastings in exclusive barrels or helicopter flights over vineyards.
- **Sustainable Tourism:** Integration of ecological practices in the visit, such as showing the use of renewable energies or regenerative viticulture techniques (Bindi & Olesen, 2011).
- **Digital Experiences:** "Virtual wine tourism" through online platforms that allow reservations, guided tastings by videoconference and direct sales after the experience (Gómez-Candón et al., 2020).
- **Co-created Experiential Tourism:** Visitors participate in the creation of their own wine, choosing blending and personalized labeling.

Economic Impact

The incorporation of wine tourism activities has become a key driver of diversification and complementary income for wineries, especially in consolidated wine regions. Beyond the sale of wine, wine tourism generates profitability through hospitality services, gastronomy, cultural experiences and cross-selling.

According to Wine Intelligence (2022), wineries that make up a solid wine tourism offer can increase their direct sales by between 25% and 50%, thanks to direct contact with the end consumer and the elimination of intermediaries. Visitors tend to buy more volume per transaction and at higher prices, due to the emotional charge of the experience lived in the winery itself.

The World Tourism Organization (2022) points out that the average expenditure of a wine tourist is around 60% higher than that of a conventional tourist, especially when it comes to premium experiences (luxury accommodation, signature gastronomy, private or personalized tastings). This shows that wine tourism attracts a visitor profile with greater purchasing power and a greater propensity to repeat purchases.

In addition, wine tourism has multiplier effects on the territory, generating local employment (hospitality, guides, logistics) and strengthening the cultural and landscape identity of the wine regions.

5.4 Digital Marketing and Social Media in the Wine Industry

Digital marketing has become the main driver of visibility, positioning and sales for the wine sector. Faced with an increasingly connected and demanding consumer, wineries have had to adopt digital strategies that range from social media presence to the implementation of segmented campaigns with artificial intelligence (AI) and immersive experiences in digital environments.

This section explores the trends, tools and best practices that are transforming the way wine is communicated, promoted and marketed globally.

The New Digital Consumer in the World of Wine

The profile of the wine consumer has changed radically in the last decade. Today we find an audience:

- **Connected and multi-channel:** 78% of consumers consult informationonline before buying wine (Wine Intelligence, 2022).
- **Influenced by social networks:** Instagram, TikTok and YouTube have become decisive showcases. The hashtag **#winelovers** accumulates more than 20 million posts on Instagram (Statista, 2023).
- **Interested in sustainability and authenticity:** Buyers are looking for wineries with environmental commitment and transparency (OIV, 2022).
- **Experience-oriented:** Online tastings, digital clubs, and personalized storytelling are more valued than traditional advertising (Euromonitor, 2023).

Digital Marketing Strategies for Wineries and Vineyards

1. Social Media as the Main Channel

Social networks are not only used to show products, but also to **build community and emotional engagement**. The most relevant platforms are:

- **Instagram and TikTok:** Focused on visual and inspirational content. Storytelling through images and short videos is key to transmitting wine culture.
- **Facebook:** Despite the drop in young audiences, it is still useful for segmented campaigns and events.
- **LinkedIn:** Increasingly used for corporate positioning and premium wine tourism.

Case study: The **Campo Viejo winery (Spain)** implemented an Instagram campaign with gastronomic influencers, achieving **a 28% increase in interactions** and **a 12% increase in online sales** (Euromonitor, 2023).

2. Digital Storytelling: From the Bottle to the Story

The consumer is looking for more than just wine: they are looking for authentic stories that connect with their values. **Storytelling** is the tool that allows us to tell:

- The origin of the vineyard and the family tradition.

- Sustainable and responsible practices.
- Human experiences behind every bottle.

Example: Marqués de Riscal created the documentary series *Vinos con Alma*, showing the process from the vineyard to the glass, generating more than **500,000 views on YouTube** and increasing wine tourism bookings by **20%.**

3. Targeted Advertising with Big Data and Programmatic

The use of tools such as **Google Ads, Facebook Ads and programmatic advertising** allows hyper-segmented **campaigns to be directed** according to:

- Geolocation.
- Consumption preferences (e.g. organic wine, sparkling wine).
- Previous interactions (remarketing).

Studies indicate that programmatic advertising can **improve conversion by 30-40% compared to generic advertising** (Statista, 2023).

4. Influencers and Content Marketing

Influencers specialized in gastronomy and lifestyle are powerful ambassadors. Common strategies:

- **Collaborations on social networks.**
- **Sending tasting kits for reviews.**
- **Live tastings on Instagram or TikTok.**

Case study: Freixenet developed the Celebrate *Life with Bubbles campaign* together with content creators in Spain and Mexico, achieving **3.2 million views on TikTok** and a **15% increase in online sales** (Wine Intelligence, 2022).

5. E-Commerce and Direct-to-Consumer (D2C) Platforms

The digital channel has revolutionized direct sales, reducing intermediaries. Key platforms:

- **Vivino:** Leading social network and e-commerce for wine, with more than **60 million users**.

- **Own online store:** Integration with CRM and secure payment gateways.
- **Premium marketplaces:** Amazon Wine, Wine.com.

Wine e-commerce grew by **+43% in 2021** and continues to expand (OIV, 2022).

6. Immersive Digital Experiences

Recent innovations:

- **Interactive online tastings:** With delivery of mini-bottles and live connection with winemakers.
- **Augmented reality (AR):** Interactive labels that tell the story of wine through apps (example: **19 Crimes**, which uses AR to tell stories on the label).
- **Metaverse and NFTs:** Wineries such as **Château Malartic** launched wines with NFT tokens that include access to exclusive events.

Challenges and Good Practices

- **Authenticity:** Avoid artificial messages. Transparency builds trust.
- **Channel adaptation:** Do not replicate content between platforms; each network demands its language.
- **Measurement and analytics:** Use of tools such as Google Analytics, Hootsuite, or HubSpot for tracking and optimization.
- **Legal compliance:** Alcoholic beverage advertising and data protection regulations (GDPR).

Impact on the Industry

- **Increase in online sales:** In Europe, digital wine sales already represent **12-15% of the total** (OIV, 2022).
- **Improved loyalty:** Digital wine clubs (e.g. Vivino Plus) achieve renewal rates of over **70%.**
- **Global expansion:** Small wineries reach international markets through well-designed digital campaigns.

5.5 Omnichannel Strategies for Wine Marketing

In a global market characterized by digitalization and hyperconnectivity, wineries cannot be limited to a single sales channel. The omnichannel strategy has become the foundation of commercial success for the wine industry, integrating physical, digital and experiential channels to offer a seamless, consistent and personalized customer experience at all touchpoints.

The goal of omnichannel is not only to increase sales, but to create value, loyalty, and a memorable experience that positions the brand in the consumer's mind. Below are the principles, tools and success stories that define the most effective omnichannel strategies in the wine sector.

What is an Omnichannel Strategy?

It is a methodology that **integrates all communication, marketing and sales channels into a unified ecosystem**, in which each customer interaction feeds into and improves the next. Thus, the shopping experience in a physical store is connected to the mobile app, social networks, the online store and after-sales service.

Key features of omnichannel:

- **Brand consistency:** Same message, tone, and values across all channels.
- **Technology interoperability:** Centralized CRM that unifies customer data.
- **Personalization:** Recommendations based on history, preferences, and digital behavior.
- **Seamless experience:** The customer can start an interaction on one channel and complete it on another frictionlessly.

According to Deloitte (2022), companies that implement omnichannel strategies achieve **23% higher customer retention** and **30% higher average purchase value** compared to those that operate in a single channel.

Channels that Integrate the Omnichannel Strategy

1. Physical Stores and Warehouses

The physical point of sale continues to be a fundamental space to **build experience and trust**. However, it must connect with digital:

- Implementation of **interactive screens** that display information about the wine.
- **Click & collect systems:** The customer buys online and picks up at the winery.

- Using **QR codes** on shelves to offer pairings, reviews, and explainer videos.

Example: The Torres **winery** (Spain) integrates its physical store with the mobile app and the web, offering exclusive discounts on events and synchronization of loyalty points in all channels.

2. E-commerce and Online Platforms

E-commerce is growing at double digits in the sector. An omnichannel strategy requires:

- Own online store with **immersive experience**: 360° photos, chatbots and recommendation tools.
- Integration with marketplaces such as **Vivino**, **Wine.com**, Amazon Wine.
- Retargeting tools: Personalized ads for users who visited the website but didn't purchase.

Fact: Wineries that combine e-commerce and physical stores report **40% more revenue** than those that operate in a single channel (Statista, 2023).

3. Social Media and Digital Marketing

Social media is the **gateway** to the omnichannel experience:

- Integration of **shops on Instagram and Facebook** with direct payments.
- Live shopping **functionality** on Instagram Live or TikTok.
- Targeted advertising with direct purchase options from ads.

Case study: Freixenet implemented an Instagram Shopping **strategy in 2022**, achieving an **18% increase in digital sales** in six months (Wine Intelligence, 2022).

4. Mobile Apps and In-App Experiences

Apps allow for extreme customization:

- Digitized loyalty programs.
- Scanning labels to access **AR** (augmented reality) content.
- Wine club subscription management and personalized alerts.

Example: The Vivino **app** integrates tag scanning with reviews from other users, direct purchases, and AI-based recommendations.

5. Wine Tourism and Face-to-Face Experiences

Wine tourism continues to be a **strategic channel**, but it is connected to digitalisation:

- Online bookings for visits and tastings.
- Special offers promoted on social networks.
- Cross-selling: After the physical experience, sending personalized offers by email marketing.

Example: Bodegas Marqués de Cáceres increased **post-visit sales by 35%** thanks to automatic campaigns after wine tourism experiences.

Key Technologies for Omnichannel

- **CRM (Customer Relationship Management):** Platforms such as **Salesforce**, **HubSpot** or **Zoho CRM** integrate data from all channels.
- **ERP for warehouses:** Synchronized management of inventories, invoicing and logistics.
- **AI and Big Data:** Demand predictions, personalization of offers, dynamic segmentation.
- **Marketing Automation:** Tools such as Mailchimp, Klaviyo, or ActiveCampaign for automated and personalized campaigns.

Benefits of Omnichannel in Viticulture

Omnichannel involves the coherent integration of all sales and communication channels – physical store, e-commerce, social networks, wine tourism, marketplaces and customer service – so that the consumer has a fluid, consistent and personalized experience regardless of the point of contact.

Unlike a traditional multichannel model (where each channel operates in isolation), omnichannel allows data, messages and services to be synchronized in real time, which is generating tangible results for wineries:

- **Increased sales:** According to Deloitte (2022), companies that adopt advanced omnichannel strategies can sell up to 50% more than those that operate with disconnected channels. This is because the consumer can start their experience on networks, continue it in the online store and complete it in the physical warehouse without friction, thus increasing the probability of conversion.

- **Customer loyalty:** Delivering a consistent experience across all touchpoints—from networking to after-sales service—builds trust and brand loyalty. Thanks to the unification of data, it is possible to personalize offers and recommendations according to the history of each customer, strengthening the emotional bond.

- **Increased customer lifetime value (CLV):** The 360° view of the customer allows you to design data-driven strategies to increase average spend, purchase frequency, and long-term retention. By getting to know the consumer better, wineries can anticipate their needs and offer relevant experiences at each stage of their relationship with the brand.

- **International expansion:** Omnichannel allows access to global markets without a physical presence, through digital platforms, specialized marketplaces and collaborations with international logistics operators. This lowers barriers to entry and accelerates external growth, while maintaining control of the brand experience.

Challenges and Considerations

While it offers clear competitive advantages, implementing an omnichannel strategy comes with significant challenges that require planning and resources:

- **High initial investment:** It is necessary to integrate unified management technology (CRM, ERP, e-commerce platforms, marketing automation) and train staff in its use. This phase usually involves high costs before the benefits are realized.

- **Data management and privacy:** The collection and processing of personal data requires compliance with the General Data Protection Regulation (GDPR), which involves explicit consent, cybersecurity, and information governance policies. Failure to comply can lead to high penalties and damage to the reputation of the winery.

- **Need for internal coordination:** For omnichannel to work, traditionally siloed departments such as marketing, sales, logistics, customer service, and wine tourism must work in alignment. This requires leadership, constant communication, and redesign of internal processes, avoiding organizational silos.

International Success Stories

- **Moët Hennessy (France):** LVMH's wine and spirits group has deployed a global omnichannel ecosystem that connects its own e-commerce with augmented reality (AR) experiences, exclusive membership clubs and high-end physical outlets. In 2022, it managed to increase its direct sales by 20%, according to its corporate reports, also reinforcing the perception of luxury of its brands.

- **Constellation Brands (USA):** Implemented an integrated digital platform that connects its warehouses, distributors, and online sales channels in real time, reducing logistics times by 15% and improving product availability at peak demand. It also achieved an increase in the accuracy of its sales forecasts.

- **Campo Viejo (Spain):** This winery from La Rioja has unified its online store, social networks and face-to-face events into a coherent omnichannel strategy, where each customer receives personalized offers based on their digital behavior and previous visits. This integration has increased its conversion rate by 32% and strengthened its brand community internationally.

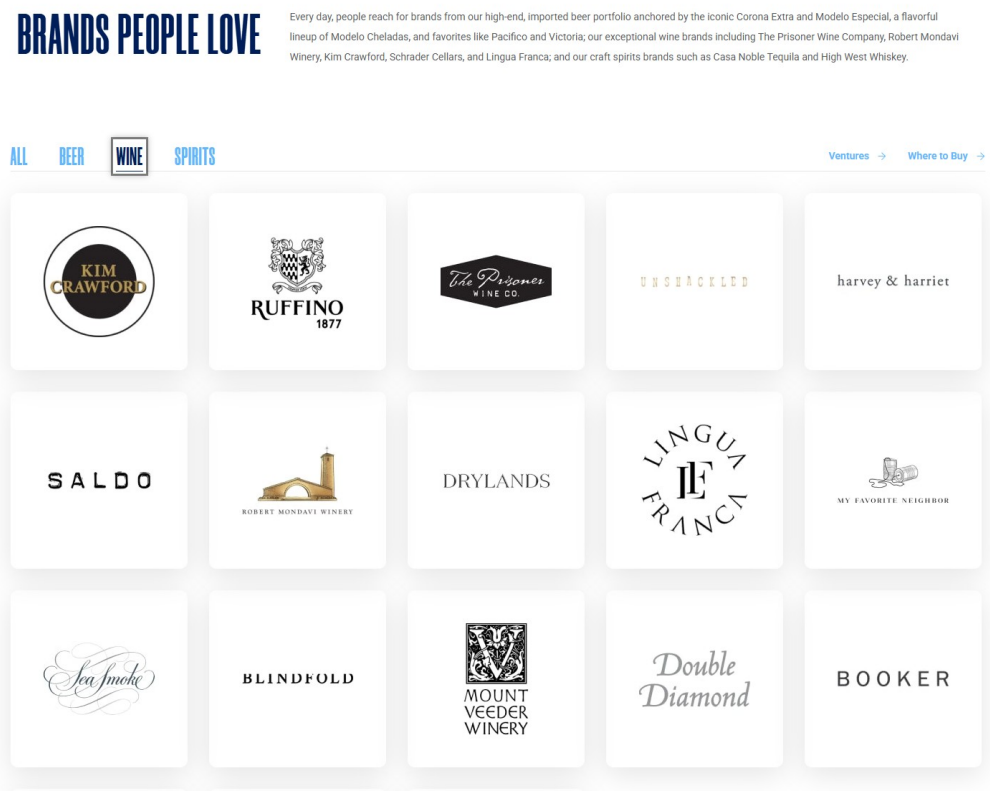

Figure 26. Constellation Brand Platform.

5.6 Economic Impact of Loyalty in the Wine Sector

Loyalty in the wine sector is not only a relational marketing strategy, but also **a critical lever for the profitability and financial sustainability of wineries**. In an increasingly competitive environment, with more demanding consumers and saturated markets, **retaining a current customer is significantly more profitable than attracting a new one** (Reichheld & Sasser, 1990). This principle, widely demonstrated in the marketing and behavioral economics literature, has an even greater impact on the wine industry, where the cost of customer acquisition (CAC) is elevated due to heavy investment in advertising, distribution, and promotions.

Profitability and Associated Costs

According to Kotler et al. (2019), the cost of acquiring a new customer can be **five to seven times higher than** the cost of retaining them. In viticulture, these figures can even double due to the high investment in branding and fragmented distribution channels. This means that **a winery that increases its retention rate by 5% can increase its profits by between 25% and 95%,** thanks to customer value over time (LTV).

For example, the *Wine Business Monthly* (2023) indicates that loyal customers tend to:

- **Purchase 30% more volume** per order compared to new ones.
- **Increase purchase frequency by 40%,** especially when they are part of a membership program or wine club.
- **Accept premium prices**, valuing attributes such as exclusivity, history and sustainable practices, thus reducing price elasticity.

Recurring Revenue and Financial Stability

One of the most notable impacts is the generation of recurring revenue through wine clubs and digital subscriptions. These models ensure stable and predictable cash flow, allowing wineries to plan investments in innovation, sustainability, and international expansion. According to *Statista* (2023), the global wine subscription market exceeded USD 1.2 billion in 2022, with a projected growth of 7.5% per year until 2028.

In the US, wine clubs account for 25% to 35% of direct-to-consumer (DTC) sales in medium and large wineries, and in Europe a similar trend is seen in regions such as Rioja, Bordeaux, and Tuscany (Euromonitor, 2023).

Multiplier Effect on Brand Value

Loyalty also impacts brand perception and the ability to generate cross-selling and up-selling:

- Loyalty programs with exclusive rewards have been shown to increase the average ticket by 15% to 25%.
- Wineries that integrate sustainability and social responsibility stories into their loyalty strategies report a 20% increase in willingness to pay a premium price, especially among millennial and Gen Z consumers (Hall & Mitchell, 2008).

Reducing Financial Risk and Increasing Stability in Crises

Another key economic benefit is **resilience to shocks** (such as the COVID-19 pandemic or international price volatility). Studies by the *Wine Marketing Council* (2021) indicate that wineries with **strong digital communities and active loyalty programs experienced a 50% smaller drop** in revenue than those that relied exclusively on the HORECA channel (hotels, restaurants and catering).

Impact on Return on Investment (ROI)

Implementing well-designed loyalty strategies delivers an **estimated ROI of 300% within 2-3 years** (Wine Business Monthly, 2023). This return comes from:

- Reduction of CAC (Customer Acquisition Cost).
- Increased customer value (LTV).
- Increased gross margin thanks to premium pricing and reduction of aggressive discounts.
- Optimizing ad spend: Loyal customers act as brand ambassadors, generating **word-of-mouth advertising and user-generated content (UGC),** reducing reliance on paid ads (Bruwer & Alant, 2009)

6. Recent demand evolution: from “drinking wine” to “consuming experiences and alternatives”

Over the last decade — and especially after 2020 — the wine sector has moved from a volume-driven logic (“sell more bottles”) to a value-and-experience logic. Consumers are no longer approaching wine only as a beverage, but as:

- a **lifestyle choice** (wellbeing, moderation),
- a **situational product** (portable, casual, social),
- a **sustainable or ethical statement**, or
- a **gateway to experiences** (tourism, gastronomy, brand immersion).

Crucially, these shifts are not mutually exclusive. The most resilient wineries are those combining two or even three of these vectors simultaneously: for example, a sustainable winery offering no/low options and monetising direct-to-consumer tourism.

Demand evolution can be structured into three major complementary trends:

a) Moderation and wellbeing: no/low alcohol as a structured growth category

The “mindful drinking” movement is no longer niche. It is linked to broader macro-drivers:

- health awareness,
- fitness and longevity culture,
- generational change (Gen Z drinks less than previous cohorts),
- workplace and productivity norms,
- stricter drink-driving enforcement,
- and a shift toward “occasion control” rather than abstinence.

The key structural insight: **moderation does not equal exit from alcohol — it often means substitution within the same occasion**.

Industry forecasts (e.g., IWSR) suggest that no-alcohol beverages will continue to grow at high single-digit volume CAGR in major markets through 2028. More importantly, consumer data indicates that many buyers replace full-strength alcohol during specific occasions (weekday dinners, business events, pregnancy, sports training cycles), rather than simply adding a new consumption moment.

For wine, the inflection point has been:

- improved dealcoholisation technology,
- stronger sensory development (especially sparkling),

- clearer category segmentation (0.0%, <0.5%, low-ABV),
- and premium packaging that avoids the “compromise” signal.

The strategic implication is clear: **no/low must be managed as an independent business line**, not as a secondary SKU added for image reasons.

Success case 1 — Giesen 0% (New Zealand → US growth)

Giesen 0% is widely cited as one of the most successful premium no-alcohol wine brands in the United States. Publicly reported figures referencing Nielsen Analytics indicate:

- +49% year-over-year sales growth
- 61% share within premium non-alcoholic still wines (52 weeks YTD to 11-2-24)



Figure 27. Giesen 0%

How they achieved it:

1. **Category-first product development:** The wine is designed from inception for dealcoholisation, rather than stripping alcohol from an existing SKU without reformulation.
2. **Portfolio clarity:** A limited, recognisable range (e.g., Sauvignon Blanc, Rosé, Sparkling) reduces buyer friction.
3. **Occasion activation + retail continuity:** Strong activation during “Dry January,” pregnancy-safe positioning, and weekday consumption — but with sustained year-round shelf presence.
4. **Premium price anchoring:** Positioned above mass-market no-alcohol beverages, reinforcing quality perception.

Success case 2 — Oddbird (Sweden → international scaling)

Since launch, Oddbird has reportedly sold over 7 million units and generated around $30 million in revenue, alongside rapid expansion in the US and Europe.



Figure 28. 0% BIRD

What differentiates the model:

1. **Adult positioning:** Avoids soft-drink aesthetics. The brand tone, typography, and bottle format signal "serious wine."
2. **Sensory credibility:** Extended maturation before alcohol removal, preserving complexity.
3. **Disciplined market sequencing:** Strong Nordic foundation before entering the US and other high-value markets.
4. **Brand consistency:** Stable product concept rather than constant rebranding or experimental SKUs.

Success case 3 — Bodegas Torres – Natureo as mainstreaming lever

Natureo, developed by Bodegas Torres, is positioned as a pioneering Spanish dealcoholised wine brand built around an "alternative way of understanding wine."



Figure 28. Natureo 0,0

Replicable logic:

1. **Education as marketing:** Explaining dealcoholisation reduces uncertainty and stigma.
2. **Mainstream distribution power:** Visibility in supermarkets ensures repeat purchase and category normalisation.
3. **Portfolio continuity:** Long-term availability builds trust — critical in emerging segments.

b) Convenience and new consumption occasions: RTDs, spritz culture, and single-serve formats

If no/low responds to "how much alcohol?", RTDs respond to "how and where do I drink?"

Consumption has shifted toward:

- outdoor and festival environments,
- at-home casual settings,
- social gatherings without formal service,
- portability-first contexts,
- spontaneous purchase behaviour.

In the US, off-premise RTD sales have grown to double-digit billion-dollar levels, representing a significant share of total alcohol sales. This confirms that **single-serve convenience is no longer marginal**.

For wineries, wine-based RTDs (spritz, sangria, low-ABV cocktails) offer:

- lower entry barriers for non-traditional wine consumers,
- flexible price architecture,
- packaging differentiation,
- and incremental category recruitment.

Success case 4 — Ramona (premium canned spritz)

Ramona built credibility through early on-premise presence in high-profile restaurants before broader retail expansion.

Strategic lessons:

1. **Occasion-first design:** Built for immediate consumption — chilled, portable, informal.
2. **Ingredient transparency:** Organic Italian grapes and citrus; no preservatives.

3. **Prestige seeding:** Restaurant adoption acted as a quality signal to retail buyers.



Figure 29. Ramona

Success case 5 — Union Wine Company – Underwood canned wine

Underwood reports producing 41 million cans (equivalent to ~1.7 million cases of 750 ml bottles).

Why it works:

1. **Operational scale:** Reliable supply — critical for national retail listings.
2. **Logistics narrative:** Lower shipping weight and reduced breakage.
3. **Channel alignment:** Ideal for venues where glass is restricted.

Market projections (e.g., Grand View Research) estimate double-digit CAGR for canned wine globally through 2030 — reinforcing portability as a durable driver rather than a fad.



Figure 29. UNDERWOOD can

c) Sustainability and circularity: monetising by-products (“upcycled value”)

Circularity has shifted from compliance to opportunity. Wineries generate:

- grape skins,
- seeds,
- stems,
- lees.

In a tighter-margin environment, these can become second revenue streams.

Two major commercial routes are emerging:

Route 1 — Ingredients: grape seed oil and functional extracts

The grape seed oil market is driven by cosmetics, personal care, and health food demand. Even if wineries do not process oil themselves, partnerships allow:

- seed monetisation,
- co-branded cosmetic lines,
- B2B ingredient sales,
- diversification of revenue beyond vintage risk.

This transforms waste management cost into income.

Route 2 — Bio-based materials: from wine waste to fashion

VEGEA produces grape-based biomaterial using winery leftovers from Northern Italy. Stella McCartney has incorporated this material into vegan collections.



Figure 29. VEGEA Materials made from grapes

Replicable logic:

1. Industrial-grade usability (not symbolic sustainability).
2. Strong commercial partners as credibility multipliers.
3. Simple narrative: “wine waste → premium material.”

Circularity works commercially when it is technically robust and commercially scalable.

7. What the best cases have in common

When analysing the most successful diversification and innovation cases — across no/low alcohol, RTDs, canned formats, circularity initiatives and wine tourism — the key conclusion is that **success rarely comes from novelty alone**.

Instead, it emerges from a set of repeatable business design choices. These patterns can be adopted by wineries of different sizes, provided they are implemented with consistency and strategic clarity.

Pattern 1 — Treat innovation as a category, not as a by-product

One of the most consistent success factors is **structural commitment**.

Brands such as Giesen (0% range), Oddbird, or Bodegas Torres (Natureo) did not treat no/low alcohol as a secondary SKU added to “cover a trend.” Instead, they:

- invested in dedicated product development,
- built separate sensory targets,
- clarified packaging and labeling architecture,
- allocated marketing budgets specific to the segment,
- and defined clear distribution objectives.

The lesson is structural: If an innovation is managed as a “side product,” it will likely deliver side results.

When it is treated as a strategic category with its own P&L logic, it can benefit from structural growth tailwinds (e.g., projected high single-digit CAGR in no-alcohol beverages in major markets through 2028).

Replicable implication: Before launching, define whether the innovation is experimental or strategic. If strategic, allocate proportional resources and long-term commitment.

Pattern 2 — Build around occasions, not only around liquid

Successful RTD and canned wine brands demonstrate that modern demand is increasingly **occasion-driven**.

For example:

- Ramona built its proposition around immediate, portable consumption (restaurants, beach, casual gatherings).
- Union Wine Company (Underwood) aligned canned wine with contexts where glass is impractical.



The key shift is conceptual:

- Traditional wine strategy = product → distribution → consumer
- Emerging beverage strategy = occasion → format → product → distribution

RTDs reduce ritual complexity, lower psychological entry barriers, and fit spontaneous purchasing behaviour.

They also allow wineries to recruit consumers who may not identify as "wine drinkers" but participate in social beverage occasions.

Replicable implication: Start innovation by mapping high-growth occasions (outdoor events, weekday moderation, brunch culture, festivals) and design formats specifically for those contexts.

Pattern 3 — Portfolio clarity beats complexity

Across categories, high-performing brands tend to simplify rather than fragment.

Common characteristics include:

- Limited SKUs with clear differentiation
- Stable visual identity
- Consistent availability
- Avoidance of constant relaunches

This is evident in structured no/low portfolios (e.g., Sauvignon Blanc + Rosé + Sparkling) and in focused canned wine ranges.

Complexity increases buyer friction — both for retail buyers and end consumers.

Replicable implication: Clarity improves velocity. Especially in emerging segments, over-extension weakens brand learning and slows repeat purchase.

Pattern 4 — Use partnerships to scale circularity

Circularity becomes economically meaningful when wineries recognise that **they are not materials science companies, cosmetic labs, or industrial processors** — and therefore must collaborate.

A clear illustration is VEGEA, which transforms grape by-products into bio-based materials, later adopted by brands such as Stella McCartney. The winery supplies agricultural residue; specialised partners convert it into industrial-grade material; fashion houses provide demand scale and global visibility.



Figure 30. Vegetable leather produced from wine waste

This logic also applies to:

- grape seed oil extraction (cosmetics and nutraceutical partnerships),
- polyphenol concentrates for functional foods,
- compost and regenerative agriculture loops,
- biomass energy collaborations.

The shared characteristics of scalable circular models are:

1. **Technical robustness** (industrial usability, regulatory compliance).
2. **Commercial partner leverage** (distribution, brand recognition, scale).
3. **Simple storytelling** (“wine waste becomes high-value product”).

Circularity that remains internal and artisanal may improve ESG reporting, but it rarely transforms margins. Circularity embedded in value chains can create second revenue streams and reputational capital simultaneously.

Replicable implication: Map by-products not as waste to be managed, but as assets to be monetised — and identify partners with complementary capabilities.

Pattern 5 — Channel sequencing matters

Several success cases demonstrate that *where* a product launches is as important as *what* the product is.

For example:

- Ramona built prestige through selective on-premise placements before expanding retail.
- Premium no/low brands often gain credibility in gastronomy before scaling supermarket presence.
- Large players such as Bodegas Torres leverage mainstream retail early due to distribution power.

There is no universal entry path. Instead, effective brands align launch strategy with their positioning:

- **Prestige-first sequencing** → builds quality signal.
- **Retail-first sequencing** → builds scale and normalisation.
- **DTC-first sequencing** → builds margin and data.

Replicable implication: Define whether the first objective is credibility, scale, margin, or data — and choose the channel accordingly.

Pattern 6 — Education reduces friction in emerging categories

In no/low alcohol and circularity, consumer uncertainty can slow adoption.

Successful brands reduce that friction by:

- explaining dealcoholisation methods,
- clarifying ABV definitions (0.0% vs <0.5%),
- communicating ingredient sourcing,
- demonstrating environmental benefits in simple metrics.

Education is not optional in new categories; it is part of the value proposition.

Brands such as Oddbird and Giesen integrate explanation into packaging and digital channels, reframing the product as intentional rather than compromised.

Replicable implication: If a product requires explanation, invest in structured consumer education rather than assuming understanding.

Pattern 7 — Operational alignment underpins innovation success

Many innovation attempts fail not because of weak demand, but because internal operations remain designed for traditional 750 ml bottle distribution.

Successful innovators adapt:

- packaging lines,
- logistics systems,
- inventory management,
- forecasting models,
- sales incentives.

For instance, canned wine formats (as scaled by Union Wine Company) require:

- different pallet configurations,
- altered weight calculations,
- revised breakage assumptions,
- new retailer category placement.

Innovation that is commercially ambitious but operationally unsupported creates margin erosion.

Replicable implication: Align production, supply chain, and commercial incentives before scaling.

Pattern 8 — Experience amplifies product economics

Diversification does not end at physical products. Experience-based models increase lifetime customer value.

Wine tourism strengthens:

- direct margins (no distributor discount),
- cross-selling (limited editions, RTDs, gift packs),
- emotional attachment,
- database growth (CRM leverage),
- brand storytelling credibility.

In a declining per-capita consumption environment, growth increasingly comes from:

- **higher revenue per visitor**,
- **higher revenue per relationship**,
- **longer customer lifetime value**.

The structural shift is from “volume expansion” to “relationship monetisation.”

Synthesis: Innovation success is architectural, not accidental

Across no/low alcohol, RTDs, circularity, and tourism, the strongest cases share one common denominator:

They redesign part of the business model — not only the product.

In practical terms, this means:

- allocating dedicated strategic resources,
- designing around occasions,
- sequencing channels deliberately,
- partnering to scale,
- educating consumers,
- aligning operations,
- and leveraging experience as a multiplier.

The wine market is not simply shrinking — it is **fragmenting and reconfiguring**. Producers that adapt structurally can capture value even if total category volume softens.

In this context, innovation is less about chasing trends and more about building coherent, scalable systems that respond to how demand is evolving.

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Annex I - Review Questions

Block 1: Innovation in wine products

1. **He explains why innovation is a strategic axis in wine today and how it is related to competitiveness and sustainability.**
2. **It differentiates innovation in "wine styles" vs. innovation in "ecosystem of products and services".**
3. **How does the circular economy convert waste into high-value raw materials? Give two examples.**
4. **List and briefly comment on the four drivers of innovation (health, sustainability, differentiation, technology).**
5. **How does innovation contribute to SDGs such as responsible production and climate action?**

Block 2: Wine tourism as a business model

1. **It traces the evolution of wine tourism and explains the shift towards immersive and digital experiences.**
2. **Compare typologies (standard, premium, participatory, wellness, cultural): target audience and pricing.**
3. **What success factors (storytelling, quality of service, tech) raise the average ticket?**
4. **It proposes indicators to measure local economic impact and seasonalization.**
5. **How to integrate visible sustainability into the visit to strengthen brand and sales?**

Block 3: New Product Sales Strategies

1. **Why is storytelling differential in saturated markets? Give an example.**
2. **Compare DTC/e-commerce, marketplaces and HORECA partnerships: advantages and risks.**
3. **Define 3 social media tactics (content, micro-influencers, Ads) and their goal.**
4. **What elements of neuromarketing would you apply to packaging and experience?**
5. **Select 4 key KPIs to evaluate an omnichannel launch campaign.**

Block 4: Advanced Digital Marketing

1. **He explains programmatic advertising and lookalike audiences in the wine sector.**
2. **How to use AI for recommendation, dynamic pricing, and chatbots in D2C?**
3. **Outline an SEO/content plan (topics, format, channel) to capture organic traffic.**
4. **What does AR/VR bring to brand differentiation and conversion?**
5. **Design an analytics dashboard (CTR, conversion, CLV, ROAS) to optimize campaigns.**

Block 5: Loyalty and community

1. **Why are LTV and retention critical levers in DTC warehouses?**
2. **Compare club models: subscription, exclusive membership, experiential, and points.**
3. **He gives three gamification ideas applicable to a digital wine club.**
4. **How to align sustainability and loyalty program to increase retention?**
5. **Propose an omnichannel architecture (CRM, automation, app, store, visit) focused on the customer.**

Annex II – Didactic activity: "Innovative business model and circular economy in the wine sector"

Choose 1 single line and develop the following:

Options (choose one):

1. **Functional grape drink**
2. **Cosmetics**
3. **Packaging/biomaterial**

Questions (answered all):
A1. Define the target audience (profile, motivations and time of consumption/use).

A2. What problem does it solve and what differential benefit does it offer?

A3. Write 2–3 **verifiable and compliant** statements (avoid medicinal claims).

A4. **Sustainable advantage**: Indicate what waste/by-product is recovered and the **expected circular impact**.

B) Wine tourism experience "anchor" (15 min)

Design an experience consistent with the product in section A.
Choose 1 approach: **premium** / **participatory** / **wellness** / **virtual with digital support**.

Answer:
B1. **Name of the experience** and objective (how it helps to sell and build loyalty).

B2. **3-step tour** (e.g. short visit → main activity → tasting/shop).

B3. **Operational**: duration, capacity, price per person.

B4. **Cross-sell after visit**: 1–2 shares (e.g. discounted lot, D2C coupon, club registration).

C) Digital and omnichannel go-to-market

Use channels and actions worked on in the module.

Answer:
C1. **Sales channels** (choose 2): own website (D2C) / specialized marketplace / selective retail. Justify briefly.

C2. **Content plan (3 pieces)** for IG/TikTok/YouTube:

- Piece 1: theme + format + objective (reach / interaction / web visit).
- Piece 2: theme + format + objective.

- Piece 3: theme + format + objective. C3. **Collaboration with micro-influencers**: profile you are looking for (niche and style) and type of content (e.g. tasting/use/visit).
  C4. **Simple paid promotion**: Objective (e.g., traffic to the website), basic segmentation (interests/location), and **call to action**. C5. **Basic measurement**: choose **3** KPIs from the module (e.g. reach/interactions/conversion to purchase).

D) Circularity and supply of the by-product (15 min)

Show the valuation flow in a simple way, with what you saw in the module.

Answer:
D1. **4-step flow** (short outline):

D 2. **Origin of the by-product** (from the winery or local supplier) and how you guarantee **availability and traceability**

D3. **A risk and its control**.

E) Quick Release

Prepare a mini-roadmap

Answer:
E1. **Timeline 6 months (4 milestones):** idea → prototype → pilot with customers → launch.

E2. **Budget per range** (low/medium/high) with a line of what each would include (e.g., design, small batch, basic campaign).

E3. 3 post-launch **tracking KPIs** (e.g., new product sales, experience engagement, web repeat rate).