

ENOTOURISM ECOSYSTEM: STAKEHOLDERS' COOPETITION MODEL PROPOSAL

Josefina Olívia Marques Godinho Salvado

Portugalense University – UPT, Portugal

Resumo

O vinho como um produto cultural tornou-se o principal tema do desenvolvimento turístico na maioria dos territórios vitivinícolas, no Mundo e particularmente em Portugal. O Enoturismo é um ecossistema em crescimento, sendo composto pelos subsistemas: Território, Turismo e Cultura Vitivinícola, envolvendo mais do que visitar adegas e comprar vinho, surgindo coligado com a herança, identidade e memória de um determinado espaço geográfico, que deve seguir princípios de desenvolvimento sustentável. Para tal é decisivo gerar dinâmicas de criação de valor, a partir da dimensão endógena das regiões, ancoradas em estratégias de coopetição. Neste contexto, o presente trabalho propõe um modelo agregador do ecossistema - *Enotourism Coopetition Model* onde se identificam os principais *stakeholders*, mostrando a necessidade da sua integração interorganizacional sinérgica, através de estratégias de coopetição, reforçadas pelas Políticas do setor. Para desenvolver este estudo exploratório, recorreu-se à metodologia qualitativa, especificamente a Análise de *Stakeholders* de Kammi Schmeer. A aplicação do modelo visa apoiar gestores e decisores a identificar os atores principais percebendo os seus interesses e a interagir com maior eficácia, na aplicação das políticas do setor. Argumenta-se que todos os *stakeholders* devem construir uma visão e missão comuns, de modo a: incentivar uma atitude e um comportamento focados no território, no património cultural e na criação de uma identidade singular; reconhecer o enoturismo como um importante veículo para um desenvolvimento regional sustentável; explorar a multifuncionalidade da paisagem rural; e criar experiências de enoturismo inovadoras.

Palavras-chave: Enoturismo. Ecossistema. Stakeholder Analysis. Coopetição.

Abstract

Wine as a cultural product became the main theme of tourism development in most wine regions in the World and in Portugal. Enotourism is a growing ecosystem, composed by Territory, Tourism and Wine Culture subsystems, involving more than visiting wineries and buy wine, emerging related to landscape, heritage, identity and places memory, following sustainable principles. It is crucial value generation, based on regions' endogenous resources, anchored on cooperative strategies. It is also vital to identify main stakeholders within Enotourism ecosystem and analyze their cooperative relationship. In this context, this study proposes an aggregator ecosystem model - *Enotourism Coopetition Model*. This archetype recognizes the ecosystem players' diversity, reinforced by sectorial policies, in order to promote authenticity, competitiveness and sustainability. To explore this framework, a qualitative methodology was adopted - Schmeer's Stakeholder Analysis. The proposed model application will support managers and decision-makers to identify the main actors and interact more effectively, seeking a sustainable territorial value creation; fostering local endogenous resources; strengthening regional landscape identity and increase businesses competitiveness sustainability. It is argued that players must build a common

vision and mission, incorporating the needs of those who have Enotourism interests, which could encourage a responsible attitude/behavior focused on: the sense of cultural heritage identity pride; recognition the sector niche as an important vehicle for regional development and local communities' sharing; commitment to explore the rural landscape's multifunctionalities; and assigning Enotourism innovative experiences projects, as a priority.

Key words: Enotourism. Ecosystem. Stakeholder Analysis. Coopetition.

Introduction

Wine tourism represents a particular type of tourism, whose principal feature is given by the wine and the wine-production landscape. According TP (2015, p.27), this is a very young activity in Portugal, because 51% entrepreneurs started business in 2000s (decade) and 27% begun activity in 2010-2013. Enotourism is also a wine production complementary business since 50% are wine producers, 14% explore viticulture and 7% Tourism in rural space. The Enotourism, Oenotourism, Wine tourism, or Vinitourism is a complex ecosystem highly fragmented by supply, demand, processes, activities, results, players, heritage and cultural identities, multifunctional rural landscape, where the "homo turisticus" is the most important actor in the process. As mentioned by Asero & Patti (2009) wine, like the many typical products, can be defined as a 'territorial intensive product' since it contains a strong reference to the territorial identity in which it is produced. Wine tourism purpose includes: the wine tasting, purchase of wine, visiting the wineries and others touristic experiences; learn about local landscape, communities and wineries owners; find out cultural heritage; and understand the region environment. Hall and Mitchell (2002) use the term 'touristic terroir' to illustrate the combination of physical, cultural and natural elements that give each region its distinctive appeal, detected in various types of cultural manifestations, associated with tales and myths, history and religions, gastronomy and popular culture, different forms of art, music, literature, architecture, painting, sculpture, ceramics, decorative arts, etc. According TP (2015, p.27) 24% of tourists have wine tourism as the main travel motivation. In such context, it's suggested an aggregator ecosystem model, called "Enotourism Coopetition Model", based on Freeman (1982), Hall, et al (2000 and 2002), Deloitte Vintur Project (2005) and Moore (1997 and 2006), Butler and Waldbrook (2003). The keystone concept of this aggregator model is "Coopetition", concerning the coexistence of cooperation and competition relationships among stakeholders. This construct will allow policymakers and managers to interact more effectively in order to increase support for a given policy or program and get business and territory sustainability. So, the present study started, with a deep literature review about Enotourism definitions, wine tourism ecosystem and stakeholder's coopetition strategies concepts, in section 2. It shows the wine Tourism investigation "state of the art" and demonstrates the complex stakeholders' relational interconnectedness in Portuguese Enotourism ecosystem. This paper follows an exploratory Schmeer's (1999) Stakeholder Analysis methodology, explained in section 3. The aggregator model called "Enotourism Coopetition Model will be discussed in section 4, and the expected results showing that positive achievements are possible, when wine tourism planning process harmonize stakeholders' relationships, in section 5.

Wine Tourism Ecosystem Literature Review

Wine Tourism Definition and Perspectives

The European Charter on Oenotourism (2006, p.2) define wine tourism concept as “ the development of all tourist and “spare time” activities, dedicated to the discovery and to the cultural and wine knowledge pleasure of the vine, the wine and its soil”. The Enotourism (brief summary) definition can be seen, over several perspectives (Table 1). Complementing the table above, and from an academic point of view, wine tourism study has grown considerably, covering a large range of topic.

Cooperation strategies (Howley & Westering, 2008) tried to answer the question “how to develop Enotourism?” with an English market case study. They touch the main ideas of this study, joining cooperation and coopetition concepts. Hall et al (2000), add to debate the advantages of trade networks, with evident benefits for wine routes territories and producers’ business. Inácio (2008) and Costa (2007), propose a holistic contribution, showing the important association of wine tourism with wine routs and connected with cultural heritage. Based on Hall, et al., (2000), Deloitte - Vintur Project, (2005) and European Charter Wine Tourism (2006), the wine tourism ecosystem can be set up on 3 pillars: Wine Culture, Territory/ Landscape and Tourism, the heart of this study. To get sustainability inside this ecosystem, all different stakeholders must work together harmonizing their objectives and interests. The result will promote the creation of innovative tourism products, activities and experiences, in order to build company competitiveness; encourage the discovery and interpretation of Wine Cultural landscape, revealing region’s authenticity; and leverage business and regional development, achieving a new level of sustainability.

Wine Tourism Ecosystem, a Niche Concept

The business ecosystem concept becomes from the Digital Business ecosystem, based on the biological ecosystem idea and population organization, (Peltoniemi, 2005 and Tansley, 1935). Moore (1993) argued that a firm is not just a member of a single industry but a part of a business ecosystem, which crosses a variety of industries. Following this idea, Moore (1997 and 2006) defined business ecosystems as including partners and subcontractors, but also complementary, competitors, customers, and potential collaborator companies, as well as public bodies, local incubators, investors, and even research institutes and universities. Enotourism should also be seen as an ecosystem,- combining all different stakeholders’ interests, being permeable to the external environment, influencing and being influenced, secured by mutual benefits management networks. In Portugal we have witnessed in recent years, the implementation of Enotourism projects that aim, benefiting from the natural and cultural attributes of the regions and the richness and quality of its wines, to develop a diversified tourism supply capable of attracting more and better tourists and also an increase tool for landscape preservation. Portugal has 14 wine-producing regions (Image 1): Vinho Verde, Dão, Távora e Varosa, Porto e Douro, Trás-os-Montes, Bairrada, Beira Interior, Tejo, Lisboa, Alentejo, Península de Setúbal, Algarve, Madeira e Açores, which one considered as a niche ecosystem, with a singular “terroir” identity. Jenkins & Jones in Jenkins (2002, p.79) define “niche” as the outcome of a postmodern society reflecting a fractured market offering numerous specialized products, being the next step in the segmentation process of tourism products. Dahringer and Muhlbacher (1991) defended that niche markets give firms added advantages, because there are a better use of resources in a narrow field where it has a distinct competitive advantage (asset’s singularity). Wine and tourism industries are two powerful sectors for rural

development, requiring cooperation strategies between stakeholders, as mentioned by Inácio (2008, p.132) and Getz (1997).

Wine Tourism Stakeholder's Coopetition

Today's organizations operate in a more complex ecosystem, integrating inside their business, competition and cooperation (coopetition) strategies, linking a large diversity of stakeholders. As defined above, ecosystems has a large range of stakeholders, with several types of attitude/motivation, such as: values, resource, interests, lobbying, goals, view, policy, legitimacy, credit (opinion), power, networks relations, strategies, which could influence the ecosystem. In this context all stakeholders need understand their operating ecosystem, adjust the relationship network, examine the market/network roles and plan several ways to explore recourses. The Portuguese Enotourism partnership levels (TP, 2014, p.11), are very low: about 57% of companies answered that have partnerships with other players, such as: Tourism Recreation companies (30%); Travel agencies (29%); Hospitality Enterprises (14%); Food (12%) and Institutional entities (9%). The collaboration degree with institutional entities, pointed to the existence of a regular cooperation between the Enotourism companies and the Wine Routes (52%), the Winemaking Regional Commissions (49%) and municipal players (45%). To get success, is vital distinguish the people with the power to significantly impact organization's health and sustainability and discuss the state of the sector with that ecosystem partners. For an effective integration inside Enotourism ecosystem, all stakeholders must build a common vision and mission, adopting win-win coopetition strategies. Zineldin (2004, p.780) define coopetition as "business situation in which independent parties cooperate and coordinate their activities, thus helping to achieve mutual goals, but at the same time competing with each other as well as with other companies". The wine tourism companies need to improve their coopetition strategies, because usually they compete alone for several inputs as well as outputs. So, rather than live in "separated bubbles", companies must be aware of what's happening in the world and pay more attention to relationships within their own ecosystem. On the other hand, instead of stand-alone players battling for market share, companies must cooperate, forming networks, alliances and collectively deliver value to customers.

Methodology: Schmeer's Stakeholder Analysis

Schmeer's Stakeholder Analysis (Schmeer, 1999) is a process of systematically gathering and analyzing qualitative information to determine whose interests should be taken into account when developing and/or implementing a policy or program.

Policymakers and managers can use the stakeholder analysis to identify the key actors and to assess their knowledge, interests, positions, alliances, and importance related to the policy. There are eight major steps in Schmeer's stakeholder analysis process: 1.

Planning the process; 2.Selecting a policy; 3.Identifying key stakeholders; 4.Adapting the tools; 5.Collecting and recording the information; 6.Filling in the stakeholder table; 7.Analyzing the stakeholder table; 8.Using the information. All steps yields useful and accurate information to identify the important actors and being as an innovative instrument for participatory processes. Stakeholder analysis of wine tourism involves a very complex process of scientifically collecting, validating and analyzing qualitative information to determine whose interests should be taken into account when developing and/or implementing a policy. Poitras and Donald (2006) referred the importance of formulating a community-based vision for wine tourism has a desirable first step, with goals and strategies to follow. The plan should highlight the need to preserve natural resources and amenities, as well as monitoring the impact on the local population.

According to Martin and Williams (2003), to sustain the wine tourism value regions, municipal planners and managers need to work directly with their constituencies to develop clearer visions and policies. This methodology has a Policy – step 2- in this case PENT (Tourism National Strategic Plan) 2020 and European Charter on Enotourism, as starting points, and measures the project impact's idea on political and social regional force. It illuminates the divergent stakeholders' – step 3- viewpoints helping to identify potential strategies for negotiating with opposing stakeholders. With wine tourism stakeholders' information, their interests, and their capacity to oppose same kind of reform or policy, project managers can choose how to best accommodate all benefits, guaranteeing that the adopted policies are politically realistic and sustainable. It aims to identify the truly Enotourism strategic specialization, investigating the evaluation parameters of territorial sustainability and the complex relational interconnectivity between all stakeholders. This exploratory study used only the first 3 steps of Schmeer's stakeholder analysis.

Wine Tourism Coopetition Model

An industry can be viewed as a collaboration arena of multiple and diverse constituencies and interests, referred to as stakeholders. Wine tourism sector, is now being developed in many regions around the world (Getz, 2000; Hall et al., 2000), but its sustainability is being questioned. Redefinitions of the territory /corporation strategies are required, along with a reexamination of the means by which the benefits of corporate activity should be generated and distributed in order to get regional development. This study proposes a Wine Tourism Coopetition Model providing a road map for Enotourism players in order to plan future strategies, highlighting the stakeholders' role in territorial development and value creation and their interests' harmonization. Our main proposition follows stakeholders' Post et al (2002) ideas, refereeing that organizational wealth can be created (or destroyed) through relationships with stakeholders of all kind- resource providers, customers and suppliers, social and political actors. To solve this problem is crucial an effective Enotourism stakeholder management, identifying the main player groups and examine the complex relational interconnectivity between all, in order to get mutual benefits inside each "Touristic Terroir" (Hall and Mitchell, 2002). The proposed Wine Tourism Coopetition Model (Image 2) consists of: section (1) debate the "**Wine Tourism Pillars**" as ecosystem genesis, involving the Territory / Landscape, Wine Culture and Tourism, all of them supported by Policies (such as PENT, European Wine Tourism Chart); section (2) analyzes the "**Wine Tourism Core Business**" exploring the main organizational wealth sources and stakeholder relationships, inside the organization's walls, plus distribution channels and direct wine industry providers; section (3) introduces the "**Wine Tourism Extended Business**", containing the "extended enterprise" definition and their major elements, such as wine tourism direct customers and Enotourism indirect Customers; regional complementary products/services suppliers. A deeper analysis of "**Wine Tourism Ecosystem**" begins in section (4) focusing on players with a significant effect on the core business but who are often considered outsiders, e.g.: trade associations, regulatory bodies, investors, local communities, social atmosphere, government and legal environment, customer demand, research & development, coopetition partners, trade unions, tourism entities (national and international), financial groups, other Stakeholders.

The Enotourism Competition Model appears to be plausible and relevant, but under Post et al (2002) opinions, it is important Identifying Stakeholders and Balancing Interests, because their desires and levels of concern in Enotourism are difficult to determine and may be conflictual. Establishing priorities and making choices among trade-offs are not easy, leading some managers to believe that comprehensive stakeholder management is impossible. For a better model understanding, we will detail each section attributes (image 2).

Wine Tourism Pillars (1)

The conventional notion that corporations should create wealth only for its shareowners is incorrect. Post et al. (2002) argued that the corporation should be redefined to emphasize its relationships with and responsibilities toward all stakeholders, both voluntary and involuntary. So we believe that it is appropriated to consider that the Wine Tourism sector is sustained on three pillars, the Wine Culture, Territory/Landscape and Tourism, combining all different stakeholder's interests and support the creation of innovative tourism products (to get competitiveness), activities and experiences that promote the discovery and interpretation of Wine Cultural landscape (to deliver authenticity) in order to business and regional development (to build sustainability) (image 3). Each one of these pillars will be presented and explained, as followed: The **Territory/landscape** – Territory is the material base for landscape.

The Territory/Landscape is a concept related to “governance”, “planning” and “sustainability”. According to Pereiro (2003), the cultural heritage tends to have a public sense, community and extended collective identification. The notion of cultural heritage, stated by Ballart (1997, p.17), arises when "an individual or group of individuals identified as his an object or set of objects". It can be said (based on European Landscape Convention, 2000) that the cultural heritage is a human group's cultural expression that retrieves memories, ritualized sociability (people identity) and transmit legacy for the future. Rural wine territories are being sold as a rural paradise in which leisure, cuisine, scenery and outdoor activities provides unique tourist experiences, emphasizing the rural lifestyles and landscape. The concept of “landscape” has multiple meaning and is intrinsically holistic, such as landscape as territory, as perception, as heritage, as a resource. The European Landscape Convention, approved by the Council of Europe in July 2000, defines the concept of Landscape as “*the landscape ... is a basic component of the European natural and cultural heritage*”; “*an area as perceived by people whose character is the result of action and interaction of natural and/or human factors*”. Consequently, Territory, Landscape and Heritage become inseparable concepts enabling simultaneous use of all the physical, biological and cultural components making up the landscape. We can then consider that landscape is nothing but the footprint of society on nature and previous landscapes and becomes also the social conscience and awareness of the territory by the people living there.

Wine Culture - Vineyard and wine are parts of a cultural heritage, connected to history and it has been an essential element for economic, social and cultural development of different wine regions. The Wine Culture has grown as part of life, culture and diet since immemorial time. 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. Promoting the Wine Culture means authenticity to the origins, and a product strongly linked to gastronomy, taste pleasures and heritage. According to Deloitte European Enotourism Handbook - Vintur Project (2005, p.4) “*Without the wine culture, enotourism does not exist. The wine*

culture is the thematic axis of this product and the tourist must be able to perceive that during all the steps of their enotourist trip and in any component of the enotourist value chain. One should be able to “breathe” the wine-making culture. The enological-cultural value determines the weight of the wine element as an axis or a vertebra of the tourist experience”. Cultural appreciation of wine reflects the diversity of the wine regions, the savoir-vivre and culinary habits. The art of viticulture and winemaking has also grown improving the association of wine with gastronomy, history, tradition, origin, local quality products and dignified social settings. The wine tourism holistic landscape is important, as it is an authentic cultural element of great value which extends to all territory and has a sufficient potential to shelter a significant quantity of tourist services, activities and singular experiences.

The Tourism – Goeldner & Ritchie, (2006), argue that the tourism ecosystem consists of organizations’ networks stretching across several different spatial scales/industries/activities, connecting several types of stakeholders attaching different values, papers, interests, capabilities, practices, diversity of resources and ideas. Due to the interdependence that exists between the heritage/touristic ecosystem resources and its users, successful implementation of ecosystem-based management depends on the identification and understanding of different stakeholders, their practices, expectations and interests. According to TP (2014) is considered positive the wealth contribution of wine tourism. In terms of revenue, 62% of entrepreneurs consider the contribution of wine tourism as very important / important. It’s obvious that the wine tourism in Portugal is still in its early age. Wine industry could extend their revenues (competitiveness) by diversifying their activities to include tourism, not only as a complementary income but also by becoming an important promotional regional channel. If tourism is "experience" Urry (1999), Hall (2005) and Cooper and Hall (2008) recommend, the wine tourism can be defined as well as an “total experience” a set of tangible and intangible services, which includes the endogenous resources, regional attractions, equipment and support infrastructures, entertaining activities, the local symbolic images and values. To illustrate this enotourism pillar, we present the Douro Valley case as a varied and unique destination that offers great value to visitors because it combines distinctive rivers and landscapes, fascinating culture and gastronomy, a wide variety of outdoor activities, museums, ancient and modern architecture and, of course, the well-known Douro wines, including the famous Porto wines. The heritage of the region is well protected and has a national system of conservation, protection and renovation that guarantees the preservation of the cultural heritage.

The Policies: Chuck (1997) opinion revealed that, Policy refers to an overall, highlevel plan that includes goals and procedures, generally found in formal statements such as laws and official documents and statements. Tourism Policy is generally considered to be an area of a nation’s overall economic policy. To explain this Enotourism pillar we present Portuguese tourism strategic plan and other European policy cases. The PENT [National Strategic Tourism Plan (2013-2015, p.18)], is clear when highlight the huge importance of country's image. PENT (2013-2015, p.29-39) emphasizes the need of creating a diversified and identity regional experience supply. This strategic concern has been reinforced in PENT 2020 (2014, p.41-42) covering all 7 Portuguese regions, indicating Enotourism as an activity to be developed. In case of Europe, we found several wine tourism entities with the task of promoting the sector, develop business and the territory: The RECEVIN (European Network of Wine Cities) union aims to

strengthen the presence and visibility of Wine Cities in Europe; European Enotourism Handbook, establishes the Enotourism management quality system and defines the method of starting, developing and recognition of European Roads of Wine; European Day of Enotourism exists to celebrate the Enotourism activity; European City of Wine is a competition for dissemination of Enotourism in Europe; European Charter on Enotourism defines the wine tourism concept and establishes participation and cooperation strategies, seeking territory development and sector regulation. It is crucial to accommodate the national and European Enotourism policies with heritage policies, such as the European Landscape Convention (ELC), as an important partner, in order to promote landscape protection. So, sustainable wine tourism ecosystem depends on the identification and management of distinctive issues relating to the endogenous resources of wine industry, tourism sector, heritage and their specific impacts. To illustrate this Enotourism pillar, we show an example of collaborative policies involving the DRCN (North of Portugal Regional Culture Direction) and IGESPAR (Archaeological and Architectonic Patrimony Management Institute) in Douro Valley. They work together regarding to add natural-human heritage of the Douro Valley, such as: the archaeological heritage of Foz Côa, the medieval heritage of the whole region, the city center areas of Douro's towns, into more complete cultural-heritage offers and incentives to develop activities related to heritage. With such a rich cultural heritage, there are many opportunities to create sustainable initiatives. The Portuguese Government through the PENT, Regional Tourism Agenda, and Tourism Action Plan for the Northern Region have identified the Douro Valley as a Priority Tourism Destination. As concluded through the literature review, the cooperation inside the wine tourism sector must be a win-win joint effort between competitors, not limited only to cooperative alliances, such as joint ventures, outsourcing agreements, franchising, development associations, co-production or co-marketing initiatives, but extended the collective effort, to all types of stakeholders.

Wine Tourism Core Business (2)

Chris Zook and James Allen (2001) define the core business as that set of products, capabilities, customers, channels, and geographies that defines the essence of what the company is or aspires to be to grow its revenue sustainably and profitably. Managers must implement several companies' growth strategies: define the business boundaries and core business and identify the sources of differentiation that will continue to create market power and influence over customers, competitors, and industry profit pool. The **"Wine Tourism Core Business"** is the blood of the business with a group of vital players: a) Wine Tourism Core Providers (Vineyards /Farms; Wineries/ Cellars Owners; Shop/tasting room/ own museum); b) Distribution Channels (Tour Operators/ Travel Agencies/ DMC's; OTA – Online Travel Agencies; Direct Suppliers); c) Direct Suppliers: Wine Cluster; Gastronomy Cluster; Hospitality Cluster; Professional team; animation companies; tour guiding). In our case and presenting a single example, of Douro Valley, North Portugal – Executive Report of the System for Measuring Excellence in Destinations (2008, p.12), presented an example of stakeholder's involvement in regional development, with Destination Management Organizations (DMOs) representing a public sphere in which organizations and people deliberately join together around tourism. They set a range of principles to achieve results, for the Douro Valley, for instance: share a common vision; build relationships, partnerships, and cross-sector engagement; define a stakeholders' critical mass opinion to solve problems; create a strong leadership and presence; and become architects of change, particularly as related to the sustainable development of tourism.

Wine Tourism Extended Business (3)

The modern corporation is an institution of huge economic power and social impact. Companies have grown because of their ability to mobilize productive resources and create new wealth. The evolution of the corporation has given rise to new opportunities and challenges that require a redefinition of the corporation and its objectives.

According to 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 an integrated team. So an extended company is a wider organization' representing all associated customers, employees, suppliers, distributors, etc. who directly or indirectly, formally or informally, collaborate in the design, development, production, and delivery of a product to the end user. According to Post et al. (2002), the social legitimacy of the corporation as an institution, depends not only on its success in wealth creation but also on its ability to meet the expectations of diverse constituents who contribute to its existence and success. These constituencies and interests are the corporation's stakeholders—resource providers, customers, suppliers, alliance partners, and social and political actors. So, the organization must be seen as an institution engaged in mobilizing resources to create wealth and benefits for all its stakeholders. The dominant proposition is that organizational wealth is created (or destroyed) through a corporation's interactions with its stakeholders. This is the Extended Business, where an effective stakeholder management develops and utilizes relationships between a corporation and its stakeholders for mutual benefit. In case of "**Wine Tourism Extended Business**" is the extended enterprise, enlarging the view of the business supply chain to include a) Wine Tourism Direct Customers (customer Segmentation B to C); b) Wine Tourism indirect Customers (customer Segmentation B to B); c) Suppliers of Complementary regional products/services: Regional products; d) Access (Transports, signage, accessibilities, ...); e) Attractions (activities related with territory 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 Centers, Shopping Malls, Visitor Centers, ...g) Wine Tourism Amenities; h) Wine Tourism Ancillary Services; I) health and cosmetics: Wine Well-Being & Spa; thermal facilities j) Handicraft; k) Other Suppliers: TIC; Information and Welcome; Security; Visitor statistics.

Wine Tourism Ecosystem (4)

Brussard et al. (1998), claim the significance of ecosystem management that it focuses on ecological systems as a whole rather than on just some of their parts, including public involvement in the goal-setting process, integrating conservation into economic activity, and representing a paradigm shift from 'linear comprehensive' management to 'cyclic-incremental' or 'adaptive' management. The "**Wine Tourism Ecosystem**" 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) Customer demand; Research Insights (Universities; investigation centers); e) Coopetition; Investors; Trade Unions; Tourism entities (UNWTO; TP; Treaties; Regulations; Directives; Decisions; Recommendations; Opinion); f) Financial entities (Europe; Portugal); g) Other Stakeholders, to the business ecosystem, such as opinion makers, not directly involved in the business operations, but a significant effect on the success of the business.

Conclusion

Wine Tourism is a complex ecosystem composed by Territory/Landscape, Tourism and Wine Culture, involving more than visiting vineyards, wineries/cellars or buying wine, and highly fragmented by supply, demand, processes, activities, outcomes, players, requiring a systematic academic investigation and a continuous update of tourism professionals, in order to realize the major trends in the industry and ensure a fantastic customer service. Being a systemic phenomenon, the wine tourism could be founded as a regional development asset, allowing the integration of the primary sector (agriculture), secondary (wine industry) and tertiary (tourism). Our main scientific concern around Enotourism niche is developing an intense stakeholder's resonance about business ecosystem sustainable process, in order to identify, understand, building and transfer best Enotourism practices and knowledge, which could help/guide policy makers, entrepreneurs and tourism/heritage managers to match the interests of all stakeholders and develop sustainable Enotourism territories. The transformation of a region in a reference wine tourism destination, results from logic of concentration, synergy, cooperation networks, in combination with a wine quality and some notoriety of the product promoted, not forgetting the identity and heritage of these territories. Wine Tourism cooperation strategies are able to provide: Enotourism stakeholders with the capacity and the tools to manage their business efficacy and efficiency; give responsibly and sustainably guidelines based on the local context and needs; promote quality tourism products and services that encourage accountable approaches among all stakeholders; set priority projects for developing Enotourism innovative products; identify strategic opportunities for economic growth and job creation inside the regions.

References

- Ballart, Josep. (1997). *El Património Histórico y Arqueológico: Valor Y Uso*. Barcelona: Editorial Ariel Patrimonio Historico.
- Brussard, P., Reed, J., & Richard, C., (1998). Ecosystem management: what is it really? *Landscape and Urban Planning*, Volume 40, Issues 1–3, 31 March 1998, Pages 9–20.
- Butler, R. W. & Waldrook, L., (2003). A new planning tool: the tourism opportunity spectrum. *The Journal of Tourism Studies*. v. 14, n 1, p. 25-36, may.
- Carlsen, J. & Carters, S. (Org.) (2004). *Wine Tourism*. (Special Issue), *Journal of Wine Research* (15, 1). Oxford: Carfax Publishing.
- Cavaco, C., & Fonseca, L., (2001). *Território e Turismo no Brasil: uma introdução*. Lisboa: CEG.
- Chuck Y. (1997). *International Tourism: a Global Perspective*. World Tourism Organization (WTO) Publications, Madrid.
- Charters, S., and Ali-Knight, J., (2002). Who is the wine tourist?. *Tourism Management*, 23 (3), pp. 311-319.
- Cooper, C., & Hall, C., M., (2008). *Contemporary Tourism*. Routledge Taylor & Francis Group.
- Costa, A. (2007). *O Enoturismo em Portugal: o caso das Rotas do Vinho*. *Revista da Ciência da Administração* (vol01, jan/jun), Universidade de Pernambuco: versão electrónica.
- Dahringer, L. and Muchlbacher, H., (1991). *International Marketing*. Addison Wesley, Wokingham.
- Deloitte Vintur Project (2005). *European Enotourism HANDBOOK*. Project: "VINTUR"
- Douro Valley, North Portugal, (2008). Executive Report of the System for Measuring Excellence in Destinations. In http://www.ccdr-n.pt/sites/default/files/ficheiros_ccdrn/missaodouro/pub_smed_ingles.pdf
- Dyer, J., (2000). *Collaborative Advantage: Winning through Extended Enterprise Supplier*. Oxford University Press Networks.
- European Landscape Convention, (2000). Foreign and Commonwealth Office, King Charles Street, London, SW1A 2AH. <http://www.official-documents.gov.uk/>
- Freeman, C. (1982). *The economics of industrial innovation*. Cambridge: MIT press.

- Getz, D. & Brown, Granham (2006). Benchmarking wine tourism development: the case of the Okanagan Valley, British Columbia, Canada. *International Journal of Wine Marketing* (18, 2), Emerald.
- Getz, D. (2000). *Explore Wine Tourism: management, development & destinations*. Cognizant Communication Corp
- Getz, D., (2000). *Explore Wine Tourism: management, development & destinations*. Cognizant Communication Corp
- Goeldner, R. and Ritchie, B., (2006). *Tourism: Principles, Practices, Philosophies*. Hoboken (NJ), John Wiley & Sons, (10th ed.)
- Hall, C. ; Johnson, G.; Cambourne, B.; Macionis, N.; Mitchell, R.; Sharples, L.; (2000). *Wine tourism: an introduction in Wine Tourism Around the World –Development, management and markets*. Butterworth-Heinemann. Oxford.
- Hall, C. Michael, *et al.* (eds.) (2002). *Wine Tourism around the World – Development, management and markets*. Oxford: Butterworth-Heinemann.
- Hall, C., (1996). *Wine Tourism in New Zeland*. In J. Higham (Ed.). *Proceedings of Tourism Down Under II. Research Conference* (pp.109-119). Dunedin: University of Otago.
- Hjalager, A. & Richards, G. (Eds.) (2002). *Tourism and Gastronomy*. Oxon: Routledge.
- Howley & Westering (1999). *Wine tourism in the United Kingdom*. in Hall e tal (2000). *Wine Tourism Around the World, – Development, management and markets*. Oxford: Butterworth-Heinemann. pp. 175-189.
- Howley, M. & Westering, J. (2008). *Developing wine tourism: A case study of the attitude of English wine producers to wine tourism* . *Journal of Vacation Marketing* , vol. 14, no. 1, pp. 87-95
- Inácio, A. (2010). *O destino enoturístico: desenvolvimento local e criação de valor*. *Journal of Tourism Studies*, pp 39-64. COGITUR
- Inácio, A., (2008). *O Enoturismo em Portugal: da “Cultura ” do vinho ao vinho como cultura*. Universiadde de Lisboa, Faculdade de Letras. Departamento Geografia. Tese doutoramento.
- Jenkins, D., (2002) (Editor). *Culture: a driving force for urban tourism – Application of Experiences to Countries in transition*. Friedrich Ebert stiftung.http://www.culturelink.org/publics/joint/tourism01/Jelincic_Urban_Tourism.pdf#page=85.
- Martin, E. and Williams, P. (2003) *Directions in British Columbia wine tourism policy*. *International Journal of Contemporary Hospitality Management* 15 (6), 317–23.
- Middleton, V., (1994). *Marketing in travel and tourism*. Butterworth Heinemann, Oxford.
- Moore, J., (1993). *Predators and prey: a new ecology of competition*. *Harvard Business Review*, May-June, 75-86
- Moore, J., (1997). *Death of Competition: Leadership and strategy in the age of business ecosystems*. HarperBusiness. ISBN: 0887308503. Reprint edition
- Moore, J., (2006). *Business ecosystems and the view from the firm*. *Antitrust Bulletin*: Spring 2006, 51, 1. ABI/INFORM Global, p. 31
- Novelli, M., (2005). *Niche Tourism: Contemporary Issues, Trends and Cases*. Routledge.Elsevier Butterworth-Heinemann (Editor).
- O’Neill M., Palmer A., (2006). *Wine Production and Tourism: Adding Service to a a Perfect Partnership*. *Cornell Hotel and Restaurant Administration Quarterly*, 45
- Pereiro, P., X., (2003). *Patrimonialização e transformação das identidades culturais*. In Portela, J. & Castro Caldas, J. (coords.). *Portugal Chão*. Oeiras: Celta editora, pp. 231-247.
- Peltoniemi, M., (2005). *Business Ecosystem: a conceptual modeç of an organization population from the perspective of complexity and evolution*. E-Business Research Center, Research report 18. Tampere: Tampere University of Technology (TUT) and University of Tampere. Available in www.ebrc.fi accessed on 10.10.2015.
- Poïtras, L., and Donald, G., (2006). *Sustainable Wine Tourism: The Host Community Perspective*. *Journal of Sustainable Tourism*, 14: 5, 425 — 448
- Post, J., Preston, L., & Sachs, S., (2002). *Redefining the Corporation Stakeholder Management and Organizational Wealth*. Publisher Stanford University Press. ISBN 080474310-X.
- Schmeer, K., (1999). *Guidelines for Conducting a Stakeholder Analysis*. Bethesda, MD:

Partnerships for Health Reform, Abt Associates Inc.

Tansley, A. G., (1935). The use and abuse of vegetational concepts and terms. In *Functional Ecology*, Volume 11, Issue 2, Article first published online: 19 SEP 2008.

Tapscott, D., Ticoll D., e Lowy, A.,(2000). *Digital Capital*. Boston, MA: Harvard Business School Press.

TP-Turismo de Portugal, (2020). *Plano Estratégico para o Turismo*. Lisgráfica, Impressão e Artes Gráficas, S.A.Lisboa.

TP-Turismo de Portugal, (2013). *Plano Estratégico para o Turismo*. Lisgráfica, Impressão e Artes Gráficas, S.A.Lisboa.

TP-Turismo de Portugal (2014). *Enoturismo em Portugal*. In <http://www.turismodeportugal.pt/Portugu%C3%AAs/ProTurismo/competitividadeeinovacao/setoresdeatividade/Documents/Carateriza%C3%A7%C3%A3o%20das%20Unidades%20de%20Enoturismo.pdf>

TP-Turismo de Portugal, (2015). *Inquérito a Turistas Abril de 2015*. In http://www.turismodeportugal.pt/Português/ProTurismo/estatísticas/EstudosdeSatisfacaodosTuristas/Documents/Inquérito%20a%20Turistas%20CI_vaga%20inverno%202015.pdf.

Urry, J. (1999). *O Olhar do Turista: Lazer e Viagens nas Sociedades Contemporâneas*. 2ª. Ed. Studio Nobel/SESC: São Paulo.

Williams, W. & Kelly, J., (2001). Cultural Wine Tourists: Product Development Considerations for British Columbia's Resident Wine Tourism Market. *International Journal of Wine Marketing* (13,3). U.K.: Emerald; 59-76.

Zineldin, M. (2004). Co-opetition:The organisation of the future. *Marketing Intelligence & Planning*,22(6/7), 780-789.

Zook C., & Allen, J., (2001). *Profit from the Core*. Published by: Harvard Business School Press. In http://vedpuriswar.org/Book_Review/Business_Strategy/Profit%20from%20the%20Core.pdf.

Web References

European Charter on Oenotourism (2006) in http://www.recevin.net/userfiles/file/VINTUR/Charte_EN.pdf, accessed in 2-10-2015

RECEVIN (European Network of Wine Cities), (2000). (in <http://www.recevin.net/target.php>, accessed in 2-10-2015).