
Wine Tourism and Sustainability – A Case Study



Abstract

The wine tourism industry has a significant contribution to Portugal's socio-economic development. Considering the importance of sustainability for the wine tourism sector, companies are increasingly starting to set goals and objectives based on sustainable development. This study aims to present the case study of a large Portuguese company, describing the way these organisations promote sustainability in the sector of wine tourism. The qualitative research method adopted was based in documentary analysis. Content analysis revealed that the mechanisms used to promote and implement sustainable practices were recognised by the community. In the practical domain, the study can stimulate companies to implement practices in order to promote sustainability and also to contribute to adding value to tourism associated with wine.

Keywords: sustainable tourism, wine tourism, sustainability, Douro region.

INTRODUCTION

Tourism is one of the largest economic sectors in the world and its importance for the global economy is irrefutable, since it creates employment and incorporates a huge cultural, environmental and heritage value (Nepal et al., 2019). Also, sustainability is an extremely important element for businesses reflecting growing concern for environmental, social and economic issues (Kraus et al., 2017). In this sense, companies face challenges derived from sustainability issues, such as climate change and water and energy availability, given that their activities cause some negative impacts (Flores, 2018). Notably, the wine industry is also concerned with sustainability (Flores, 2018).

Sustainability has been gained increasing attention from companies, (López-Pérez et al., 2017) and currently this topic is of growing relevance, since the companies can be a vehicle for sustainable development (Kraus et al., 2017). Thus, sustainability has become a key factor in social science (Yu et al., 2015). In addition, academic studies on wine tourism have surged in recent years (Montella, 2017).

Considering Nepal et al. (2019, 145) is vital “reconsider the impacts of tourism, and support policies for making tourism an important contributor to the United Nation’s Sustainable Development Goals (SDGs), specifically the SDG 13 - managing tourism sustainably requires reducing the impact of the sector on climate change”.

Accordingly, sustainability in the wine industry has become an important subject for the International Organization of Vine and Wine (Flores, 2018, 2302).

The author mentions that “the discussion of sustainability in the wine industry raises many concerns, starting with agricultural activities (viticulture), followed by industrial operations and management processes (winery) and distribution. Furthermore, the enhancing of wine tourism emphasizes this discussion” (Flores, 2018, 2302).

It is possible to verify that companies are encouraged to participate in sustainability practices (Mark-Herbert and von Schantz, 2007) and the industries whose core business is the exploitation of natural resources reinforce the need to implement specific measures in this area. These measures are related to ethical issues (Boiral-Heras-Saizarbitoria, 2017), thus representing an important aspect for the conservation of biodiversity (SCBD, 2010).

According to González (2017), wine production companies with experience of wine tourism are contributing to the social, economic, environmental and cultural sustainability of the territories, and wine tourism is emerging as a profitable industrial sector, able to generate local and rural economic development (Marzo-Navarro-Pedras-Iglesias, 2012).

As is well known, tourism is on the increase in Portugal. According to the report of World Travel & Tourism Council, tourism grew by 8.1% in 2018, obtaining the highest rate among the countries of the European Union. Regarding the sector of wine production and commercialization, it is also notable that they have a significant impact on the national economy and consequently in the Gross Domestic Product (for example: according to data released by the Institute of Vine and Wine, in Portugal in 2018 wine export increased by 3% compared to the previous year and amounted to 806 million euros). Thus, given the relevance of these sectors, the objective of this study is to understand how a company of the wine industry promotes wine tourism, contributing to the sustainable development of the region where it is inserted (Douro region) and to identify a set of good practices implemented for promoting sustainability. For this study, the qualitative approach was used with the presentation of a case study with a Portuguese company.

The structure of this paper is composed as follows: section 2 concerns the literature review; section 3 describes the methodology; section 4 presents and discusses the implications and, lastly, the conclusions, limitations and future lines of research are mentioned in section 5.

1. LITERATURE REVIEW

Nowadays sustainability is an urgent arising problem (Mejía-Dugand et al., 2016), and its definition is related to three dimensions - economic, social and environmental (Elkington, 1997). In turn, McWilliams et al. (2014) advise the companies joining these three vectors (also called the Triple Bottom Line) on how to carry out their daily activities. According to Klewitz (2017), sustainability-oriented innovations allow companies to reduce the use of resources they use: for instance, environmental technologies are considered to have a strong relevance

for sustainability (Kanda et al., 2015). Regarding the implementation of a strategy of sustainability, this integrates aims and policies that must be settled in the different departments of the company (logistics, production, marketing, communication and human resources management) as explained by Baumgartner (2014).

Shnayder et al. (2016) identify that the environmental dimension includes everything that is related to the actions of the company that affect the environment. The authors add that in this dimension there are topics such as pollution, waste, recycling, environmental protection and biodiversity. In turn, Rao and Holt (2005) argue that the production phase plays a critical role in ensuring that the products/services provided by a company are ecologically correct, i.e., considering eight relevant aspects: i) raw materials that do not harm the environment; ii) replacement of environmentally questionable materials; iii) take environmental criteria into account; iv) take into account environmental design considerations; v) optimization of the solid waste reduction process and emissions; vi) use of cleaner technological processes to save energy and water; vii) selective separation of waste (recycling) and viii) incorporate principles of environmental management and quality.

In relation to the social dimension, the authors describe the corporate actions that affect people, i.e., subjects related to health, human rights, security and justice (Shnayder et al., 2016). In a complementary manner, Font et al. (2016) identify the following sustainable practices in social dimensions: i) support for local community development and heritage conservation; ii) promoting gender equality in employment practices; iii) actively encourage respect for the culture of the region where the company is inserted; iv) consider whether the premises are suitable for persons with reduced mobility; v) collaborate with social and charitable projects; vi) encourage clients to contribute to social initiatives; vii) promote the balance of work and family life.

And the third dimension - economic dimension - refers to profit and includes everything that is related to the financial status of the company as indicated by Shnayder et al. (2016). Font et al. (2016) describe some practices included in this dimension: i) encourage customers to consume local products; ii) choose employees from the region where the company operates whenever possible; iii) encourage clients to contribute to charitable activities; iv) the salaries of employees are fair and above the industry average; and v) choose suppliers that contribute to local development.

Tourism is an essential tool in the development and regional economic growth, believing to be one of the “weapons” to avoid desertification and economic stagnation of the regions (Opperman, 1993) and it is considered as a factor of extreme importance in promoting regional development (Jackson-Murphy, 2006). The World Tourism Organization (1998) defines sustainable tourism as the development of tourism that meets the needs of tourists, but at the same time preserves and improves the opportunity for future development. As argued by Wu (2009, 2) “sustainable tourism meets the needs of today’s tourists without taking away from

the future generations the resource necessary to satisfy their own needs”. Thus, sustainable tourism management policies should aim to minimize the impacts associated with the environment (Nepal et al., 2019). However, from the perspective of Lu and Nepal (2009), sustainability is perceived as a complex concept for tourism. Nevertheless, sustainable tourism has been investigated in specific industries such as food and wine (Montella, 2017).

Concerning to wine tourism, Hojman and Hunter-Jones (2012) state that it is an important activity because it is emerging as a profitable sector and can generate significant economic development (Marzo-Navarro-Pedraja-Iglesias, 2012), but also contributes to the differentiation of a region in the tourism market as explained by Popp-McCole (2016).

According to Hall and Mitchell (2000), visiting winery companies has become an important form of tourism in many regions around the world, thus wine tourism can be defined as the interaction between visitors and the wine production team, management systems and other attributes of wineries (Carlsen-Boksberger, 2015). Considering Montella (2017), wine tourism has increased and today it represents a key element to leverage for improving wineries’ performances for several reasons: i) wineries’ economic interest, and ii) availability of local events that are linked to wine production. In turn, Alonso and Liu (2012), given the direct relationship between sustainability, grape/wine production and wine tourism, mention that there are many reasons why sustainability is gaining in importance in the wine industry. From the perspective of Montella (2017), it contributes to local development, which guarantees the interest in sustainability.

Poitras and Getz (2006) claim that sustainable wine tourism depends first on a general approach to tourism development that is based on the three pillars: economic, environmental and social. Further, Gázquez (2015) states that sustainable wine tourism depends on the identification and management of issues pertaining to the resources used, namely: i) land and water, ii) labour, iii) capital, and iv) infrastructure inputs necessary for grape growing and winemaking.

In a complementary manner, Nowak and Washburn (2002) affirm that the promotion of sustainable methods in wine production is being increasingly implemented in order to achieve competitive advantages, contributing to the construction of brand value. The wine industry, and specifically wine tourism, is increasingly referred to in the sustainability discussion, for example, in terms of environmental concerns (Alonso-Liu, 2012). By way of example, Ohmart (2008) indicates that one of the objectives of sustainable viticulture is to contribute positively to the local community by leaving a small environmental footprint and Peris-Martínez (2013) adds that wine tourism is related to sustainability through several environmental benefits, such as: reduction of carbon dioxide, protection against erosion, preservation of native fauna and species (which can be determined as grape varieties).

2. METHOD

2.1. TYPE OF STUDY

The study is of the exploratory type, contemplating the subjectivist approach and the method of research is qualitative with the presentation of a case study, following the structure of Yin (2014), where the qualitative research method seeks to identify relationships and becomes more efficient when the study intends to deepen a phenomenon.

To achieve the objective defined, this paper studies a single case related to the sustainability practices and wine tourism services development by the Portuguese company Sogrape Vinhos S.A. It was founded in 1942, is a family-owned company focused on the production of quality wines and the innovation and development of Portuguese brands, with more than 830 hectares of vineyards. The company has developed a marketing strategy for the international markets in order to promote Portuguese wines, as well as tourism services such as: providing various programmes of visits to its cellars, wine tasting, providing a hotel unit. Note that these activities are a historic element of Oporto (and the Douro region), inviting visitors to experience its heritage and culture.

2.2. COLLECTION OF INFORMATION AND ANALYSIS

For this study all information was collected through secondary data. More precisely, internal documents and other publications belonging to the company were consulted, namely a scientific paper related to the company, two internal documents with relevant information (Report of Sustainability 2017; Account report 2017), a press release, as well as the company's websites.

The data were subjected to a content analysis, which consists of a set of techniques for systematic analysis of texts (Mayring, 2000) and in the critical understanding of the meaning of communications (Chizzotti, 2006). Table 1 presents the documents representing the secondary data used in the study.

Table 1 Sources of secondary data

Documents	Code
Scientific Paper	D1
Report of Sustainability 2017	D2
Account report 2017	D3
Press release	D4
Company's website I	D5
Company's website II – restaurant & hostel	D6

Source: Own elaboration

3. CASE PRESENTATION: DISCUSSION AND IMPLICATIONS

3.1. SOGRAPE VINHOS S.A. CASE STUDY

Sogrape Vinhos S.A. was founded in 1942, is a family-owned company focused on the production of quality wines and the innovation and development of Portuguese brands, with more than 774 hectares of vineyards in several regions of Portugal: Douro (509 hectares), Alentejo (120 hectares), Bairrada (62 hectares), Dão (49 hectares) and Vinhos Verdes (34 hectares). At present, the company has a total of 18 farms, 15 winemaking centres and 9 bottling lines. Sogrape Vinhos S.A. has a presence in several countries in Europe, Asia, America, and Africa. It has about 700 hectares of vineyards planted in four countries on three continents (Argentina with 372 hectares, Chile with 169 hectares, Spain with 144 hectares and New Zealand with 15 hectares). The company has its own distribution channels, not only in Portugal, but also in four other countries: the United Kingdom, Angola, Hong Kong and Brazil. A marketing strategy for international markets was developed by the company in order to promote Portuguese wines and two of its most emblematic wine labels are Sandeman Port and Casa Ferreirinha wines. In addition to the production of wines, the company has several touristic programmes which are held in Douro region, for example: visits to the vineyard with wine tasting at Quinta do Seixo, visits to its cellars (Cockburn's Port Cellars) and the company manage also a lodging unit named The House of Sandeman Hostel & Suites.

Regarding the sustainability policy implementation, Sogrape Vinhos S.A. has developed several practices based on its values and ethics, so the company is committed to carrying out its activities in a responsible and sustainable way, contributing to environmental and social preservation in the places where it is located and has pledged to take care of its employees (D3). In conclusion, the company has defined a model of internal government to achieve this theme, translated into a strategy based on four priorities: i) ensure sustainable production and consumption; ii) protect the environment and life on earth; iii) skills development and iv) involving stakeholders (D3).

In sum, Sogrape Vinhos S.A. is a large Portuguese company whose brand and product are widely recognized; as such, the company is strongly established on the Portuguese market as well as on the international market. Furthermore, the company has a broadly structured sustainability policy.

3.2. SUSTAINABLE PRACTICES

3.2.1. ENVIRONMENTAL DIMENSION

Concerning environmental concerns and the consequent implementation of sustainability policies, Sogrape Vinhos S.A. has developed several practices taking into account that the environmental dimension includes everything related to the company's actions that affect the environment (Shnayder et al., 2016).

The company also ensures that its hectares of vineyards are certified according to the Integrated Production Mode, that is, it is a practice that integrates concerns to achieve economic, social and environmental balance, so that its viticulture is sustainable. In addition, the company states that at this time, a test phase is being implemented in order to practice organic production. Sogrape Vinhos S.A. is also committed to the development of functional biodiversity projects for the integration of viticulture practice in the surrounding ecosystem (D5). In particular, regarding the environmental sustainability, Sogrape Vinhos S.A. implements several practices: waste management, wastewater treatment, atmospheric emissions control, energy management, LED lighting technology introduction, among others (D2). All these measures represent concern with environmental management with the objective of reducing the environmental impact of their activities (Nunes-Bennett, 2010) including practices related to the reduction of waste, recycling, environmental protection and biodiversity (Shnayder et al., 2016).

In this sense, António Graça (Head of Research and Development) says *“the company's commitment is not only to produce good wines, but also to respect Nature!”* (D5) and Fernando da Cunha Guedes (Chairman) adds *“we have the responsibility to contribute actively to an environmentally, economically and socially sustainable sector, animated by a culture of network cooperation to reduce threats and optimization of opportunities”* (D2). This evidence is in line with the Annunziata et al. (2018) statement: the companies are concerned with linking sustainable practices to organizational performance.

According to Munoz-Villamizar et al. (2018), companies should consider compliance with regulations and certifications to evaluate and improve their sustainability practices. In this sense, the Head of Research and Development of the company argues that *“we reinforce our commitment to sustainability through certifications such as ISO 9001 and by ISO 14001. All grapes are produced according to Sustainable Agriculture Directives - Integrated Production, ensuring that our vineyards comply with the international sustainable viticulture scheme”* (D2).

In addition, a Quality System was developed, which meets the standards required for the agro-food industry. Thus, the company is certified by the BRC - British Retail Consortium - which is a global reference for food safety and the IFS - International Food Standard (D5).

According to Rao-Holt (2005, 903), *“the production phase plays a critical role in ensuring that the products/services provided by a company are environmen-*

tally friendly”; to this end, Sogrape Vinhos S.A. developed several actions aiming to achieve the Environmental Sustainability in Viticulture: i) The company is a founding board member of PORVID - Portuguese Association for Grapevine Diversity, a joint public-private effort to conserve, study, evaluate and deploy to growers the unique biodiversity of Iberian varieties, ii) agricultural protocols for water savings, iii) agricultural Protocols for Soil Conservation, iv) Agricultural Protocols for Energy Savings and v) Agricultural Protocols for Integrated Pest Management (D1).

In sum, according to the sustainability report of the year 2017, the environmental management system is transversal to the whole company (D2).

3.2.2. SOCIAL DIMENSION

In relation to the social dimension the company has 551 employees (41% are female, 59% are male) (D2) and for the company, one of its strategic axis is investment in human capital and in its development (D3), therefore 6450 hours were dedicated to their training (D2).

The company was the main driver of the European project “Wine in Moderation” in Portugal, a project which aims to promote moderation and responsibility in wine consumption. It is also one of the founders of the National Alcohol and Health Forum, a structure promoted by the Institute of Drugs and Drug Addiction with the objective of creating, at a national level, a platform representative of all civil society stakeholders committed to strengthening the actions necessary to minimize the harmful effects caused by excessive consumption of alcohol (D5).

At the level of the patronage actions, it is observed that the company has an active collaboration not only with local agents, namely, Banco Alimentar Contra a Fome (Oporto), Liga de Amigos de St. António, and the Association of Bagos d’Ouro, but also with organizations that promote culture: Serralves Museum, House of Music and the Association of Friends of the Coliseum (D5) In view of the foregoing, is possible to verify the fact that “emerging from social issues such as poverty and unemployment, many companies have implemented sustainability initiatives in order to help solve and prevent social problems and to promote social welfare in local communities” (Barron-Chou, 2017, 40).

As indicated by Wilkinson et al. (2001), the company must recognize value and promote the skills of its employees as well as their development and well-being. Adhering to this perspective, for Sogrape Vinhos S.A., employees are the most important audience of the company (D2). In 2017, Sogrape Vinhos S.A. developed an internal communication system which emerged as a strategic project. This project guides the development of the internal communication: it facilitates the dialogue between all employees from different departments promoting interaction and enhancing synergies through a collaborative culture of transparency; it promotes the development and the giving of a voice to all employees regardless of their function or hierarchical level; it aims to increase employee involvement and to promote the alignment of internal communication throughout the company Sogrape S.A. (D2).

For the company, “People are our Grapes”, that is, the company assumes with conviction, that employees are a priority element for the success of the company, since only with qualified professionals is it possible to face the daily challenges. Thus, related to the practices directed at its employees, the company encourages the continuous improvement of its competences through an annual training programme (for example, coaching programmes, creative thinking, marketing and leadership) as well as their health and well-being (e.g. health insurance and retirement pension plan). This evidence corroborates with Johnson (2006), when the author argues that the training programme provided to employees is positively related to the improvement of the company results.

Also, the gender-based equality of opportunity is an issue valued by the company (D2). These initiatives corresponded with the assumptions of Elkington (1994), i.e., the author claims that in relation to social sustainability, a company must offer equitable opportunities, encourage diversity, promote links within and outside the community, guarantee the quality of life of its employees, together with open and accountable governance structures.

Finally, a global digital platform was developed in order to facilitating internal communication, fostering a sense of unity and a collaborative culture and information sharing (D3). These occurrences present real action which supports Pullman et al. (2009) who indicate that social sustainability focuses on internal communities (i.e., human resources).

3.2.3. *ECONOMIC DIMENSION*

The data disclosed in the company’s sustainability report for the year 2017, in the economic dimension showed that 138 million euros was the economic value generated; the economic value distributed was 56 million euros and an amount of 102 million euros relates to purchases made to suppliers (D2). In relation to business growth, it connects the profitability and longevity of the business (D3). So, is evident that sustainable development is a way to ensure continued growth in revenue and profitability (Graça et al., 2017).

Another initiative is related to Sustainable Customer Service Practice (D1), as explained by Graça et al. (2017, 577), “the company has a Client Service Team, being that the company assessed its clients’ satisfaction through questionnaires and implemented improvements from identified opportunities”. In addition, Service performance indicators are regularly shared with the team and “the team met daily to analyse the previous day’s performance through specific key-performance indicators and planned for the coming days by adjusting work plans and improvement measures”. In sum, “the team interact with clients using their own collaborative models (web platforms, portals, websites, etc.) thus respecting their culture and strategies”. This innovation reflects one of the practices presented by Font et al. (2016), that consists of encouraging customers to consume local products.

According to the sustainability report of 2017, donations and other investments in the community were made to the amount of approximately € 100,000. In addition, in 2017 Sogrape Vinhos S.A. acquired grapes from 2,424 wine growers from all regions where it operates, thus contributing to the economy of families and communities (D2). This evidence corresponds to what the literature presents: the economic dimension is related to direct economic impacts and indirect economic impacts, i.e., the company is committed to activities with a positive return at a local level as is explained by Corbo et al. (2014).

Another element worthy of note is the Denomination of Origin, that is, the brands produced by the company come from specific origins, possessing distinctive and specific characteristics of the regions of production, contributing to the value of these regions and enjoying the character that they confer to the wines. These characteristics, together with the know-how, allow the production of consistent and unmistakable wines that the consumer values, leading to their loyalty (D2). In this way, brands generate value, since the brands of wines produced by Sogrape Vinhos S.A. are a differentiating factor, creating value for the company's customers and for consumers, and a quality seal. The relevance of brands makes the difference and is at the basis of sustainability (D2).

In this way, the production of wines with denomination of origin is undoubtedly beneficial in economic terms, given the added value associated with the products with this association between sustainability and local products (Miglietta et al., 2018). In particular, the wine industry has incorporated sustainability into its business strategy for some time, since sustainable practices become not only a matter of communication but are important actions to ensure the continued availability of resources, growth and future growth (Graça et al., 2017).

In sum, Sogrape Vinhos S.A. invested in a series of projects and initiatives aimed at building an ever stronger and profitable company for the future (D3).

3.3. WINE TOURISM SERVICES

Parallel to the production activity, a set of wine tourism services were developed (D3): visits to cellars Ofley/Sandeman/Ferreirinha, and Quinta do Seixo. In addition, as a symbol of the capacity for entrepreneurship and innovation, 'The House of Sandeman Hostel & Suites' and 'Sandeman The George Restaurante & Terrace' was established. The company's vision presented here confirms the perspective of González (2017), who states that wine tourism combines cultural aspects related to wine culture that develop in the wine regions over time. In turn, Montella (2017) declares that specific forms of wine tourism can be visitor facilities and events at wineries, wine-themed interpretation and information centres, wine museums, wine-themed villages, and wine tours, etc.

Regarding to the touristic programme of Quinta do Seixo, Sogrape Vinhos S.A, through the Sandeman brand, seeks to attract more visitors to the Douro and explain a little more about this region and the origin of its wines. Hence, they

offer a guided tour of the winery, the wine cellar and the robotic wineries, a visit complemented by multimedia that explains the entire cycle of wine production and a Port wine test (selected crops) in a room with a panoramic view over the Douro (D5). Thus, there are six types of visits available, from guided visits through cellars and vineyards, wine tastings, outdoor experiences and contact with nature, and enjoying the landscape of the Douro through picnics (D5). Another option is related to the visits to the Ferreira Museum. The exhibition provides the unique opportunity to enjoy a collection of artefacts used in the production of Port wine, including marking instruments used to mark the pipes, as well as other curiosities related to the Portuguese wine industry (D5).

These strategies corroborate with Montella (2017, 1), “wine tourism grew not only because of wineries’ direct economic interest, but also because of the availability of local events that are linked to food and wine production; in some cases, events have stimulated tourism flows and have represented the chance for local wineries to get connected with tourists”.

By defining priorities and focusing resources in order to make a relevant impact (D3), based on a contact with the history of Port and Sandeman wines (D4), other wine touristic services were developed: i) The House of Sandeman Hostel & Suites and ii) Sandeman The George Restaurante & Terrace. Therefore, the company wishes to promote happiness (D6). For the company, the originality, as well as the entrepreneurship and innovation capacity are key areas (D3); for instance, ‘The House of Sandeman Hostel & Suites’ is the first branded hostel. It has twelve suites and forty-three hostel beds in four rooms, with a total capacity for sixty-seven guests (D4) and ‘Sandeman The George Restaurante & Terrace’ presents an innovative offer in the Douro region. This space intends to be a place for after-work. It is composed of different areas: an esplanade, a cafeteria & bar, and a restaurant (D6).

The initiatives described previously corroborate with Poitras-Getz (2006, 425), “the wine and tourism industries must also be concerned about long-term economic sustainability in the face of increasing competition from other destinations, as well as from potential market shifts”.

In sum, Sogrape Vinhos S.A. has a wide range of wine tourism services (visitor centre and tasting room, hotel unit) based on the premise “People, origins, geographic traditions, and brands and wines for every moment of life” (D3).

3.4. SUSTAINABLE PRACTICES: A SYNTHESIS

According to Graça (2017, 571), “the wine industry has incorporated sustainability into its business strategy for a long time and today, most business sectors view sustainable development as a way of ensuring continuous growth”.

Adequate understanding of the interrelationships between tourism, the underlying economy and the natural environment is essential for the formulation of effective tourism policy policies (Nepal et al., 2019). Accordingly, some countries

are including sustainability when planning the strategic development of their wine tourism offers. Wine-producing countries are not only seeking a differentiation strategy, but they are also trying to manage tourism flows and natural resources (Montella, 2017).

Considering the sustainable practices described above, based on the company's internal documents, it is possible to verify that sustainable development is a concern for the company under study. In this regard, Sogrape Vinhos S.A. developed a Sustainability Strategy for the period 2018-2022 in which four priorities were defined as previously indicated: i) to ensure sustainable production and responsible consumption, ii) to protect the environment, iii) to develop people's skills and iv) to involve its stakeholders.

At the moment, several practices are being implemented with positive results and consequently with a relevant contribution to diminish the impact on the environment but also, on the other hand, to increase the socioeconomic impact of company's activities. In a brief way, the following table presents a summary of the evidence obtained by the analyse of the secondary data framed in the topic of sustainable practices and wine tourism (table 2).

Table 2 Sustainable practices in several areas of the company

Sustainable Practices	Production	Tasting Room	Visitor Centre	Hotel Unit
Certification	√	√	√	√
Energy saving	√	√	√	√
Recycling	√	√	√	√
Waste Management	√	√	√	√
Integrated production	√	n.a.	n.a.	n.a.
Reducing carbon emissions	√	n.a.	n.a.	n.a.
Annual training programme	√	√	√	√
Health insurance	√	√	√	√
Pension plan for retirement	√	√	√	√
Internal communication system	√	√	√	√
Sustainable customer service practices	√	√	√	√
Support of R&D* projects	√	n.a.	n.a.	n.a.

Source: Own elaboration

Note: n.a. (not applicable) and √ (sustainable practice implemented in a specific area)

* Activities for supporting Research & Development projects and Education to enhance Community's Environment

3.5. AWARDS AND RECOGNITION

Sogrape Vinhos S.A. based on its mission and vision, has implemented several sustainable attitudes and it is evident that for the company there are substantial concerns with the perceived value provided by both wine tourism and sustainable winegrowing practices (Baird et al., 2018). Consequently, as an outcome of the implementation of good practices, several prizes awarded to the company are presented as follows:

- A. in 2016, the company received an international sustainability award in the worldwide wine business called the International Award for Excellence in Sustainable Viticulture awarded by the Texas Botanical Research Institute. This is the only international prize that deals with sustainability in wine production and the criteria for the award include innovative and sustainable practices and the applicant's impact on air, water and land in viticulture and winemaking, as well as being socially responsible (Graça et al., 2017, 573). Thus, for Sogrape Vinhos S.A., this award made it possible to reinforce the consumer's confidence in wine in relation to its products - Sandeman Port wines and Casa Ferreirinha Douro wines (D1).
- B. in 2017, Portuguese magazines "Jornal Expresso" and "Revista Exame Informática" awarded a prize to the company within the Research and Development area, highlighting the company's performance in the search for innovative solutions using technology, that is, the investment made within the framework of the MicroWine^[1] project with the objective of studying and understanding the impact of microorganisms on wine production (D4).
- C. in 2019, the Botanical Research Institute of Texas once again recognized the excellence of the company's practices in ensuring the sustainability of its business in the environmental, economic and social spheres (D4). Casa Ferreirinha and Sandeman, two of the most prestigious references in the Sogrape Vinhos S.A. portfolio, have recently been honoured in the US under the "2019 International Award for Excellence in Sustainable Winegrowing". According to António Oliveira Bessa, CEO of Sogrape Vinhos, S. A, "*with the attribution of these prizes are recognized the efforts of these brands of Sogrape to support their winemaking activities through innovative practices that minimize negative impacts on the atmosphere, water, soils and areas where their vineyards and facilities are inserted, as well as important aspects such as responsibility business*" (D5).
- D. in 2019, Sandeman - the Port Wine brand of Sogrape Vinhos S.A. has two wine tourism projects recognized as part of the 'Best of Wine Tourism 2019' awards. The international awards 'Best of Wine Tourism' highlights every year the best that has been done in the area of wine tourism (D5). Sandeman Caves

[1] MicroWine project is a European network that promotes the collaboration between the business community and academia.

were considered the best project in the category of Art and Culture. The House of Sandeman Hostel & Suites emerges from this competition by being recognized with the award for best design in the Accommodation category (D5). According to João Gomes da Silva, company administrator, *“these distinctions support the strategy for wine tourism followed by the brand in 2018. The redevelopment of the Sandeman Caves and the opening of the first branded hostel in the Caves building serve the greater purpose of creating a true road map of sophisticated, laid-back and unique Sandeman experiences”* (D5).

In sum, these distinctions are based on several components such as: i) concerns about soil conservation and biodiversity; ii) agricultural practices in Integrated Production mode; iii) actions aimed at reducing energy consumption, thermal energy recovery, minimization of industrial compressed air leakage and photovoltaic energy implementation plan; iv) reduction of the weight of glass bottles and the use of recycled materials in the packaging; v) increasing appreciation of agricultural and industrial waste; vi) sustainable practices of customer management and customer service; vii) training programme for employees; viii) conditions offered to employees at the canteen level, medical services, gymnastics, nutritionist, health and life insurance and pension fund; and ix) the active form of R&D participation both internally and externally. Finally, the fact that Sogrape Vinhos S.A. was the founder of PORVID - the Portuguese Association for Vine Diversity which also was a crucial element in this process of evaluation and consequently in the awarding of prizes.

4. CONCLUSIONS

In Portugal, it is usually the larger companies that develop more cohesive sustainability policies. The case study presented here aimed to illustrate a set of practices inserted in the sustainability policy of the Portuguese company Sogrape Vinhos S.A. which contributes to the promotion of tourism in the region where it operates.

It was verified that there is a set of sustainable practices directed to the various stakeholders of the company, as well as several certifications (ISO9001 and ISO14001; BRC - International Food Standard, etc). This reflects a strategic tool for the development of processes and permanent improvement. Another important element is the active participation of the company in several R&D projects, as well as sponsorship actions with private and public entities, but also in partnerships with several organizations with a strong social contribution.

Regarding the wine tourism, several services were established. These aim to provide unique experiences based on culture, history, origins and heritage. Note that an innovation action was the opening of the first branded hostel entitled “The House of Sandeman Hostel & Suites” which serves the greater purpose of creating a true script of sophisticated experiences based on wine.

Therefore, the awards and recognitions that the company has won are incentives to proceed with the planning and successful execution of its sustainable practices.

Thus, this case study can contribute to the practice in order to stimulate the companies of the sector to develop policies and actions in the scope of sustainability.

One limitation of this study arises from the fact of studying only one company. Therefore, a future line of research would be a study with more companies with developed sustainable practices and promoting the wine tourism. Another future line of research could be to carry out a similar study in other geographical regions of the country.

ACKNOWLEDGEMENT

This work is financed by National Funds through the FCT Foundation for Science and Technology - Project UID/GES/04630/2019.

REFERENCES

- Alonso, D.-Liu, Y. (2012) Wine region, new concept and sustainable development: Winery entrepreneurs' perceived benefits from wine tourism on Spain's Canary Islands. *Journal of Sustainable Tourism*, 20, pp. 991-1009. DOI: 10.1080/09669582.2011.651220
- Annunziata, E.-Pucci, T.-Frey, M.-Zanni, L. (2018) The role of organizational capabilities in attaining corporate sustainability practices and economic performance: Evidence from Italian wine industry. *Journal of Cleaner Production*, 171, pp. 1300-1311. DOI: 10.1016/j.jclepro.2017.10.035
- Baird, T.-Hall, C. M.-Castka, P. (2018) New Zealand Winegrowers Attitudes and Behaviours towards Wine Tourism and Sustainable Winegrowing. *Sustainability*, 10, 797. DOI: 10.3390/su10030797
- Baumgartner, R. J. (2014) Managing Corporate Sustainability and CSR: A Conceptual Framework Combining Values, Strategies and Instruments Contributing to Sustainable Development. *Corporate Social Responsibility and Environmental Management*, 21, pp. 258-271. DOI: 10.1002/csr.1336
- Barron, K.-Chou, S. Y. (2017) Toward a spirituality mode of firm sustainability strategic planning processes. *Society and Business Review*, 12, 1, pp. 46-62. DOI: 10.1108/SBR-01-2016-0008
- Boiral, O.-Heras-Saizarbitoria, I.-Testa, F. (2017) SA8000 as CSR-Washing? The Role of Stakeholder Pressures. *Corporate Social Responsibility and Environmental Management*, 24, pp. 57-70. DOI: 10.1002/csr.1391
- Chizzotti, A. (2006) *Pesquisa em ci ncias humanas e sociais* (8a ed.). S o Paulo, Cortez.
- Clarlsen, J.-Boksberger, P. (2015) Enhancing Consumer Value in Wine Tourism. *Journal of Hospitality and Tourism Research*, 39, 1, pp. 132-144. DOI: 10.1177/1096348012471379
- Corbo, C.-Lamastra, L.-Capri, E. (2014) From environmental to sustainability programs: A review of sustainability initiatives in the Italian wine sector. *Sustainability*, 6, pp. 2133-2159. DOI: 10.3390/su6042133

- Elkington, J. (1994) Towards the Sustainable Corporation: Win-Win-Win Business Strategies for Sustainable Development. *California Management Review*, 36, 2, pp. 90–100. DOI: 10.2307/41165746
- Elkington J. (1997) *Cannibals with forks: the triple bottom line for 21st century business*. Oxford, Capstone Publishing.
- Flores, S. S. (2018) What is sustainability in the wine world? A cross-country analysis of wine sustainability frameworks. *Journal of Cleaner Production*, 172, pp. 2301–2312. DOI: 10.1016 /j.jclepro.2017.11.181
- Font, X.-Garay, L.-Jones, S. (2016) Sustainability motivations and practices in small tourism enterprises in European protected area. *Journal of Cleaner Production*, 137, pp. 1439–1448. DOI: 10.1016/j.jclepro.2014.01.071
- Gázquez-Abad, J. C.-Huertas-García, R.-Vázquez-Gómez, M. D.-Romeo, A. C. (2015) Drivers sustainability in Spain Wine Tourism. *Cornell Hospitality Quarterly*, 56, 1, pp. 106–117. DOI: 10.1177/1938965514549657
- Graça, A. R.-Simões, L.-Freitas, R.-Pessanha, M.-Sandeman, G. (2017) Using sustainable development actions to promote the relevance of mountain wines in export markets. *Open Agriculture*, 2, pp. 571–579. DOI: 10.1515/opag-2017-0060
- González, M. L. (2017) Enoturismo y entornos sostenibles. *Arbor*. DOI: 10.3989/arbor.2017.7 85n3005
- Hall, M.-Mitchell, R. (2000) Wine tourism in the Mediterranean. A tool for restructuring and development. *Thunderbird International Business Review*, 42, 4, pp. 445–65. DOI: 10.1002/1520-6874(200007/08)42:4<445::AID-TIE6>3.0.CO;2-H
- Hojman, D. E.-Hunter-Jones, P. (2012) Wine tourism: Chilean wine regions and routes. *Journal of Business Research*, 65, pp. 13–21. DOI: 10.1016/j.jbusres.2011.07.009
- Jackson, J.-Murphy, P. (2006) Cluster in Regional Tourism, An Australian Case. *Annals of Tourism Research*, 33, 4, pp. 1018–1035. DOI: 10.1016/j.annals.2006.04.005
- Johnson, A. (2006) Lessons learned from six-sigma in R & D. *Research Technology Management*, 49, 2, pp. 15–19. DOI: 10.1080/08956308.2006.11657364
- Kanda, W.-Mejía-Dugand, S.-Hjelm, O. (2015) Governmental export promotion initiatives: awareness, participation, and perceived effectiveness among Swedish environmental technology firms. *Journal of Cleaner Production*, 98, pp. 222–228. DOI: 10.1016/j.jclepro.2013 .11.013
- Klewitz, J. (2017) Grazing, exploring and networking for sustainability oriented innovations in learning-action networks: an SME perspective. *Innovation: The European Journal of Social Science Research*, 30, 4, pp. 476–503. DOI: 10.1080/13511610.2015.1070090
- Kraus, S.-Burtscher, J.-Niemand, T. -Roig-Tierno N.-Syrjä, P. (2017) Configurational Paths to Social Performance in SMEs: The Interplay of Innovation, Sustainability, Resources and Achievement Motivation. *Sustainability*, 9, 10, pp. 1–17. DOI: 10.3390/su9101828
- López-Pérez, M. E.-Melero, I.-Sesé, F. J. (2017) Does Specific CSR Training for Managers Impact Shareholder Value? Implications for Education in Sustainable Development. *Corporate Social Responsibility and Environmental Management*, 24, 5, pp. 435–448. DOI: 10.1002/csr.1418
- Lu, J.-Nepal, S. K. (2009) Sustainable tourism research: An analysis of papers published in the Journal of Sustainable Tourism. *Journal of Sustainable Tourism*, 17, 1, pp. 5–16. DOI: 10. 1080/09669580802582480

- Mark-Herbert, C.-Von Schantz, C. (2007) Communicating corporate social responsibility. *Electronic Journal of Business Organization*, 12, 2, pp. 4–11. DOI: 10.1016/j.pubrev.2017.06.007
- Marzo-Navarro, M.-Pedraja-Iglesias, M. (2012) Critical factors of wine tourism: incentives and barriers from the potential tourist's perspective. *International Journal of Contemporary Hospitality Management*, 24, 2, pp. 312–334. DOI: 10.1108/09596111211206196
- Mayring, P. (2000) Qualitative Content Analysis. *Forum: Qualitative Social Research*, 1, 2, Art. 20. <http://nbn-resolving.de/urn:nbn:de:0114-fqs0002204> Downloaded: 15. 03. 2019.
- McWilliams, A.-Parhankangas, A.-Coupet, J.-Welch, E.-Barnum, D. T. (2014) Strategic Decision Making for the Triple Bottom Line. *Business Strategy and the Environment*, 25, 3, pp. 193–204. DOI: 10.1002/bse.1867
- Mejía-Dugand, S.-Kanda, W.-Hjelm, O. (2016) Analyzing international city networks for sustainability: a study of five major Swedish cities. *Journal of Cleaner Production*, 134, pp. 61–69. DOI: 10.1016/j.jclepro.2015.09.093
- Miglietta, P. P.-Morrone, D. (2018) Managing Water Sustainability: VirtualWater Flows and Economic Water Productivity Assessment of the Wine Trade between Italy and the Balkans. *Sustainability*, 10, 2, pp. 1–19. DOI: 10.3390/su10020543
- Montella, M. M. (2017) Wine Tourism and Sustainability: A Review. *Sustainability*, 9, 1, pp. 1–11. DOI: 10.3390/su9010113
- Muñoz-Villamizar, A.-Santos, J.-Viles, E.-Ormazabal, M. (2018) Manufacturing and environmental practices in the Spanish context. *Journal of Cleaner Production*, 1, 78, pp. 268–275. DOI: 10.1016/j.jclepro.2018.01.026
- Nepal, R.-Irsyad, M. I.-Nepal, S. K. (2019) Tourist arrivals, energy consumption and pollutant emissions in a developing economy-implications for sustainable tourism. *Tourism Management*, 72, pp. 145–154. DOI: 10.1016/j.tourman.2018.08.025
- Nunes, B.-Bennett, D. (2010) Green operations initiatives in the automotive industry: An environmental reports analysis and benchmarking study. *Benchmarking: An International Journal*, 17, pp. 396–420. DOI: 10.1108/14635771011049362
- Nowak, L. I.-Washburn, J. H. (2002) Building brand equity: Consumer reactions to proactive environmental policies by the winery. *International Journal of Wine Marketing*, 14, pp. 5–19. DOI: 10.1108/eb008743
- Ohmart, C. (2008) Green wine without greenwashing? *Wines & Vines*, 89, 7, pp. 77–79.
- Opperman, M. (1993) Tourism Space in Developing Countries. *Annals of Tourism Research*, 20, 4, pp. 535–556. DOI: 10.1016/0160-7383(93)90008-Q
- Peris-Martínez, M. B. (2013) Valoración ambiental de viñedos mediante métodos multicriterio. Aplicación a la valoración del viñedo del término municipal de Requena. *Revista digital de Medio Ambiente «Ojeando la agenda»*, 22: 3–29. <https://mirevistadigital.files.wordpress.com/2013/03/revista229.pdf>. Downloaded: 18. 01. 2019.
- Poitras, L.-Getz, D. (2006) Sustainable wine tourism: The host community perspective. *Journal of Sustainable Tourism*, 14, pp. 425–448. DOI: 10.2167/jost587.0
- Popp, L.-McCole, D. (2016) Understanding tourists' itineraries in emerging rural tourism regions: The application of paper-based itinerary mapping methodology to a wine tourism region in Michigan. *Current Issues in Tourism*, 19, pp. 988–1004. DOI: 10.1080/13683500.2014.942259
- Pullman, M.-Maloni, M. J.-Carter, C. R. (2009) Food for thought: social versus environmental sustainability practices and performance outcomes. *Journal of Supply Chain Management*, 45, 4, pp. 38–54. DOI: 10.1111/j.1745-493X.2009.03175.x

- Rao, P.-Holt, D. (2005) Do green supply chains lead to competitiveness and economic performance? *International Journal of Operations & Production Management*, 25, 9, pp. 898–916. DOI: 10.1108/01443570510613956
- SCBD (Secretariat of the Convention on Biological Diversity) (2010) *Global Biodiversity Outlook 3*. <http://www.cbd.int/doc/publications/gbo/gbo3-final-en.pdf>. Accessed 28 Jan 2019.
- Shnayder, L.-van Rijnsoever, F. J.-Hekkert, M. P. (2016) Motivations for Corporate Social Responsibility in the packaged food industry: an institutional and stakeholder management perspective. *Journal of Cleaner Production*, 122, pp. 212–227. DOI: 10.1016/j.jclepro.2016.02.030
- Wilkinson, A.-Hill, M.- Gollan, P. (2001) The sustainability debate, *International Journal of Operations & Production Management*, 21, 12, pp. 1492–1502. DOI: 10.1108/01443570110410865
- World Tourism Organization (1998) Guide for Local Authorities on Developing Sustainable Tourism; WTO: Madrid, Spain, p. 9. <https://www.e-unwto.org/doi/pdf/10.18111/9789284402809> Downloaded: 18. 12. 2019.
- Wu, C.-W. (2009) Sustainable development conceptual framework in tourism industry context in Taiwan: Resource based view. *Conference of International Journal of Arts and Sciences*, 2, 1, pp. 1–11.
- Yin, R. K. (2014) *Case Study Research: Design and Methods*. 5th ed., SAGE Publications, Thousand Oaks, CA.
- Yu, Y.-Choi, Y.-Zhang, N. (2015) Strategic corporate sustainability performance of Chinese state-owned listed firms: A meta-frontier generalized directional distance function approach. *Social Science Journal*, 52, 3, pp. 300–310. DOI:10.1016/j.soscij.2013.07.010

INTERNET SOURCES:

- Report of Sustainability (2017) Sogrape Vinhos, S. A. https://www.sograpevinhos.com/app/uploads/infofinanceira/rel_suste_2017.pdf Downloaded: 11. 03. 2019.
- Account report (2017) Sogrape Vinhos, S. A. https://www.sograpevinhos.com/app/uploads/infofinanceira/rel_cons_2017.pdf Downloaded: 12. 03. 2019.
- Press Release (2017) Sogrape Vinhos, S. A. <https://www.sograpevinhos.com/blog/category/noticias/> Downloaded: 15. 03. 2019.
- Company's website I (2019) <https://www.sograpevinhos.com/> Downloaded: 04. 03. 2019.
- Company's website II - restaurant & hostel (2019) <https://thehouseofsandeman.pt/?lang=pt-pt> Downloaded: 18. 03. 2019.