Build **sustainable stakeholders' interactions** around **wine & food heritage**: The Douro Wine Tourism case

JOSEFINA SALVADO * [josefina.o.salvado@gmail.com]

VERONIKA JOUKES ** [veronika@utad.pt]

Abstract | Wine tourism (WT) represents a complex ecosystem, covering various research fields, stakeholders' interests, wine & food landscapes, territorial & cultural policies and business strategies. To enhance a sustainable rural wine tourism all players' goals and agendas must be synchronized with the territory development, aiming to create strong interactions among stakeholders. The study focus on Douro territory (North of Portugal), the first wine region in the world to be demarcated and regulated (1756) and more recently, in 2001, due to its strong cultural identity, the Alto Douro Vinhateiro was classified by UNESCO (2001) as a World Heritage Site. Based on the Turismo de Portugal (TP, 2014) reports, which revealed a weakness in the wine tourism cooperative relationships between stakeholders (Supply side), we consider important to find a benchmark, in order to help the INNOVINE&WINE researchers to better understand the sector and their players. This study aims to encourage a responsible behaviour among all WT stakeholders to accomplish: Business competitiveness, Experience authenticity & Territory sustainability. To do so it's crucial seeking a stakeholder-dominant logic model, focus on identifying business key players (finding ways to assess their knowledge, interests, positions and alliances) and understand the partners' value-creating system to connect knowledge and relationships. The survey revealed a suitable "Stakeholder Analysis (SA)" (Schmeer, 1999), (conducted originally inside health sector, but an equally complex sector as wine tourism), whose guidelines were proposed to be replicated for the Douro region. To get business competitiveness, stakeholders' value-creation must be continuously improved, anchored on their personal talents and regional endogenous resources, allowing an adequate integration of the primary (agriculture), secondary (wine industry) and tertiary (tourism) sectors. It's clear that wine tourism competitiveness is closely linked to territory sustainability, giving rise to a new logic of development in which natural, cultural, personal resources and players' relationship are not manipulated and exploited but valued and enriched. So, using the proposed SA model is possible to gather

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* **DPhD in Tourism** from the University of Aveiro. **Post-Doctorate research** grant at UTAD – University of Trás-os-Montes and Alto Douro – for the project "INNOVINE&WINE – Vineyard and Wine Innovation Platform" (9-4-2018 a 31-03-2019). Full time **teacher** at ISCET – Superior Institute of Business Sciences and Tourism. **Integrated Researcher** at CECH - Centre for Classical and Humanities Studies at the University of Coimbra and **Associated Researcher** at GOVCOPP (Research Unit in Governance, Competitiveness and Public Policies) University of Aveiro

** **PhD in Social Sciences** from the University of Trás-os-Montes and Alto Douro, Portugal. **Assistant Professor** of the Tourism Bachelor at UTAD. **Full research member** of CETRAD working for the INNOVINE&WINE project. Department of Economics, Sociology and Management of UTAD

powerful information about Douro WT actors, in order to come up with practical solutions/proposals that can be implemented into the terrain, helping the sector to develop in a sustainable way.

1. Introduction

The starting point of this article is anchored on the latest wine tourism study conducted by the Turismo de Portugal (TP in future references) that revealed a flat stakeholder's cooperation (from the supply side) and a scarcity of scientific research in this particular field. The Turismo de Portugal report noticed this reality (TP, 2014:11) publicizing that only 57% of wine tourism companies had business relations with other non-core sectors, such as Tourism Recreation (30%), Travel Agencies (29%), Hospitality (14%) and Food & Wine Companies (12%). The affiliation with Institutional entities displayed 9%, mostly connected with Wine Routes (52%), Winemaking Regional Commissions (49%) and Municipal players (45%).

Under this context, the authors aim to propose a theoretical methodology to identify the Douro wine tourism key actors and find alternative ways to assess their knowledge, interests, positions and alliances, allowing business managers and academic researchers to interact more effectively with key stakeholders. After an extensive literature review (section 2) on wine tourism theories and stakeholders' value-creation, we found limited research about considering how wine tourism stakeholders manage critical success factors and provide sustainable outcomes for their regions. We advocate that in this complex ecosystem, all stakeholders gain from harmonizing their own business objectives with the territory development needs, applying strategies in coopetition networks, as proposed by Salvado and Kastenholz (2017). This analysis led the researchers to a qualitative methodology (Section 3) named "Stakeholder Analysis ("SA" in future references) an eight steps process implemented by Kammi Schmeer in 1999, on health reform in Ecuador and India, outside the tourism context, but an equally complex sector with regard to the number/variety of players as in the wine tourism.

Following SA model the INNOVINE&WINE project allowed us to search best practice examples (Section 4), within and even outside a wine tourism context as well as to join information about de Douro region, aiming to propose practical solutions that can be implemented into the territory. In conclusion (Section 5), Wine Tourism companies pursuing business competitiveness and experience differentiation must focus on stakeholders' engagement strategies, emphasising the wine & food & cultural heritage potential and reconciling internal objectives with new market/territory opportunities and environmental restrictions. The results imply that if the stakeholders perceive that a tourism development plan is sustainable, they will generally support further development dynamics (Byrd & Gustke, 2007).

2. Literature Review

Wine tourism represents a particular type of tourism, whose principal feature is given by the wine and the wine-production landscape. Morris and King (1997) reinforce this idea, referring the wine industry as one of a very few industries that is concentrated outside metropolitan areas, playing a vital role in regional development, employment generation, business growth, tourism and corpo-

rate investment. Getz (2000) maintains that wine tourism has the potential to provide a competitive advantage to regions with a grape and wine industry as well as to generate business for wineries and other related products. This industry can be a significant rural development factor, through the creation of jobs, the sale of local products, improvement of the regional tourism infrastructures and promotion of investment in multiple fields (Kastenholz & Figueiredo, 2014; Pellin & Vieira, 2015).

Hall et al. (2000) advocate that wine tourism has the potential to contribute to regional development in rural areas and has increased in importance in recent years. Simultaneously there is a perceived need to retain or attract people in many rural areas, especially those witnessing rural exodus because agriculture can no longer maintain the aspects of traditional rural lifestyles, nor high production rates, nor conserve the rural landscape (Eusébio, Kastenholz & Breda, 2016). Other (this is not an exhaustive list) researchers tried to answer the question "how to develop Enotourism?" giving us their perspectives, as in Table 1.

Table 1 | Wine Tourism theoretical perspectives

Main discussed areas	Authors
Wine Tourism socio-economic pros and cos impacts	Getz & Brown (2004); Tafel & Szolnoki (2020)
Wine Tourism rural restructuring issues	Hall (2005)
Wine destinations sustainability	Mitchell & Hall (2006)
Food and wine tourism	Cañizares & López-Guzmán (2011)
Wine Tourism supply side and business perspectives	Dawson, Fountain & Cohen (2011); Quadri-Felitti & Fiore (2016);
Wine Tourism management and marketing of wine-growing destinations	Getz (2000); Boyne & Hall (2004); Wargenau & Che (2006); Scherrer, Alonso & Sheridan (2009)
Wine Tourism Business development	Carlsen \ Charters (2004); Howley & Westering (1999)
Enotourists Behaviours' and profiles	Zhang (2011); Vitale et al. (2018)
Wine tourism Cooperation strategies	Howley & Westering (2008)
Wine Tourism Trade networks	Hall, et al. (2000)
Wine Tourism holistic contribution	Inácio (2008); Costa (2007); Darnay (2015);
Sustainable wine tourism	Poitras & Getz (2006); Amarando, Assenov & Visuthismajarn (2019); Coros, Pop, & Popa (2019); Duarte Alonso, Kok, & O'Brien (2020)
A supply-side stakeholder analysis of rural wine tourism development	Quadri-Felitti (2015); Kastenholz & Figueiredo (2014);
A value co-creation model for wine tourism	Festa, Vrontis, Thrassou, & Ciasullo (2015)
Opportunities and challenges in the contribution of rural landscape, wine routes, local food heritage to wine tourism and territory development.	Festa, et al. (2020); Kastenholz (2013); Eusébio, Kastenholz & Breda (2016); Guedes & Joukes (2015); Kastanholz & Carneiro (2021); Correia, Passos Ascenção & Charles (2004)
Profile and motivations on wine tourism	Carvalho, Barroco & Antunes (2017);
Sense of place and place-based cultural tourism	Smith (2015);
Build and deliver visitors' extraordinary experiences	Mehmetoglu & Engen (2011);

Source: Own elaboration based on the above authors

As we can see from the table above perspectives, this sector has emerged as an important area of tourism in many countries of the world (Hall and Mitchell, 2000), but it is important understand the Stakeholders' value-creating system and their engagement strategies. To make it possible, companies need to create strong and sustainable interactions with stakeholders in win-win basics, reconciling internal objectives with territory development and local Stakeholders interests.

The stakeholders' relationship concept can be seen from different perspectives: as any group or individual that may affect or be affected by the achievement of the organization's objectives (Fre-

eman, 1984/1994), or as groups or individuals who have an interest in the organization's activities and who have the capacity to influence it (Savage et al., 1991, and Bourne & Walker, 2005), or as those who control critical resources (Frooman, 1999), or as groups of consumers, suppliers, employees, government, legislators, local communities, competitors, interest groups, media and shareholders (Timur, 2005). In an experience-dominant view (as wine tourism is), value is created by interactions among a constellation of entities, making business strategy the art of continuous design and redesign complex business systems to connect knowledge and relationships (Normann & Ramirez, 1993).

On other hand, the territory development key drivers involve huge stakeholders' engagement (Byrd & Gustke, 2007:188), considering this author: vital the stakeholders' involvement in business management; Important the stakeholders' involvement in public administration, focusing on the right to be involved no matter their level of power; Imperative the existence of stakeholders' groups and the significance of their interests; Essential take notice the stakeholders' perspectives about: tourist, residents, business, and local governmental officials; Critical the stakeholders inclusion in the planning process, considering their interests before proceeding with development efforts; Prudent incorporation the stakeholders' views and interests, reducing potential future and long term conflicts; Constructive the agreement across stakeholders' interests and collaboration and resultant benefits. In consequence of above statements, Byrd and Gustke, (2007:188) warned planners for "the benefits of inform and educate the stakeholders about the development. The results imply that if the stakeholders perceive that a tourism development plan is sustainable they will generally support the plan and the development".

In Portugal, a holistic contribution to wine tourism knowledge with multidimensional impacts was provided by Costa (2007) and Inácio (2008), associating wine routes with cultural heritage and community participation, giving rise to a new logic of a more inclusive territorial development. This angle points out that wine tourism products need to have a local identity and a cultural heritage symbol, which could turn wine regions into strong wine tourism destination icons. So, given the diversity of perspectives and a large range of players involved, we can consider wine tourism as a complex ecosystem (Figure 1) as stated by Salvado and Kastenholz (2017) involving a large range of stakeholders.

The success of this activity in rural areas depends firstly on **"Wine Tourism Pillars"** (Wine Culture, Territory/ Landscape and Tourism). Vineyard and wine are parts of territory cultural heritage, connected to local history and it has been an essential element for economic, social and cultural development. The Wine Culture has grown as part of life, culture and diet since immemorial times (Toussaint-Samat, 2009; Keys, 2003, apud Dougherty, 2012:6; Barnard et al. 2011, apud Dougherty, 2012:6). As a cultural symbol the wine importance has changed over time, moving from an imperative source of nutrition to a cultural complement to food and conviviality, compatible with a healthy lifestyle (Ackermann et al., 2008:169). Promoting the Wine Culture means authenticity to the origins, and a product strongly linked to gastronomy, taste pleasures and heritage (Bourdieu, 1984; Levi-Strauss, 1964; Prats, 1997; Poulain, 2002; Soares, 2014, only to refer a few). The three pillars combine a large range of different stakeholders, involving divergent business strategies (related with main activities, product design, prices & profit formation, value creation and distribution channels), in order to get competitiveness and sustainability.

Figure 1 | Wine Tourism Ecosystem Model
Source: Salvado & Kastenholz (2017: 1927)

The second level **"Wine Tourism Core Business",** considered the blood of this sector, involving a vital group of players: a) Wine Tourism Core Providers (Vineyards /Farms; Wineries/ Cellars Owners; Shops/tasting rooms/ wine museums); b) Distribution Channels (Wine Distribution and Travel Distribution: Tour Operators/ Travel Agencies/ DMC's); c) Direct Suppliers: Wine Cluster; Gastronomy Cluster; Hospitality Cluster; Professional team; animation companies; tour guiding). In this context, the stakeholders' value elements will work best, when all companies' leaders make value co-creation as a strategic priority and recognize it as a growth business opportunity. So, inside Wine Tourism dimension, a strategic shifting from the traditional "static view" to a "dynamic view" is required. The "static view" perspective fits with Porter's value chain model (Porter, 1980), used in linear businesses, involving sequential routine sets of activities to achieve value-creating alignment of decisions, resources and objectives. On other hand, Kothari & Lackner (2008), advocates a "dynamic view" highlighting the value transfer

to several players: the investor who has provided capital to it; value to the customer who buys the products, services or experiences; value to the suppliers who contribute to its market power; value to the economy or environment in which it operates; and value to the employees who are behind its productivity.

The third level *"Wine Tourism Extended Business"* includes the "extended enterprise". According Dyer (2000), "extended enterprise" refers to a value chain in which the key players have created a set of collaboration processes that allow them to achieve virtual integration and work together as a blended team. Enlarging the view of the business supply chain is crucial to include a) Wine Tourism Direct Customers (customer Segmentation B to C – Business to Consumer); b) Wine Tourism indirect Customers (customer Segmentation B to B – Business to Business); c) Suppliers of Complementary regional products/services; d) Access facilities (Transports, signage, accessibilities, . . .); e) Attractions (activities related with territory, food, joy and landscape; f) Wine Events

(Wine workshops/seminars/wine tasting courses); g) Built/Man-made Attractions (Historical or cultural significance/ recreation, Galleries, Museums, Theatres, Theme Parks, Water Parks, Wildlife Parks, Zoos, Leisure Centres, Shopping Malls, Visitor Centres, . . .); h) Handicraft; i) Other Suppliers: TIC; Information and Welcome; Security; Visitor statistics.

The fourth level **"Wine Tourism interest-based organizations"** involves several stakeholders, such as: a) Local Communities (associations/ art companies); b) Social Environment (Demographic/ Professions/ Education); c) Government and legal Environment (Taxes, subventions, government, regulators); d) Research Insights (Universities, investigation centres); e) Coopetition entities (Investors, Trade Unions); f) Tourism regulators (UNWTO, TP: implementing Treaties, Regulations, Directives, Decisions, Recommendations, Opinions); g) Financial entities (from Europe; Portugal); h) Other business ecosystem Stakeholders, such as opinion leaders, not directly involved in the business operations, but with a significant effect on the success of the business. Due to the interdependence that exists between all these players, a successful implementation of an ecosystem-based management depends on the identification and understanding of different stakeholders, their practices, expectations and interests. This means that stakeholders cannot act independently and should consider taking into account other transversal activities and working towards the implementation of a common vision and development policies in order to achieve sustainable territorial development.

To achieve an effective integration between business wineries' interests, tourism objectives and regional development, all stakeholders must integrate national, regional/local policies and frameworks that recognize the sector as an important vehicle for managing the cultural, social and natural heritage; commit all stakeholders to sustainable development; introduce a sense of pride and responsibility to local communities regarding their identity and singular heritage values; promote regional planning, supported by a large, participative stakeholder group; promote quality tourism products and services that encourage responsible behaviour among all stakeholders; set priority projects for developing creative wine tourism products/services; identify strategic opportunities for economic growth and job creation inside the region; implement business and innovative plans that embrace sustainable wine tourism (Salvado & Kastenholz, 2017). So, inside wine tourism sector, policymakers, companies, destination managers, academy researchers and communities can use a stakeholder analysis (SA) tool to identify their key actors and to assess their knowledge, interests, positions, alliances and importance, in order to integrate their goals within a territorial strategy and contribute to a sustainable development.

3. Methodology

The Context: Wine is a significant business and an important food patrimony. When combined with tourism is viewed as a dominant/potential territorial development tool, integrating simultaneously the primary (agriculture), secondary (wine industry) and tertiary (tourism) sectors, emphasising the regional "touristic terroir" (Hall & Mitchell, 2002) uniqueness. The Wine Tourism is a complex ecosystem, extremely fragmented (Goeldner & Ritchie, 2006) involving organizations' networks stretching across numerous different spatial scales/industries/activities and connecting several types of stakeholders that combine different values, roles, interests, capabilities, practices, diversity of resources and ideas (Salvado, 2016).

The problem: To develop a sustainable wine tourism ecosystem (from the supply side) it's crucial distinguishing and engaging the people with

the power to significantly impact organization's health and territories' sustainability. To do so it's important to use a Stakeholder Analysis model, as a tool.

The starting question: What kind of stakeholders' analysis methodology can wine tourism managers, public decision makers or academic researchers use to involve all the organizations' networks (that span different spatial and sectorial scales) and engage all actors, (who have different values, roles, interests, skills, experiences, resources and ideas) in order to develop a well-articulated and sustainable wine tourism sector?

Proposal: Chasing the idea of finding a stakeholder's relationship model, the literature review led the researchers outside the tourism sector, to a qualitative methodology named "Stakeholder Analysis ("SA" in future references) an eight steps process implemented by Kammi Schmeer in 1999, on health reform in Ecuador and India, but an equally complex sector with regard to the number/type of players as in Douro wine tourism. The Stakeholder Analysis as a qualitative methodology and also a process can be replicated to the Douro wine tourism sector (Figure 2) helping policymakers and business managers to:
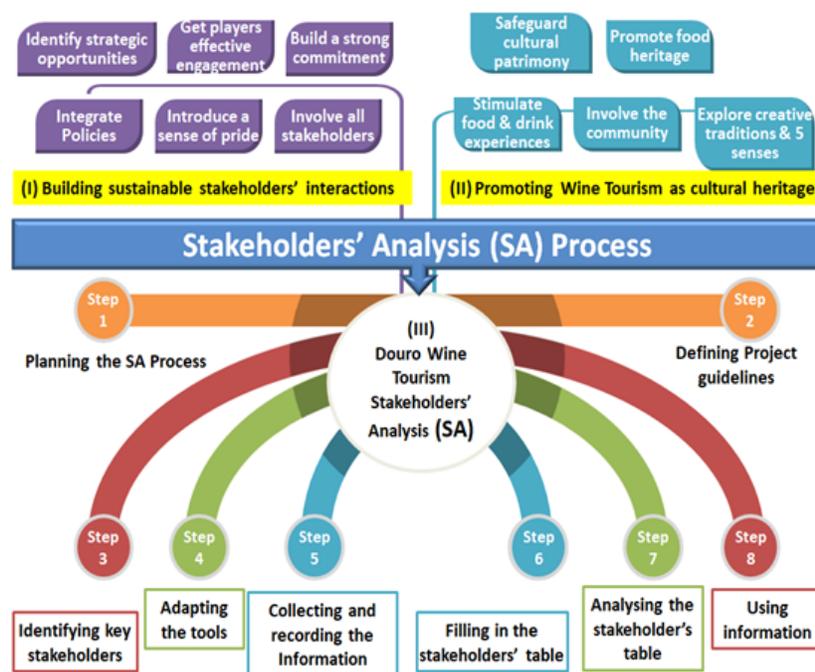

Figure 2 | Wine Tourism Stakeholder Analysis proposal
Source: Own elaboration based on Schmeer (1999)

I. Build strong sustainable stakeholders' interactions, through several actions: identifying tourism strategic opportunities inside each territory; developing with all players a strong engagement/commitment with national & regional policy makers; reinforcing the community pride in their cultural patrimony, and

II. Promote Wine Tourism as cultural heritage, through several dynamics: Safeguarding cultural heritage; Encouraging food & wine & cultural events; Sponsoring food & drink experiences; Developing with community creative dynamics; Exploring 5 senses experiences in a immersive and creative way.

III. Douro Wine Tourism Stakeholders'

Analysis, based on the above rational, preparing to fulfil the eight Steps information. **1. Planning the SA process:** Start with the North of Portugal territory characterization in administrative and competitive terms and also highlight the Douro wine production in number of players, activity types and rankings; **2. Defining the project guidelines:** specify policies related to territory development, heritage and tourism; **3. Identifying wine tourism key stakeholders:** recognize wine tourism players groups such as user groups, interest groups, beneficiaries and decision-makers; **4. Adapting the project tools:** design questionnaires and interviews to priority stakeholders identified and define the ways to gain accurate information on their positions, interests, and ability to affect the project; **5. Collecting and recording the information:** conduct questionnaires and interviews to priority stakeholders in order to obtain accurate information on their positions and interests; **6. Filling in the stakeholders' table:** fill out a Stakeholder table systematizing and develop a clear comparison among the different stakeholders, cataloguing and presenting in charts and/or matrices; **7. Analysing the stakeholders' table:** classify the stakeholders according to three major attributes: Power; Legitimacy; and Urgency and **8. Using the information:** systematically assembly and evaluate qualitative information to determine whose interests should be taken into account when developing and/or implementing a project. So, policymakers, managers and academic people can use the stakeholder analysis (SA) to identity the key actors and to assess their knowledge, agendas, positions, alliances, and importance related to the project, determining whose interests should be taken into account when the implementing time occurs.

So, all enotourism stakeholders (individually and as a group) must understand their role and their mutual importance inside the ecosystem in order to develop the territory and promote the wine & food heritage, aiming to guarantee themselves a more sustainable future in their region. Some methodological limitations can be pointed, such as: Difficult access to tourism stakeholders' analysis research data/ documents; the study of a single stakeholders' Analysis model (outside the tourism sector) was a significant obstacle in finding tourism best practices. Future research is needed in this field, designing new methods for gathering players' relationship data.

4. Douro Stakeholder Analysis Model: A theoretical proposal

The purpose of this section is to help wine tourism managers and INNOVINE&WINE academic researchers conduct an objective and systematic process for collecting and analysing data about Douro key Stakeholders. Each step will be introduced by a general description of what it is about and in a second part the Douro region specificities.

4.1 - Planning the SA process (Step 1)

(I) - North of Portugal: physical, administrative and competitive characterization.
Tourism plays a crucial role in promoting the destination image and builds international perception of a country as well as it influences complementary domestic policies. With multidimensional impacts, the new tourism will be able to improve innovative structural processes of geographical change, build a significant social production, create more balanced redistribution of wealth, improve income and increase the population's living conditions.

Reinforcing the above idea and according the OECD "Tourism competitiveness for a destination is about the ability of the place to optimize its attractiveness for residents and non-residents, to deliver quality, innovative, and attractive (e.g. providing good value for money) tourism services to consumers and to gain market shares on the domestic and global market places, while ensuring that the available resources supporting tourism are used efficiently and in a sustainable way" (OECD, 2013:7).
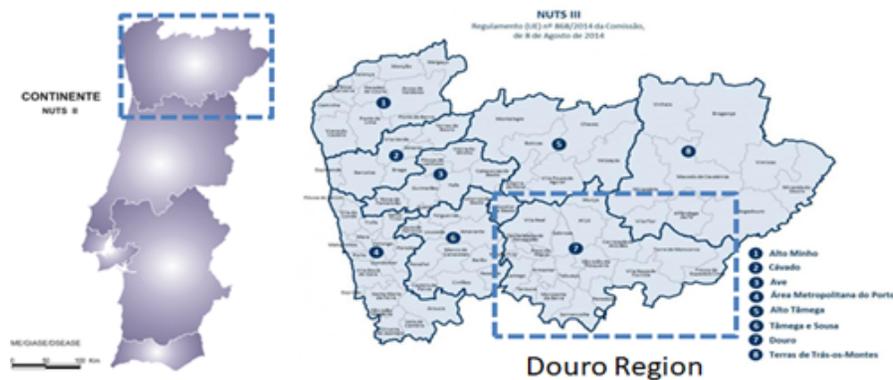

Figure 3 | NUT II[1](North of Portugal Region) & NUT III
Source: CCDR-N (2018)

According to the CCDR-N (Northern Portugal Regional Coordination and Development Commission, 2018) a public institution that aims at the integrated and sustainable development of the North Region of Portugal, the North of Portugal (Figure 3) is composed of 86 municipalities, accounting with 3.6 million inhabitants, 54% of the national working population, and accounting with 17 billion € in exports.

In terms of competitiveness, the Regional Competitiveness Index (RCI) of the North of Portugal (Figure 4) shows a 31.3 % global RCI 2016 score when compared with EU (100%) average rate and its rank position is 203/263. In terms of GDP the score of North Portugal is 64% and its rank position 216/263, placing the region in a low position when compared with other EU regions.

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[1]NUT = Nomenclature of Territorial Units for Statistical Purposes (NUTS), approved by the European Commission, will facilitate the comparison of the various 74 Regional Competitiveness Index (RCI) indicators, covering a wide range of issues including innovation, governance, transport and digital infrastructure, and measures of health and human capital. The RCI is the first measure providing a European perspective on the competitiveness of all NUTS 2 regions in the European Union (EU) and is described in different dimensions, (I) Basic, (II) Efficiency and (III) Innovation, allegedly linked: a good performer in the Innovation group is expected to also be a good performer in the Efficiency and the Basic groups as they are instrumental to increasing levels of competitiveness (RCI, 2016). With RCI it is possible to monitor and assess a regions' development and compare it with other regions, in terms of GDP (Gross domestic product) per capita and stage of development. The regional dimension is important because most competitive factors are not equally distributed over space and many are influenced or even determined by regional and local policies. The RCI basic dimensions include five pillars (1) Institutions, (2) Macroeconomic Stability, (3) Infrastructures, (4) Health, and (5) Quality of Primary and Secondary Education. The Efficiency Dimension includes three pillars (6) Higher Education, Training and Lifelong Learning, (7) Labour Market Efficiency, and (8) Market Size. The Innovation Dimension consists of three pillars: (9) Technological Readiness, (10) Business Sophistication and (11) Innovation. The EU regions are divided into 'medium', 'intermediate' and 'high' stages of development, classified according their regional GDP per head in PPP (purchasing power parity): the threshold which defines the medium level is a GDP per head below 75% of the EU average, which is also the threshold used by the European Commission for cohesion policy to identify regions eligible for the Convergence Objective
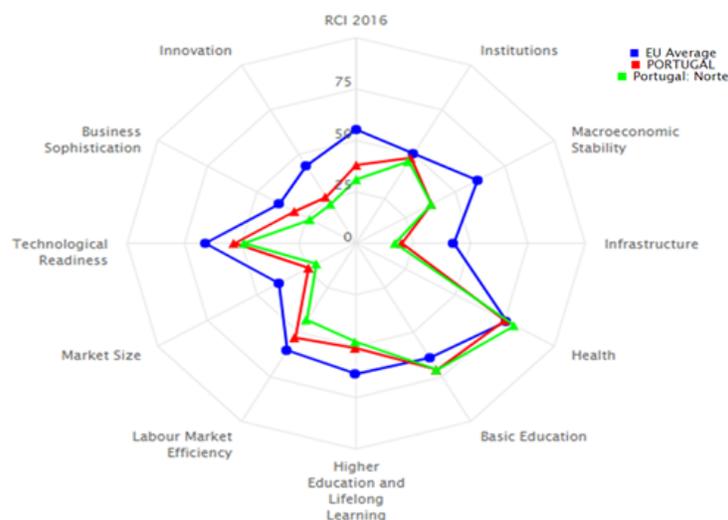
Figure 4 | Regional Competitiveness Index (RCI) – Portugal (Norte) 2016
Source: own elaboration, based on RCI 2016

Detailing the three main North region indicators: The "Basic Dimension" achieved a 192/263 rank position. The five pillars that contribute to this positioning indicator were: (1) Institutions (162/263), (2) Macroeconomic Stability (26/28), (3) Infrastructures (191/263), (4) Health (144/263), and (5) Quality of Primary and Secondary Education (10/28). The "Efficiency Dimension" revealed a 218/263 rank position. The three pillars that contribute to this positioning indicator were: (1) Higher Education & Training and Lifelong Learning (228/263), (2) Labour Market Efficiency (214/263), and (3) Market Size (182/263). The "Innovation Dimension" showed a 202/263 rank position. The three elements that contributed to this positioning indicator were: (1) Technological Readiness (189/263), (2) Business Sophistication (199/263) and (3) Innovation (200/263), (RCI, 2016). All these results give us a general idea about the "North" region's strategic position,

revealing its fragile competitiveness situation. Based on this methodology it is possible understand the regional competitiveness index of the North of Portugal.

(II) – Douro Region and Wine Industry profile

The "Douro" is located along the International Douro river basin, surrounded by mountains that grant it geological and particular climatic characteristics as a consequence of its rugged orography. It is divided into three sub-regions: Baixo Corgo, Cima Corgo and Douro Superior (Figure 5), producing in each one of them white, red and rosé wines, sparkling wines, liqueurs and still wine spirits with their own specificities. Over many centuries, "Douro" was a Port Wine symbol, inseparably linked to the Douro valley, called after the river that is born in Spain and flows into the Atlantic Ocean in Porto.

Figure 5 | Douro Valley sub-regions (North Portugal)
Source: https://www.cellartours.com/portugal/portuguese-wine-maps/douro-valley

According to IVV - Instituto da Vinha e do Vinho, I.P (2018), the total volume of vines produced in the Demarcated wine Region of the Douro, around 50% is destined to the production of "Port wine", while the remaining volume is destined to the production of high quality wines that use the denomination of controlled origin "Douro" or "Douro Wine". The "Port Wine" is distinguished from the common wines by its particular characteristics: a huge diversity of types each one surprising with a wealth and intensity of incomparable aromas and a very high persistence, both of aromas

and of taste, besides a high alcohol content (generally between 19% and 22% vol.), in a wide range of "sweetness" and a great diversity of colours.

The IVV - Instituto da Vinha e do Vinho, I.P (2018) statistics, revelled that Demarcated Douro Region occupy 20% of the total wine producing area in Portugal, but almost all the wine produced is of DOP (Protected Denomination of Origin) quality and therefore the Douro wine represent 51% of the Portuguese DOP wine production (Figure 6).
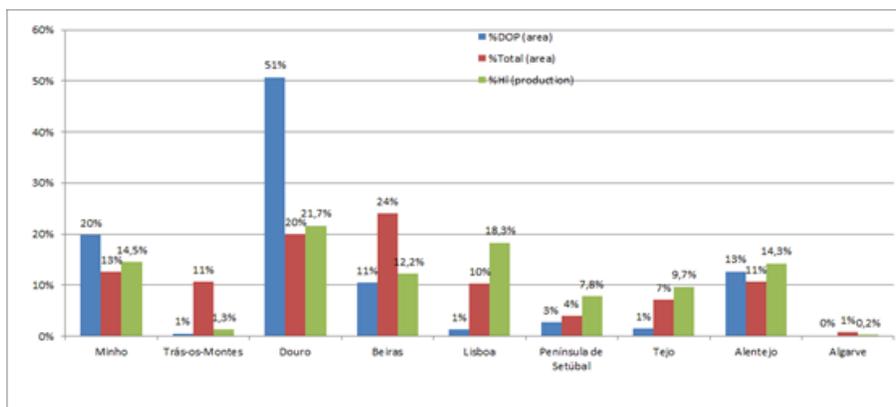

Figure 6 | Portuguese Wine Regions Characterization
Source: Own production based on IVV - Instituto da Vinha e do Vinho, I.P (2018) statistics

The Table 2 details the Figure 6 information, showing other Portuguese wine regions areas and production numbers.

Table 2 | Portuguese Wine Regions Characterization (detailed)

Wine region (Portugal continental)	Area (ha)		%Area (ha)		2017-2018 campaign Production	
	DOP *	Total	%DOP (area)	%Total (area)	Hl (hectoliters)	%Hl (production)
Minho	15 810	27 432	20%	13%	967 067	14%
Trás-os-Montes	417	23 303	1%	11%	85 430	1%
Douro	40 378	43 611	51%	20%	1 448 874	22%
Beiras	8 370	52 670	11%	24%	817 576	12%
Lisboa	1 074	22 425	1%	10%	1 225 840	18%
Península de Setúbal	2 154	8 622	3%	4%	525 049	8%
Tejo	1 161	15 653	1%	7%	648 441	10%
Alentejo	10 090	23 188	13%	11%	954 910	14%
Algarve	119	1 733	0%	1%	15 777	0%
Total	79 573	218 637	100%	100%	6 688 965	100%

Source: Own production based on IVV - Instituto da Vinha e do Vinho, I.P. (2018) statistics

In the period 2017/2018 the Douro area produced 1,448,874 hectolitres (21.7%) of Port Wines and Douro Wines (red, white, rosés, and sparkling, fortified and late harvest wines). The wine industry involves 19988 Economic Agents in the Wine Sector (2016), divided in 10 activities such as: warehousing, distiller, bottler, exporter & importer, manufacturer of wine vinegar, dealer without establishment, preparer, producer, vitivinicultor, vitivinicultor-bottler (IVV - Instituto da Vinha e do Vinho, I.P., 2018).

As represented in Table 3, the powerful North of Portugal wine industry represents 48% of the national economic agent's numbers (with 52% for all other regions Centro, Área Metropolitana de Lisboa, Alentejo, and Algarve), and Douro region contributes with 16%. Analysing the Douro compared with the North region in terms of economic agents, the significant 33% showed (with 42% wine producers; 53% Bottler; 52% Exporter/Importer). This strategic sector has the power to leverage the northern and the national economies (IVV - Instituto da Vinha e do Vinho, I.P., 2018).

Table 3 | Economic Agents in the Wine Sector (2018)

Wine Industry Activities	MINHO	TRÁS-OS-MONTES	DOURO	TERRAS DE CISTER	Total North	% North/Portugal	% Douro/North	% Douro/Portugal	Other Regions	Total Portugal
Warehousing	808	57	524	14	1 403	44%	37%	16%	1 811	3 214
Distiller	239	48	34	19	340	43%	10%	4%	449	789
Bottler	557	65	724	17	1 363	48%	53%	25%	1 489	2 852
Exporter / Importer	597	56	723	10	1 386	46%	52%	24%	1 616	3 002
Manufacturer of Wine Vinegar	9	1	7		17	45%	41%	18%	21	38
Dealer without Establishment	168	17	25	3	213	34%	12%	4%	410	623
Preparer	143	11	42	6	202	45%	21%	9%	247	449
Producer	572	53	465	7	1 097	47%	42%	20%	1 260	2 357
Vitivinicultor	1 826	43	228	8	2 105	48%	11%	5%	2 291	4 396
Vitivinicultor-Bottler	915	63	399	19	1 396	62%	29%	18%	872	2 268
Total	5 834	414	3 171	103	9 522	48%	33%	16%	10 466	19 988

Source: Own production based on IVV - Instituto da Vinha e do Vinho, I.P. (2018) Economic agents statistics

So the authors perceived the existence of a large number of players inside the wine industry, with different objectives, agendas and business perspectives. According to the most recent study carried out by the national tourism board Turismo de Portugal, "Wine tourism in Portugal"(TP, 2014) as referred in Introduction, the companies prefer not to cooperate with other players. Carlsen and Charters, (2004) explain this kind of entrepreneur behaviour, revelling that traditional wine

tourism management thinking sees other companies as rivals, not as potential partners, battling each other for dominance and profit.

(III) – Douro wine and food heritage: An important promoting tool

Another important issue is the cultural valorisation of wine & food heritage, being a great strategic tool to promote the wine-growing territory as a tourism destination. Santos and Cunha (2008) refer the strong association of local products to tourism, serving as an identity reference and being relevant for local sustainability and development. For these authors, all stakeholders must understand the traditional culture, the local values, and people aspirations.

According the World Food Travel Association Report (2019: 12) the "most benefit of food tourism is to attract more visitors" [,] "can benefit local residents, businesses, and visitors in a variety of ways" [and also] "can even play a larger role in society by bringing people together for a common goal". This report showed that successful food tourism can also create cross-cultural connections between visitors and the community (95%), local agricultural producers (82%) and promoting peace between cultures (95%). So, what kind of strategies must wine tourism stakeholders use to mobilize the community in an innovative way, to solve potential internal conflicts and to find compensations for inequities produced by impending social and economic changes? How to reconcile private objectives and also territorial development, in a sustainable way? The answer might be obtained through a stakeholder analysis methodology. With this methodological tool, we will be able to discuss (together) on wine tourism policies (arguing about regional specialization), build scientific knowledge and producing practical innovative processes.

4.2. Defining the project guidelines (Step 2)

For a useful stakeholder analysis it is crucial to focus on several policies or issues, searching, choosing and studying the UNESCO, National, Regional and Sectorial Wine Tourism related Policies (Table 4).

Table 4 | Main Tourism related Policies

I.	UNESCO – United Nations Organization for Education, Science and Culture
II.	National: ENEI – National Strategy for Smart Specialisation
III.	Regional: EREI – Regional Strategy for Smart Specialisation
IV.	Sectorial: TURISMO 2020 – Five principles for one ambition

Source: Own elaboration

I. UNESCO[2] – United Nations Organization for Education, Science and Culture

UNESCO's cultural activities strive for the safekeeping of cultural heritage, the stimulation of creation and creativity and the preservation of cultural entities and oral traditions. This entity has been promoting tangible and intangible heritage, particularly through the 2003 UNESCO Convention for Safeguarding Intangible Heritage and the 1972 UNESCO Convention on Protection of World Cultural and Natural Heritage. Its aim is to contribute to the valorisation of the most relevant heritage in our history, giving people a sense of ownership of cultural heritage and its historical value. On the other hand, the 2005 UNESCO Convention, highlights that activities, goods and cultural services have an economic and cultural nature, because they pass on identities, values and meanings and should not be treated as having only commercial value. The aim of this Convention was to strengthen international cooperation to favour the cultural expression of all countries and individuals.

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[2]For more details see https://unesdoc.unesco.org/ark:/48223/pf0000132540

II. National Smart Specialisation Strategy (ENEI)[3]

According to ENE's vision for 2020, Portugal must consolidate or bring to the forefront its leadership in green economy, digital economy, and blue economy through. Emphasis is given to major societal challenges such as climate change, risk mitigation, biodiversity, water, and ageing, in coordination with sectorial strategies (sea, energy, tourism, agro-food and forestry…). There is great potential for value differentiating endogenous resources with high added value, such as agro-food.

III. Regional Smart Specialization Strategy (EREI)[4]

This network encompasses Thematic Operational Programmes (5 regions: North, Centre, Lisbon, Alentejo and Algarve), Regional Operational Programmes in the Autonomous Regions (Azores and Madeira) and Rural Development Programmes, amongst others. There is also integration between the RIS (Research and Innovation Strategy for Smart Specialization), the Regional Action Plan (RAP) and the Regional Operational Programme (ROP) and each region design a unique plan, according to the potential of their endogenous resources. It aims to consolidate the regions as innovative spaces, mobilizing individual and collective potential.

IV. Sectorial – Tourism Strategy 2027[5]

Five principles and key drivers (People, Freedom, Openness, Knowledge and Collaboration) were harmoniously aligned to fulfil the ambition to transform Portugal into a more agile and dynamic tourism destination. The operational logic encompasses qualification (to grow more than the competition) and competitiveness (to be in the top 10 most competitive destinations in the world) ambitions. So, the research team wonders how they can contribute to foster an effective integration among policies, business wineries interests, tourism objectives and regional development inside the Douro region, in consonance with all these directives.

4.3. Identifying key stakeholders (Step 3)

The research team develops a list of all possible stakeholders related to the policy/program. The range of relevant stakeholders varies according to the complexity of the project area targeted. Stakeholders can be of any form, size and capacity, as showed in figure 1. The research team when studying stakeholders in an wine tourism ecosystem environment needs to pay more attention to: user groups, interest groups, beneficiaries, decision-makers, and those excluded from decision making. Groups can consist of many sub-groups which should be analysed separately, according to their interests and importance to the project. The stakeholder analysis also identifies "Key Stakeholders" namely actors who have significant impact on the project and its success. The working group should identify the specific steps to be taken, the local regions where the process takes place, build all interview materials, affect tasks and establish a timeline. To identify all wine & food tourism stakeholders the research team must interview the local players and classifying them by activity areas. This methodological tool will increase the discussion about wine & food tourism policies, fostering practical innovation processes. A constructive

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[3] https://www.portugal2020.pt/Portal2020/Media/Default/Docs/EstrategiasEInteligente/ENEI_Vers%C3%A3o%20final.pdf

[4] EREI- Regional Smart Specialization Strategy in https://www.portugal2020.pt/Portal2020/programas-operacionais-portugal2020-2

[5] Turismo Portugal Estratégia Turismo 2027 in https://estrategia.turismodeportugal.pt/sites/default/files/Estrategia_Turismo_Portugal_ET27_0.pdf

debate among managers, policy makers and stakeholders, will be encouraged, as they should search for a consensus regarding their actions. Once the stakeholders are chosen, they will be contacted and a database with the stakeholders' names, addresses, and phone numbers will be filled out. The expected results will allow the identification of a diverse group of stakeholders, who share a constructive critical vision on the sector, generating feasible ideas and working plans for regional sustainability development. Thus, a list of priority stakeholders should be identified as wine tourism "Key Stakeholders" representing the Douro Wine Tourism Ecosystem.

4.4. Adapting the tools (Step 4)

The research team will plan to interview the priority stakeholders identified to gain accurate information on their positions, interests, and ability to affect the project. Once the working group has chosen and defined key stakeholder characteristics, a standard questionnaire should be developed for interviewing stakeholders. The objective is to gain accurate information on their positions, interests, and their ability to influence the project. A list with the following items will be built: I.D. Number, Sector and Organization, Internal/External Interest, Alliances, Resources, Leadership, Position: Supports/Opposes/Neutral, Power and Policy Knowledge. The research team will find four major attributes to characterize the Stakeholder's profile: the stakeholders position on the project; the level of influence (power) he attaches to the project area; the level of interest he has in the specific area of the project; and the group/alliance to which he belongs or can reasonably be associated with. The Douro stakeholders have the ability to block or promote a project/idea, join with others to form a coalition of support or opposition, and lead the direction/discussion of the project.

4.5. Collecting and recording the Information (Step 5)

The research team will interview the selected key stakeholders, collecting and recording the information. Several methods can be used to collect data in a comprehensive and efficient manner. A first method is to conduct interviews directly with the stakeholders involved in the studied area. Another method is to interview local experts who are knowledgeable in this field and are acquainted with the important groups and individuals involved in that area. Important tools in this phase are interviews, questionnaires and protocols. The results will show the complex relational interconnectivity between stakeholders within the Douro Enotourism Ecosystem.

4.6. Filling in the stakeholders' table (Step 6)

The research Team will fill out a Stakeholder Table systematizing all the information obtained from interviews or questionnaires and develop a clear comparison among the different stakeholders, cataloguing and presenting in charts and/or matrices. To foster strategic responses, the Douro enotourism stakeholders could be categorized by their power and salient attributes, such as: a) Promoters: Stakeholders who attach a high priority to the project or policy and whose actions can have an impact on business competitiveness, on territory development or on authenticity of experience; b) Defenders: Stakeholders who attach a high priority to the project or policy but whose actions cannot have a huge impact on business competitiveness, on territory development or on authenticity of experience; c) Latents: Stakeholders whose actions can affect the implementation of the project or policy but who attach a low priority to them; d) Apathetics: Stakeholders whose actions cannot affect the implementation of the project or policy and who attach a low priority to them.

This task will provide answers about the complex relational interconnectivity among stakeholders within the wine tourism ecosystem in the Douro region. The final result will be the construction of a map with salient interest and influence attributes. This matrix will provide a shorthand categorization and analysis of whether stakeholders will gain or lose from a proposed reform and whether they can significantly impact the process.

4.7. Analysing the stakeholder's table (Step 7)

The research team will analyse Stakeholder's Table, classifying the stakeholders according to three major attributes: a) Power - to influence the organization or project deliverables (coercive, financial or material, brand or image); b) Legitimacy – of the relationship & actions in terms of desirability, properness or appropriateness; and c) Urgency – of the requirements in terms of criticality and time sensitivity for the stakeholder.

They will examine the position of all the stakeholders and measuring their potential support or opposition for the proposed project. It is reminded that these attributes will be identified through various data collection methods, including interviews with experts knowledgeable about the stakeholders or with the actual stakeholders directly. Based on the combination of these attributes, different priority levels can be assigned to the stakeholders.

With this accurate analysis, the researchers will be able to divide the stakeholders into three groups: Group 1: Those who have leadership and high power (level 3); Group 2: Those who have leadership and medium power (level 2); Group 3: Those who do not have leadership but have high to medium power (level 2 or 3). The Stakeholder's Table enables a scenario-building process and discussion, helping task teams determine appropriate responsive strategies. It is also possible to reveal, and potentially assist in reducing the power imbalance among weaker groups and strategies may be tailored to address their concerns.

4.8. Using information (Step 8)

The research team will use the collected information to influence decision-making processes inside the Douro region, helping to identify the best parties and build a common vision and mission. The dissemination of stakeholder analysis will be done through specialized curses, conferences, regional seminars, national and international technical missions and a best practices manual.

5. Conclusions

Wine Tourism companies with innovative behaviour: pursue product, service and experience differentiation; build wine & Food & cultural Experiences; focus on win-win stakeholders' cooperation strategies; emphasis on landscape and cultural heritage potential; reconcile internal objectives with market/territory opportunities and defend a circular economy. So the stakeholder's analysis model for the Douro region will help the inside sector players:

a) to acquire an effective integration between business wineries interests, Wine & Food heritage and tourism development objectives;

b) to obtain a strong commitment among all stakeholders to improve seriously sustainable wine tourism;

c) to be able to integrate national, regional and local government policies and frameworks that recognize sustainable enotourism as an important vehicle for managing the cultural and natural heritage;

d) to introduce a sense of pride and responsibility to local communities about their own identity and heritage sites;

e) to engage all stakeholders in wine tourism planning;

f) to provide enotourism stakeholders with the capacity and the tools to manage their wine business efficiently, responsibly and sustainably based on the local cultural context and needs;

g) to promote quality tourism experiences that encourage responsible behaviour and cooperation among all stakeholders;

h) to set priority projects for developing wine & food tourism innovative products;

i) to identify strategic opportunities for economic growth and job creation inside the Douro region.

Future scientific research involving all players in searching their talent constellations, are required. Specifically, the research must develop a scientific framework supportive of the relational perspective on wine & food & cultural tourism to aid all major stakeholders in understanding, designing, and developing structured systems based on community talent-dominant logic.

Acknowledgement

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