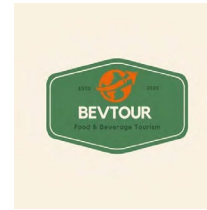




# A BEVTOUR GUIDE TO BEST PRACTICE FOR THE HOSPITALITY ENTREPRENEUR

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## CASE STUDIES THOUGHTS FOR THE BEVTOUR BEST PRACTICE HANDBOOK

### Overview

An overview of some of the major lessons learned over the course of the last two years

### *How did it happen – the story of the case through the following issues?*

**Markthalle IX Berlin**, is a great example of how a venue can be saved from developers who want to deliver another bland branded building, and can be regenerated into a vibrant community space with support and consideration among the tenants and competition and variety for the public, - thinking away from the norms which is a hallmark of the entrepreneur.

**The Fair Market in Larissa Greece**, is not just an event. It is an integral part of the cultural heritage of Larissa. It is a custom that has been held since 1881. It is organised under the responsibility of the Municipality of Larissa, which rents a specific space to each seller. Participants are traders from all over Greece.

**Brewery Hops** & Mia Tobin In 2011 she started work for a tour company in Ireland and learned the ropes of the industry and developed her skills more. In 2012 Mia was enjoying the renaissance of craft brewing in Ireland, and over a drink in her local pub and had the idea to join beer and tourism and create Brewery Hops.

**Cantine Nicosia** started in 1898 Francesco Nicosia, opened the first wine shop in Trecastagni, on the slopes of Mount Etna , Sicily. In those days the Etna wine was used to blend with many of the French wines to give "body" 1952 was the first big change with their own vines into use and growth continued especially with the new millennium.

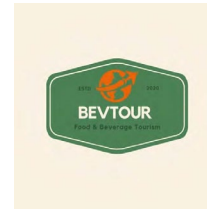
**The Maribor Culinary route** consists of four culinary stops / restaurants among which the meal is divided (cold appetiser, warm appetiser, main course, dessert dish & wines) and the guests are kindly invited to walk from one restaurant to another in order to finally enjoy the complete meal

**The Norwich City of Ale** was the first of it's kind in the whole of the UK starting in 2011, and now in 2022 ran for 11 days seeing over 40 pubs taking part in a city wide festival. Whilst the festival lasts for 11 days, the impact to the city and the pubs that take part continues throughout the whole year.

### *Who developed it?*

**The Fair Market in Larissa Greece**, was an important commercial event for many centuries in Central Greece, especially during the years of the Ottoman occupation. It was founded as a market for the sale of animals, textiles, and ironmongery from Germany.





## **Markthalle IX Berlin,**

***Lesson to be learned:- was initially funded through a bank loan - always the simple option to try.***

**Brewery Hops** Started small and got assistance from Dublin Local Enterprise Office (LEO), help with setting up the website and mentoring from LEO.

In order to keep costs low Mia started on a part time basis with Brewery Hops and still worked for another tour company for a few years while she dipped a toe into self-employment. There was no funding form elsewhere; it was all in house.

*How did collaborations started?*

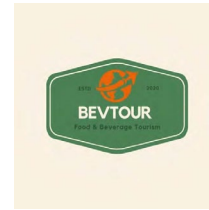
**City of Ale** is currently the founders are working with 'Visit Flanders' to create a collaboration with Belgium and Leuven to try and turn the festival in to an European affair, with the aim of making it celebration of events across the whole of the year, finishing up with the City of Ale festival.

*How was it marketed:*

A consistent marketing tool that is easily accessible has been Social Media – primarily Facebook and Instagram. Instagram is very visual and photographs of people enjoying themselves can cause a feeling of warmth and envy in the viewer. They want to experience the same things. Facebook can give much more detail on the experience itself so it's important to cross pollinate the platforms so they link to each other.

***Lesson to be learned:- Another huge tool that came across was the use of local advertising and TV stories, getting involved and getting these stories reported. This also helped generate "word of mouth" which is by far the most trusted way to gain converts.***

**Markthalle IX** has its own website that includes presentations of the food and beverage businesses that are present on a daily or weekly basis, a blog that introduces new ones and a calendar of past and upcoming events. Its newsletter has some 12,000 subscribers, most of them paying a visit at least occasionally.



*Successes, failures.....what could have been done differently?*

**Markthalle IX** Logistics and complaints by residents living close by about the deliveries and the noise and emissions they create have been and are a big headache. Nikolaus Driessen thinks that it would have been better to discuss these issues up front rather than having to deal with them now.

***Lesson to be learned:-*** *Always consider the neighbours and if possible get them committed and onside. Asking their cooperation if not permission will always bring a positive response when and if things go wrong*

**Brewery Hops** is a niche product, Mia relies on online marketing like Google ads, Facebook ads to target more people who want to travel to Ireland of a certain age, typically she gets visitors who are culturally curious, couples typically and both parties may not be beer enthusiasts but they want a different experience, they want to get behind the scenes, meet the locals and see how small business work in Ireland. There has been many for Mia and Brewery Hops, return visitors is one of them, it's obvious people enjoy themselves and want to come back and spend money in Ireland, also getting female entrepreneur of the year with Inner City Enterprise in Dublin and launching new routes. Mia says:-

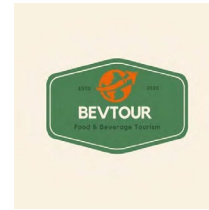
***Lesson to be learned:-*** *"Trust your brand and really invest in it. Trusting instincts earlier to go for it when beer tourism was very new, craft beer was very new in Ireland, we had such a tiny percentage of people in Ireland drinking craft beer, but seeing that it worked in other countries I should have moved faster rather than the very slow lead-in".*  
*- seems like a really good plan - If you don't believe - why would I??"*

***Lesson to be learned:-*** *one of the major lessons that Phil Cutter in Norwich believes has been hugely important was that building relationships with supporters, sponsors etc is critically important but.... Maintaining your independence means that you can stay true to your own vision and beliefs rather than serving the interests of someone else!*

*How the Covid situation was managed / survival of restrictions?*

**The Brewery Hops** and Mia's experience pretty much sums up what most if not all experience in one way or another.

"Covid was very difficult for tourism and the industry was pretty much shut down. Nobody travelled in 2020. For 2 years there was pretty much zero work, it was really disheartening. I went back to study and did a post graduate."



Mia started touring very small scale day trips last November (2021). It was difficult to survive the industry with covid, a lot of costs had to be cut, take the bus off the road, cut everything that was possible to cut and go into survival mode.

"I was reliant on PUP and other assistance for tourism businesses, there was grants offered through Fáilte Ireland which was really appreciated and definitely helped to keep things ticking over. We hoped for a strong return and that was what we got with 2022 and really happy with that".

Mia was unsure if it would come back full pelt and as a small tour operator felt she was very lucky as people want to travel in smaller groups, they want a more private experience.

"For me it's a great year this year and I am delighted to be back and survived the storm".

### **Phil Cutter at Norwich City of Ale**

Says much of the same – keep relationships alive, show concern and empathy for your partners and believe that time, adaptability, passion, flexibility and creativity will really help to support and see you through.

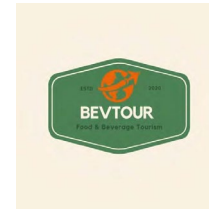
### **Cantine Nicosia**

Important changes from the needs of Covid survival meant, (as put by Graziano Nicosia) "During the Covid period in the months of March, April and May 2020, our presence on the large-scale distribution channels allowed us not to suffer heavy losses. We have had some losses in exports. Another aspect is that related to the world of wine tourism which has suffered an incredible brake.

Our strategy in the lockdown phase was precisely to strengthen the relationship with all the companies that carried out direct and online sales both abroad and in Italy. We have strengthened our presence on the foreign market. It was necessary to be ready and adapt immediately to new situations and make important changes.

A quite different company emerges from the period of health emergency compared to the pre-pandemic period. In fact, the enhancement of a strategy that aims to increase the multi-channel sales is privileged."

***Lesson to be learned:- Another important lesson is that Diversity is much to be encouraged, especially as it stays within the originally recognised tenets and aims of the business. This comment also supports the thoughts of both Phil and Mia regarding building and maintaining relationships through thick and thin.***



### What does the future hold?

Mostly all thought that the tourism and hospitality business would recover – though it would certainly take time. Those who survive would be the ones who plan, try new things, adapt and would now be ready for almost anything as there is , in those businesses who resurrect, a belief that, if they can survive 2 years of Covid they can survive quite a lot.

Many are optimistic which is probably the thing at the heart of the Entrepreneur – big or small – always believing

**Graziano Nicosia** again “We’re optimist! As for future projects, my family is moving on more points. Further expansion of the vineyards, sustainability, the classic method, strengthening the foreign market and increasing the activities aimed at wine tourism are certainly the keywords that will characterise the company's future years.”

#### Any other comments

Sustainability and waste management became very important to many of the businesses and a great case in point is **Aldonza** who are based in Spain, Aldonza is a producer of Manchego typical products such as wine, olive oil, saffron, and cheese.

According to **Manuel Rodríguez de la Peña**, Operations Manager:-

“As far as challenges are concerned, I would say that one of our biggest challenges has been waste management. We have been working on it since the very beginning, because in order to efficiently manage the waste, much research and testing is needed. Oil extraction waste has been particularly challenging for us, because of course they can be poured into the soil or used as an organic fertiliser, but it needs to be processed otherwise it will be of little benefit. This processing has needed much research, time and effort but now we can proudly say that we have reached a very satisfactory level as we have decreased the amount of fertiliser we use by substituting it with the once-waste and now organic fertiliser.

Since last year we have reached a circular economy as all of our waste is employed in the production process. Also, we obtain an average of 60% of energy by solar power (30% in winter and 100% in summer).”

**Lesson to be learned:-** *Hospitality is a tough trade,” says Phil Cutter “and it is a lifestyle. Those who are passionate about the trade will have the mental strength to give it a go”. Philip also explained that staff are the key to the success of the pubs in Norwich.*

*Philip explained that the social aspects of going out have changed, and so the way that pubs and hospitality businesses in general operate needs to change and create that unique experience for the customer.*





## CONTRIBUTION FOR THE BEVTOUR BEST PRACTICE HANDBOOK

### Roosiku Chocolate Factory

<b>Discussion with:</b>	Reet Kasekamp Sales and marketing manager Aivo Alev CEO
<b>Conducted by:</b>	Eero Elenurm

### Sihtasutus Noored Teaduses Ja Ettevõtluses (YSBF) - Estonia

#### Overview

Producing and selling organic, vegan chocolates. Roosiku was established as a Family business. The owner (Aivo Alev) of the Roosiku Factory has been making chocolates already almost 20 years. So, it has been kind of like natural process – constantly improving and refining the recipes of chocolates with her wife Merike. As they are vegan and like to have a healthy lifestyle and support sustainability strongly, then one purpose was to develop chocolates that are completely organic, vegan. Containing only pure ingredients but still taste deliciously. Inspiration has come from the pure Estonian nature that surrounds the Roosiku Chocolate Factory. Making healthier sweets by adding local berries which gives chocolates Nordic twist. For today Aivo has developed recipes of raw chocolates that are not so bitter and strong as usually raw and dark chocolates are. These are smooth and delight. Chocolatier Aivo constantly develops new products, so it's an ongoing process.

#### How did it happen –

##### 1. Who developed it?

Aivo Alev founder of the company and chocolatier

##### 2. How was it founded?

First it was totally family business. 2020 was made first bigger investment by purchasing machinery for production capability increase. That was co-financed by the measure of regional development fund: precisely <https://www.rtk.ee/meede-kagu-est-ettevotluse-arengu-toetusmeede>

##### 3. How did collaborations started?

First the idea was to produce and provide chocolate that would add healthier variety on confectionary market locally but know the hopes has grown to provide these products also in foreign markets.

##### 4. How was it marketed:

We have been doing a really little marketing work, as can be seen from our FB <https://www.facebook.com/Roosiku> and IG channel [https://www.instagram.com/roosiku\\_chocolate/](https://www.instagram.com/roosiku_chocolate/) where we are not very active because most of the energy goes to production and new products development. That is the capability that needs an improvement in our company. The most valuable marketing



channel so far has been mouth-to-mouth marketing. That means our friends and clients who has tasted our chocolates recommend these to their friends and that is how the kind word spreads. Some articles in local and foreign magazines have also been published about the big family of Aivo and Merike and their amazing story of renovating abandoned old schoolhouse, where their home and chocolate factory is now located.

*5. What are the results – did they meet the hopes?*

Currently we are grateful where we are with our company. We are able to produce the sweets that are accordance with our believes and lifestyle. Of course, there is always potential and opportunity for growth and improvement, so we hope that we are on that path.

*6. Successes, failures.....what could have been done differently?*

Entrepreneurship is all about an ongoing learning process with little and big success and failure cases. So, it is very difficult to bring out some of them separately. One of the successes has been acquiring JAS certification to our chocolates initiated and supported by our distributor in Japan.

*7. How the Covid situation was managed / survival of restrictions?*

These did not affect us much because our production is at the countryside, and we don't have a big collective. Only the sales in Japan were smaller than prognosed because of the restrictions that where there. Also some complications with supply chain did occurre, like not receiving the packages or ingredients on the right time.

*8. What does the future hold?*

We are actively searching for new export markets and developing new products. Most of these will be launched during the year 2023.

**Comments from Eero Elenurm, YSBF**

It is inspiring to see, how Roosiku Chocolate Factory has been a great example of a unique business, which manages to export its goods from a nice old schoolhouse in rural countryside of Estonia. Doing vegan chocolates is probably quite an international niche business. At the same time I know that the owners have sold their countryside schoolhouse and they are moving to a slightly bigger town of Võru, as they were facing a number of challenges related to their location. It is difficult to get kids to school and trainings and it is also difficult to manage logistics related to their business. Let's hope that new interesting beverage and food businesses can come up also in rural settings, not only in big cities.



## CONTRIBUTION FOR THE BEVTOUR BEST PRACTICE HANDBOOK

**Charles de Cazanove**

**Discussion with:** | Interview with the manager of the Charles de Cazanove shop  
**Conducted by:** | Virginie Boutier  
Eurotracks - France

### Overview

The champagne house Charles de Cazanove was founded in 1811 in Avize by Charles Gabriel de Cazanove

Because he comes from a family of master glassmakers and from glass to wine, there is only one step.

### How did it happen –

#### 1. Who developed it?

The champagne house was founded by Charles Gabriel de Cazanove

#### 2. How was it founded?

The champagne house was founded by Charles Gabriel de Cazanove but it was his son, Charles Nicolas, born in 1818, who contributed to the growth of the brand. A businessman and president of the Horticultural Society of the Epernay district, he applied his botanical knowledge to the fight against phylloxera and gave the Charles De Cazanove company its first letters of nobility.

#### 3. How did collaborations started?

When Charles Nicolas De Cazanove died in 1903, his sons Franck and Joseph passed on the business to the next two generations. Son of Joseph, Roger de Cazanove, who took over the management of the House in the 1920s, was deported to Germany and died in captivity in the Nazi camps. His brother, Hubert, followed him before dying shortly before the end of hostilities. The nephew of Roger and Hubert de Cazanove, Mr. Chiroussot held the reins of the company for several years, until 1954. Amaury de Cazanove, the grandson of Charles Nicolas, becomes the company's president.

To manage Champagne de Cazanove, Amaury called on Sylvain de Sournac, who is familiar with the work of the vineyard and wine. A good manager and a shrewd salesman, Sylvain de Sournac has succeeded in increasing the company's shipments tenfold. The arrival of Amaury de Cazanove was accompanied by the acquisition of a stake in the capital by the Vernes bank, which it sold back to Martini.

Thus, in 1958, the company became part of the Martini & Rossi company and from 1983, under the control of the Moët - Hennessy group. The latter finally decided to sell it in



1985 to the Société Anonyme de Magenta - Epernay, the trading company and distributor of prestigious brands, better known under its acronym S.A.M.E.

On 5 February 1999, the company was listed on the open market of the Paris Stock Exchange. Since 2004, she has been part of the Rapeneau group.

*4. How was it marketed:*

The active export policy of the Moët - Hennessy group made it possible to strengthen the foreign collaborations that had begun in 1958.

It is marketed in France and internationally, for example in Australia with great success.

*5. What are the results – did they meet the hopes?*

*6. Successes, failures.....what could have been done differently?*

*7. How the Covid situation was managed / survival of restrictions?*

The restrictions had little impact on the "Champagne House" as export sales continued and if sales volumes dropped a little, the stocks made it possible to hold out during the two years of slowdown.

*8. What does the future hold?*



## CONTRIBUTION FOR THE BEVTOUR BEST PRACTICE HANDBOOK

### Case Study of Markthalle IX, Berlin

**Discussion with:**

**Case Study of Markthalle IX, Berlin**

**Conducted by:**

Martin Barthel

Comparative Research Network EV - Germany

#### Overview

Inaugurated in 2011, Markthalle IX is first and foremost a place where local food and beverage producers and shops alongside gastronomic businesses sell their goods and services and where regional producers offer their products during weekly markets on Friday and Saturday. But the market hall is much more than that. Since its inception it has also organised, among others, numerous thematic food and beverage events, specialised weekly markets and the Street Food Thursdays where local culinary start-ups can test their concepts, and offers cooking classes and related services at the embedded Kochschule Neun. Throughout its existence it has remained strongly involved in social, cultural and culinary neighbourhood projects. Its aim has been to offer urban customers an opportunity to “eat and shop differently” by respecting people, animals and the environment and by creating transparency and trust between producers and consumers with a focus on regional and seasonal products and to promote local economic development.

#### *How did it happen – the story of the case through the following issues?*

##### 1. *Who developed it?*

Built in 1891, Markthalle IX is one of the three surviving out of fourteen historical market halls in Berlin that still serve as food markets today. In the 2000s, the economically struggling market, then dominated by discounters and all kinds of small retail businesses, was marked for urban redevelopment as a supermarket but a local neighbourhood initiative successfully lobbied the city administration to favour a concept that would promote small local retailers along with social and cultural projects. The winning bid went to a trio of entrepreneurs: Florian Niedermeier and Bernd Maier, natives of Augsburg, Bavaria, brought with them a passion for high-quality food grown or manufactured by small producers and the certainty that it was necessary to break with traditions, while Nikolaus Driessen, the present manager of the market hall, had been active in the neighbourhood initiative. A big initial challenge was to put Markthalle IX on the map and to attract a significant number of producers and customers to its historically peripheral location – the bank who had provided the loan for the acquisition was at first quite sceptical whether the project would be economically viable. This was one of the reasons why Markthalle IX early on started to organise food and beverage fairs, thematic markets and similar events, although these affairs, often and especially in the beginning, required immense logistical efforts without corresponding financial benefits. The focus has been on local food and beverage tourism with the goal of transforming first-time or occasional visitors into regular customers, even though the market hall today also figures on some international tourism portals, such as TripAdvisor, and the city’s official tourism



website, attracting visitors from elsewhere. Markthalle IX also benefitted from the renewed interest in food tourism and the nascent foodie movement. Over time, the initial concept has met with success. Most of the legacy shops and traders, as well as a remaining discounter, have been replaced by food and beverage businesses that respect the standards aimed at.

## 2. *How was it founded?*

As already mentioned, the initial acquisition was made possible through a bank loan. Nikolaus Driessen expresses his regrets that the Berlin authorities give insufficient consideration to culinary or foodie tourism, seen as less important than bigger food events, such as the Grüne Woche, a huge annual producers' trade fair, or other attractions, such as the Berlin club scene, and that the market hall generally finds itself in the role of a supplicant.

## 3. *How did collaborations started?*

Contacts and partnerships with producers' networks and local foodie communities have been crucial for implementing Markthalle IX's concept, alongside with being well anchored in the local community. Since the 2000s Berlin has a vibrant food, beverage and gastronomic scene, and producers in the surrounding region of Brandenburg have adapted to the rising demand for good-quality regional products or started their own business. Among the participating producers, retailers and gastronomic entrepreneurs there has been a certain turnover. The market hall's restaurant Marktlokal, for example, has changed management a couple of times before the present one is now running it successfully. While some of the partners had good concepts but were less successful at sales, others with a less convincing one have often become thriving businesses. Some of the producers formerly present at the market hall have decided to split off and create their own venue. Finally the Street Food Thursdays have been an excellent occasion for new and upcoming producers to test their business idea.

## 4. *How was it marketed:*

Markthalle IX has its own website that includes presentations of the food and beverage businesses that are present on a daily or weekly basis, a blog that introduces new ones and a calendar of past and upcoming events. Its newsletter has some 12,000 subscribers, most of them paying a visit at least occasionally. It also communicates through social media channels, such as FaceBook, Twitter and Instagram, the latter being the most important one, as do almost all participating producers. To publicise its events, it simply prints flyers and posters exhibited at producers' business places. Markthalle IX does not monitor tourism portals but makes an occasional search on Google for feedback. Obviously word of mouth and local food bloggers have played a major role in raising the market hall's local profile.



5. *What are the results – did they meet the hopes?*

6. *Successes, failures.....what could have been done differently?*

Logistics and complaints by residents living close by about the deliveries and the noise and emissions they create have been and are a big headache. Nikolaus Driessen thinks that it would have been better to discuss these issues up front rather than having to deal with them now.

7. *How the Covid situation was managed / survival of restrictions?*

The pandemic has not had a strong economic negative effect on the sales of the hosted businesses because the various restrictions did not significantly affect the core business of selling food and beverages – food shops and stands were allowed to remain open during the various partial lockdowns with only some limits of the number of visitors allowed to be present at the same time due to social distancing rules. While most social events had to be cancelled or postponed, and the Street Food Thursdays to be suspended, there have been plans already made earlier to scale down some of these events because the market hall increasingly lacks the necessary space to host them.

8. *What does the future hold?*



## CONTRIBUTION FOR THE BEVTOUR BEST PRACTICE HANDBOOK

**Discussion with:** Xrysi Noula,  
Participating producer in the Fair Market in Larissa

**Conducted by:** Maria Lianou,  
Project manager

**Institute of Entrepreneurship Development (Greece)**

### Overview

*The Fair Market in Larissa is one of the longest celebrations of the region and an extroverted event, which is visited by citizens from all over Greece and abroad, while combining entertainment, tourism, trade, and consumption of food and beverage. The Fair Market in Larissa is an important commercial event, which takes place every year in Larissa (end of September) and lasts 10 days. The participants are traders from all over Greece and are organized by the Municipality of Larissa. It combines commerce, entertainment and gastrotourism. Clothing, footwear, books, tools, kitchenware, gadgets, toys, jewellery are sold in this Market, while there are also amusement parks and food canteens. The Halvas of Farsala is one of the most famous products in the canteens of the Market. Locals and tourists visiting the Fair Market enjoy this unique product, after shopping and walking to the amusement park. The Fair Market in Larissa is one of the longest-standing customs of the region, and it is an event with a long history and tradition. The Fair Market in Larissa is an event that covers the entire population of age, gender, profession, and educational level, while combining entertainment, tourism, trade, and consumption of food and beverage. Finally, it is an extroverted event, which is visited by citizens from all over Greece and abroadtrip.*

### How did it happen – the story of the case through the following issues?

#### 1. Who developed it?

*The Fair Market in Larissa takes place every September in Larissa and is addressed to both residents and visitors of the city. It is a ten-day event, where adults can shop in low prices and their kids can play in the nearby Amusement Park, while the food areas with halvas of Farsalon and local food are traditional stops for rest. The Fair Market of Larissa has been an important commercial event for many centuries in Central Greece. The original object of sale was textiles, animals, and metals. Valuable items (gold, silver, precious stones, jewelry) were sold, the quality of the goods was checked, and the exchange rates of the coins were determined. The economic and commercial importance it acquired over the years was so great that many crafts and small businesses opened and developed in the region. This Fair Market is not just an event. It is an integral part of the cultural heritage of Larissa. It is a custom that has been held since 1881. It is organized under the responsibility of the Municipality of Larissa, which rents a specific space to each seller. Participants are traders from all over Greece. Clothing, books, tools, kitchenware, gadgets, toys, jewelry, etc. are sold in retail, while amusement parks and canteens operate in parallel. It attracts customers from almost the entire Region of Thessaly, and Greece. It is an important cultural institution of the city that offers its visitors countless beautiful images and flavorsmeal.*





## 2. How was it founded?

*The Fair Market in Larissa was an important commercial event for many centuries in Central Greece, especially during the years of the Ottoman occupation. It was founded as a market for the sale of animals, textiles, and ironmongery from Germany. However, the economic and commercial importance it acquired over the years was so great that numerous professional guilds were organized around the area and many crafts and small businesses were opened and developed. As a result, now, it is an integral part of Larissa's cultural heritage. It is a custom that dates to the Turkish occupation, which has been preserved and continued from the liberated Larissa of 1881 until today.*

## 3. How did collaborations started?

*The collaboration among the producers and traders involved in the Fair Market in Larissa started from the early years of its foundation. Local businessmen of Larissa have always participated in this event. Over the years, the services and products offered have increased and, as a result, more and more producers and traders have participated. Participating in the Fair Market in Larissa is quite easy. Through an application to the Municipality of Larissa, the process is quick and usually successful. Once someone participates for the first time, it is then a matter of personal choice to participate in subsequent years.*

## 4. How was it marketed:

*The brand "The Fair Market in Larissa" is communicated to the targeted groups of customers in the EU and other countries firstly through all dissemination activities of the Larissa channels, but also through the official website of this event [www.pazarilarissa.gr](http://www.pazarilarissa.gr)*

*The promotion is also done through the national tourist actions, such as tourism fairs, promotion campaigns and different promotion material.*

*"The Fair Market in Larissa" is also present on most Greek social networks and touristic platforms through the promotion of the Larissa city and wider, the region of Thessaly and country of Greece.*

## 5. What are the results – did they meet the hopes?

*The Fair Market in Larissa has been held since the Ottoman rule, and despite all the social, cultural, political, and economic issues and situations that have affected Greece over the years, it continues to be held with great success and a strong response from the public of Larissa and Greece as a whole. Therefore, the initial goals and hopes that were set for this event, not only achieved, but created a cultural institution directly linked to the city of Larissa.*

## 6. Successes, failures.....what could have been done differently?

*I don't think there was any kind of failure in this event. The Fair Market in Larissa managed to survive through countless difficult situations in Greece, without changing anything in it, and on the contrary, becoming even better, more and more producers and traders participating, more and more products being bought and sold. The Fair Market in Larissa is an institution, not just an event. The people of Larissa and Greeks in general look forward to participating in it every year. Therefore, this event would only be a success.*

## 7. How the Covid situation was managed / survival of restrictions?

*The covid situation and the restrictions had been posed by the National Institute for Public Health, unfortunately, did not allow the organization and implementation of the Fair Market in Larissa in the last 2 years. However, this year the event is going to take place after two years of absence. The*



*participants of the Fair Market in Larissa have already started the necessary preparations, and after the end of summer 2022, they will start the final organization of the event, so that it will be officially launched at the end of September 2022.*

#### **8. What does the future hold?**

*The aim for the Fair Market in Larissa is to continue to be implemented every year in the region, to further increase the activities it provides and to involve more and more entrepreneurs, both locally and internationally. Possibly, an important achievement would be to make it better known to countries and people outside Greece. Tourism in Greece is quite high, and many foreigners know the city of Larissa. They could therefore combine their visit to this geographical area with their participation in the Fair Market in Larissa. It would therefore be a good opportunity, through the Bevtour project, to make this event widely known throughout Europe.*



## CONTRIBUTION FOR THE BEVTOUR BEST PRACTICE HANDBOOK

### Brewery Hops

**Discussion with:**

Mia Tobin

**Conducted by:**

Amy Keeley

Mullingar Employment Action Group - Ireland

#### Overview

Mia Tobin is the founder and operator of Brewery Hops.

A truly unique tour experience in Ireland. Brewery Hops, believe that Ireland has so much to offer visitors, from its blossoming craft beer breweries to its many local food producers and whiskey industries that have popped up in recent years.

Mia creates an immersive experience for all tours available of which there are 5, the tours are small groups with a max of 16 guests. This allows guests to properly meet the local producers shaking up the industry. Mia is also deeply passionate about Irish culture and history and loves sharing that with all her guests.

#### How did it happen –

##### 1. Who developed it?

Mia spent time in Canada travelling, where she first worked for the tourism industry, which is where she first got her interest in this field. When Mia moved back to Ireland she made the decision to switch career paths.

##### 2. How was it founded?

In 2011 she started work for a tour company in Ireland and learned the ropes of the industry and developed her skills more. In 2012 Mia was enjoying the renaissance of craft brewing in Ireland, and over a drink in her local pub and had the idea to join beer and tourism and create Brewery Hops.

Brewery Hops is more of a personal tour experience, Mia enjoys that she gets to know the guests over the days and very often become friends. Guests get an experience where they are meeting local Irish people, they really try to get off the main tourist tracks and see the hidden gems of Ireland, which people value.

##### 3. How did collaborations started?

Started small and got assistance from Dublin Local Enterprise Office (LEO), help with setting up the website and mentoring from LEO.



In order to keep costs low Mia started on a part time basis with Brewery Hops and still worked for another tour company for a few years while she dipped a toe into self-employment.

She spent a few years trying to launch the company on a low cost level, where she would rent a vehicle instead of buying one straight out. It was 2018 before she bought her bus and by then she had 4/5 years of running 2 or 3 tours a year. Mia kept the money in the business and was then able to put forward the capital to buy the bus and to get all the licensing attached. There was no funding form elsewhere; it was all in house.

Did some initial research into who was out there, in 2012 in Ireland there were 20 breweries operating. So it was relatively easy to get in contact with them all. Mia reached out and made contact directly, very quickly narrowed down who wanted to be involved. For the breweries who didn't want to be involved it was a case of not being in a position to accept guests and being a very small/new brewery.

Mia launched with a very simple offering around the Wild Atlantic Way over 5 days, visiting 6 breweries in that time.

There are still a number of breweries who started from the beginning involved to this day, this includes West Kerry brewery and Whitefield Brewery to name a couple.

#### 4. *How was it marketed:*

"It can be difficult to market as a small player in the tourism industry in Ireland, as there is an endless list of tour operators, many big ones that you couldn't possibly compete with for google ads for example".

It's a niche product, Mia relies on online marketing like Google ads, Facebook ads to target more people who want to travel to Ireland of a certain age, typically she gets visitors who are culturally curious, couples typically and both parties may not be beer enthusiasts but they want a different experience, they want to get behind the scenes, meet the locals and see how small business work in Ireland.

There is also a lot of marketing via word of mouth, and gets a lot of return visitors and just this year had people back for their fourth time, they have done all the tours and some of them have met on the tours and even become friends and organised reunion trips. Mia admits this is a fantastic compliment to get people back for a second time. Some people do the Southern trip and return for the Northern trip and that's what we want, "we want return visitors to Ireland for tourism numbers but also for the small group experience where they feel a part of it and then go away with memories they have made that are unique to their trip". What are the results – did they meet the hopes?

#### 5. *Successes, failures.....what could have been done differently?*

There has been many for Mia and Brewery Hops, return visitors is one of them, it's obvious people enjoy themselves and want to come back and spend money in Ireland, also getting female entrepreneur of the year with Inner City Enterprise in Dublin and launching new routes.



A lot of work goes into setting up an itinerary that will work and then to launch it and push each tour to the market. Currently Mia has 2 day trips and 4 multi-day tours, also diversifying into whiskey, because of the big renaissance in distilling not just brewing.

"Expanding is an achievement as well, to take in beer, whiskey and food and of course they all go hand in hand, I really enjoy doing pairings, Irish food with Irish drink, why not, it's good, everyone likes to eat and drink".

### **On failures**

"Trust your brand and really invest in it. Trusting instincts earlier to go for it when beer tourism was very new, craft beer was very new in Ireland, we had such a tiny percentage of people in Ireland drinking craft beer, but seeing that it worked in other countries I should have moved faster rather than the very slow lead-in".

### *6. How the Covid situation was managed / survival of restrictions?*

Covid was very difficult for tourism and the industry was pretty much shut down. Nobody travelled in 2020.

"For 2 years there was pretty much zero work, it was really disheartening".

I went back to study and did a post graduate.

Mia started touring very small scale day trips last November (2021). It was difficult to survive the industry with covid, a lot of costs had to be cut, take the bus off the road, cut everything that was possible to cut and go into survival mode.

"I was reliant on PUP and other assistance for tourism businesses, there was grants offered through Fáilte Ireland which was really appreciated and definitely helped to keep things ticking over. We hoped for a strong return and that was what we got with 2022 and really happy with that".

Mia was unsure if it would come back full pelt and as a small tour operator feels she was very lucky as people want to travel in smaller groups, they want a more private experience.

"For me it's a great year this year and I am delighted to be back and survived the storm".

### *7. What does the future hold?*

See's great growth in the industry.

As a small business it is difficult to juggle the admin side and be on the road, would love to be in a position where she can fully focus on the tours and being able to enjoy Ireland and also to grow whiskey trails and more localised trails. To develop the off season business and focus more on domestic audiences in the off season (October – March).



## CONTRIBUTION FOR THE BEVTOUR BEST PRACTICE HANDBOOK

### Cantine Nicosia

**Discussion with:**

Graziano Nicosia  
marketing manager of Cantine Nicosia spa

**Conducted by:**

Carmelo Messina and Giacomo Giusto

Med.O.R.O. scarl - Italy

### Overview

Cantine Nicosia is a dynamic, modern and efficient winery, capable of looking to the future in full respect of tradition, at the helm of which Carmelo Nicosia is flanked by his two sons Francesco and Graziano, by a close-knit team of young collaborators and, last but not least, by the oenologist Maria Carella, an authentic interpreter of the company's production philosophy.

Cantine Nicosia favors the finest indigenous vines and international varieties best adapted in Sicily, promoting the area in full respect of the environment and enhancing the raw material with a careful selection of the grapes and constant attention to the work in the cellar.

A long journey towards excellence, to produce wines worthy of representing, in Italy and in the world, the best Sicilian winemaking tradition.

### How did it happen –

#### 1. Who developed it?

In 1898 Francesco Nicosia, my father's great-grandfather, opened the first wine shop in Trecastagni, a quiet and industrious village on the south-eastern side of the volcano from which the barrels of that Etna wine that, already in those days, were much appreciated on European markets, so much so that it was used as a blending product for the renowned French wines, to which it gave its great minerality and its 'volcanic' personality. For a long time our main activity has been that of real 'talent scouts', discoverers of Sicilian wines worthy of being promoted and marketed.

#### 2. How was it founded?

For a long time our main activity has been that of real 'talent scouts', discoverers of Sicilian wines worthy of being promoted and marketed.

The first real leap into the future dates back to the years immediately following the Second World War: in 1952 we began to put, for the first time, those wines from our own vineyards on Etna and from other areas of the island (Pachino, Ragusa, the south of Sicily), which until then had traveled in bulk, in bottles.



### 3. *How did collaborations started?*

At the beginning of the new millennium, thanks to the tenacity, courage and innovative spirit of my father, Carmelo Nicosia, a process of continuous improvement of its production processes will culminate in the construction of a modern winery, allowing us to possess the characteristics of an important industrial reality of the territory without losing sight of the traditional contents of its products.

These contents will be enhanced and evolved from 2008, thanks to the arrival of the oenologist Maria Carella, trained in Milan at the school of Professor Attilio Scienza and already with some important experiences behind her.

About 20 years have passed since the start of the impressive renovation of the evocative vineyards of the Monte Gorna district, located in the territory of Trecastagni, within the Etna Park, today the flagship of the company and a must for everyone. visitors who from its terraces can enjoy a breathtaking view, which embraces the Ionian coast from the Gulf of Augusta to Taormina.

Almost simultaneously, we decide to acquire a large extension of vineyards in south-eastern Sicily, in the Bonicontrò district between the municipalities of Vittoria and Acate, cradle of the precious Cerasuolo di Vittoria Classico DOCG and of the two red grape varieties that make up the blend, Nero d'Avola and Frappato.

### 4. *How was it marketed:*

In 2008 the Trecastagni winery was inaugurated which, with its 4,000 square meters covered on a total area of 27,000 square meters, the large spaces reserved for aging in wood and in bottles and the welcoming wine cellar, will be presented to visitors from then on. like a lively and pulsating place where, between tastings and special events, wine is always the absolute protagonist.

Thus we come to the last few years, characterized by the entry into the company, alongside my father Carmelo of me and my brother Francesco. We represent the fifth generation. My brother immediately showed his interest in production, becoming responsible for it when he was not yet thirty, and I, who immediately started dealing with marketing and sales in Italy and abroad.

These are years of important initiatives and new projects that pass through particular attention to the issues of environmental and organic sustainability. Another challenge that is very close to the heart of the new Nicosia generation is represented by the classic method of Etna: the result of important investments and a long preparatory work in the vineyard and in the cellar, in January 2014 the first 'champenoise' method sparkling wines are presented. .

But the most important novelty of the last two years, and the one destined to have the most lasting consequences, is certainly represented by the further expansion of the production base, which will arrive in the space of a few years on Etna to about 60 hectares, albeit largely part to live.

### 5. *Successes, failures.....what could have been done differently?*

The sales channels that until the early 2000s were mostly represented by the large-scale distribution channel and the Ho.Re.Ca channel, very concentrated on the Italian territory,



give space to strong growth in recent years in favor of the retail channel. online sales and sales abroad.

#### *6. How the Covid situation was managed / survival of restrictions?*

During the Covid period in the months of March, April and May 2020, our presence on the large-scale distribution channels allowed us not to suffer heavy losses. We have had some losses in exports. Another aspect is that related to the world of wine tourism which has suffered an incredible brake.

Our strategy in the lockdown phase was precisely to strengthen the relationship with all the companies that carried out direct and online sales both abroad and in Italy. We have strengthened our presence on the foreign market. It was necessary to be ready and adapt immediately to new situations and make important changes.

A quite different company emerges from the period of health emergency compared to the pre-pandemic period. In fact, the enhancement of a strategy that aims to increase the multi-channel sales is privileged.

#### *7. What does the future hold?*

We're optimists! As for future projects, my family is moving on more points. Further expansion of the vineyards, sustainability, the classic method, strengthening the foreign market and increasing the activities aimed at wine tourism are certainly the keywords that will characterize the company's future years.





## CONTRIBUTION FOR THE BEVTOUR BEST PRACTICE HANDBOOK

### The Douro Wine Route (Portugal)

<b>Discussion with:</b>	Kevin Hemsworth Coordinator Professor of the Degree in Hospitality Management of ISAG – European Business School
<b>Conducted by:</b>	Catarina Sousa Lopes

ESE, Ensino Superior Empresarial, LDA (European Business School) - Portugal

#### Overview

The Douro Wine Route is inspired on a project to promote national tourism, known as Portugal Routes (Rotas de Portugal) which aims to be a showcase of the charms of this true planted seaside garden, and organizes national tourist offers in structural themes of regional and local scope. Douro Wine Routes, as does Portugal Routes, intends to highlight the natural, historical, cultural, and religious heritage, gastronomy and oenology offers of the region, but mostly their impact on the wine production.

The Alto Douro is the oldest demarcated and regulated wine-growing region in the world, dating back to 1756, the demarcation of the Alto Douro and the regulation of "boarding wine", "Douro wine" or "Port wine", traces this last designation to the XVIIth century. Also, in 2001, a small part of the Alto Douro region, along the Douro River, was classified by UNESCO as a World Heritage Site.

The riverbanks of the Douro between Peso da Régua and Pinhão are the territory covered by this new route, which provides information about the estates located there that have regular wine tourism services.

#### How did it happen –

##### 1. Who developed it?

##### 2. How was it founded?

In the grandiose amphitheater of the Douro Valley, classified World Heritage, man gave birth to Port wine and table wines of great quality.

Port wine is the oldest ambassador for Portugal. Grown on the terraces of the Douro, it proudly belongs to one of the oldest demarcated regions of the world, since the Companhia Geral da Agricultura das Vinhas do Alto Douro (General Agricultural Company for the Vineyards of the Upper Douro) was created in 1756. Its mission was to set the boundaries of the region, register the vineyards and classify the wines according to their quality.



Inseparable from the River Douro that runs through deep valleys from the border with Spain until near Porto, this region of schist mountains, with poor, harsh soils, was transformed by the actions of the men who planted the vineyards step by step. Green in summer, fiery red in autumn, the vineyards have created a unique landscape classified by UNESCO..

### *3. How did collaborations started?*

### *4. How was it marketed:*

The most famous wine produced in all of Porto and Douro wine regions is Port. Many across the world have tried to imitate this fortified wine but nothing compares to the original. However, according to the EU regulations about Protected Designation of Origin, only one produced in Portugal is allowed to be labelled as "Port".

### *5. Successes, failures.....what could have been done differently?*

### *6. How the Covid situation was managed / survival of restrictions?*

Despite the lack of definition and despite the fact that tourism is returning to Porto, reservations for tours are still coming in fear. It is not comfortable for people to be traveling in vehicles with other strangers and to undergo group activities, but most of tour companies acquired the Clean & Safe certificate and all the disinfection and protection material to being able to keep the work.

A number of measures were taken to be able to keep the business going, such as: increased capacity, social distancing, shift visiting, and the use of protective face masks.

### *What does the future hold?*

The region of Douro has been elected as European Wine City 2023, title it has had before on 2018. With this heading, Douro Heritage will become a reference in wine, vineyards, culture and in the harmonious celebration of nature and work of generations of Douro people.

The main objective is to promote tourism and the dissemination of European wine-producing regions.



## CONTRIBUTION FOR THE BevTOUR BEST PRACTICE HANDBOOK Maribor Culinary Route (Slovenia)

**Discussion with:** Vesna Horvat,  
Regional projects coordinator at Maribor Tourist Board,  
creator and manager of the destination “Maribor Culinary Route

**Conducted by:** Zoran Hedžet,  
Senior project manager  
**Agency for Territorial Marketing Ltd. (Slovenia)**

### Overview

The Maribor Tourist Board decided in 2018 to prepare the project named “Maribor Culinary Route”. The constructed package is dynamic and thus represents a walk through the best restaurants of the city. The Maribor Culinary route consists of four culinary stops / restaurants among which the meal is divided (cold appetiser, warm appetiser, main course, dessert dish & wines) and the guests are kindly invited to walk from one restaurant to another in order to finally enjoy the complete meal. The route begins in the place called At Three Ponds where the cold appetiser is foreseen. This place is the oldest pub in Maribor since it was established already in the year 1825. It is situated between the city central park and the forest that surrounds the city in its north city limit. A special natural beauty is represented by the charming three lakes. The culinary specialities offered by this restaurant are based on traditional regional recipes combined with modern approach regarding serving and presentation of the dishes. The Maribor Culinary Route continues at the Restaurant no.7 where the warm appetiser is served. The main course is served at the Fudo restaurant which is known for unique food made from local organic ingredients and excellent wines. The Route ends at the Old Vine House by the river Drava where the travelling is concluded by the offer of dessert dish and wines from the Maribor surrounding hills. A shopping of the regional wines is added to the offer at the end of this culinary trip.

### How did it happen – the story of the case through the following issues?

#### Who developed it?

The Maribor Tourist Board prepared the project “Maribor Culinary Route” which fully started in 2018 enthusiastically with the coordination of 4 already developed local culinary & wine stories. The project main idea was to connect these 4 local stories among which the meal is divided (from cold appetiser, warm appetiser, main course, dessert dish & wines) and the guests can walk from one local culinary & wine story to another in order to finally enjoy the complete meal.

#### What were the hopes about the new story?

The “Maribor Culinary Route” project wider story has been to promote and present the culinary specialities & wines of the Štajerska region abroad (among foreign tourists), in Slovenia and Podravje region – especially among the citizens of Maribor and its surroundings. The approach used by the Maribor Tourist Board when setting – up this project has been to connect individual restaurants and vine sellers into an attractive



package, enabling the visitors of Maribor a qualitative and price-friendly urban culinary and vine experience,

#### *How was it founded?*

In 2018 the Maribor Tourist Board decided to upgrade the Maribor Wine Route product. Thus, they gathered local culinary and vine providers, made selection and after the consent of the final four providers a new product the "Maribor Culinary Route" was established. However, the 4 local culinary & wine stories have their individual rich history where the oldest began with its culinary services already in the year 1825 and the last station, the "Old Vine House" is very proud on the oldest vine in the world.

#### *How did collaborations started?*

The collaboration among the restaurants involved in the common offer of the culinary route started right after the establishment of coordination by the Maribor Tourist Board. The contribution of each restaurant to the whole package offered was advised at the very beginning of the marketing activities and afterwards it was simultaneously continued in a smooth way. The synergic results – the light increased number of the guests due to marketing of the common brand "Maribor Culinary Route" was noticed very soon. The owners of the restaurants were namely, in the first months questioning the guests which information was decisive for them to decide the concerned restaurant.

#### *How was it marketed:*

#### *What are the results – did they meet the hopes?*

After the encouraging beginning with the increased number of guests in the first year a great disturbance in the touristic sector followed. The Covid epidemic caused similar problems like everywhere in the world. The figures went sharply down and some of the restaurants were even close to the permanent close-down. Since this spring the life was step by step normalised and consequently the activities in the touristic sector as well. The results of the last three favourable months are just being evaluated but for a clearer picture about the success of the project Maribor Culinary Route at least the summer period should be concluded and then the success in meeting of the hopes will be more visible.

#### *Successes, failures.....what could have been done differently?*

Although almost all available marketing channels were used a consistent concept of marketing the brand "Maribor Culinary Route" is missing. It is namely mostly marketed indirectly i.e. within the framework of marketing the city and the region and much less as an independent culinary brand. Therefore a solid and recognisable brand should be developed in the future in such way that it can be presented independently and can compete at the specialised culinary events worldwide. The assistance of the BevTOUR project in this respect would be very welcome. Perhaps the involved "BevTOUR" partner countries can serve as the first territories where for example the new branding concept could be tested and vice versa. This could be a great opportunity for all.



### *How the Covid situation was managed / survival of restrictions?*

The Covid situation was hardly managed but finally the 4 local culinary & wine stories on the "Maribor Culinary Route" survived until spring 2022 although implementing the restrictions posed by the National Institute for Public Health and using the disposable time for other business support activities. This means that they were functioning at a very limited open space and just a part of the staff was employed. They got the financial support and tax release from the government which eased the existence to some extent. However they also faced firing people at least temporarily and the consequence was that a lot of these former employees didn't come back since they found another jobs. These consequences are slightly present even in the summer of 2022. The "positive" side of the epidemic and the free time they had was that the owners and managers of 4 local culinary & wine stories could take care of additional education and especially preparing intensive promotional targeting activities to be implemented after epidemics. Hopefully soon.

### *What does the future hold?*

Under main condition, which is the improvement of the marketing concept and strengthening of the "Maribor Culinary Route" brand via effective marketing methods the founder and coordinator of this brand, Maribor Tourist Board and the involved 4 local culinary & wine stories can expect a higher inflow of foreign and domestic tourists and finally a higher recognition of the city of Maribor as an attractive destination offering the visitors qualitative and price-friendly urban culinary and vine experience.



## CONTRIBUTION FOR THE BEVTOUR BEST PRACTICE HANDBOOK

**Discussion with:** | Manuel Rodríguez de la Peña, Operations Manager Aldonza  
**Conducted by:** | Erna Pulaj

### Dramblys -Spain

#### Overview

Aldonza is a producer of Manchego typical products such as wine, olive oil, saffron, and cheese.

It all started when its owner, Jose Manuel Martinez, decided to buy the Navamarin farm (located in the outskirts of Munera) and planted a vineyard and some olive trees. The first batch of wine was produced 15 years after the acquisition, but it was mainly destined for family and friends' get-togethers and events.

The wine, however, was received very enthusiastically and encouraged Jose Manuel to take its production to the business level.

#### How did it happen – the story of the case through the following issues?

##### Who developed it?

The driving force behind Aldonza was Jose Manuel, the owner. He is a well-experienced businessman with a high entrepreneurial spirit. And Aldonza and the Navamarin farm are like his "little spoiled children".

The new facilities, which we have been operating in for four years, have enabled us to add the tourist experiences such as guided tours and wine, olive oil and cheese tasting.

##### How was it funded?

The business was not built all at once, first it came the farm, then the wine production and later on the olive oil as it takes more for the olive trees to mature. Then we started to explore possibilities to add more local products to our offer, that is why we started with the saffron plantation and the last one was the Manchego cheese.

Before buying the vineyard, Jose Manuel owned a group of companies which gave him the support to undertake the initial investment.

##### How did collaborations started?

First of all, the owner who has taken this project to heart and spends here 80% of his time. Then we have a great oenologist. Our employees have been with the company since the beginning, so they have contributed greatly to what it is today. We haven't had any relevant external support.



#### *How was it marketed:*

The majority of the wine is sold to the international market. The channels were partially created by the other companies of the corporation. However, the combination of the product quality and a very solid commercial team have been the key to penetrate markets worldwide.

Our commercial team is made of what we call "brand ambassadors" (referring to employees with a very high knowledge of the product and distribution channels) who train the commercial agents and introduce them to the area they will be covering. The commercial agents internationally present Aldonza to trade fairs, customers, etc.

Another factor that has greatly contributed to our success in the international market is the many international prizes we've received, for instance this year our wine Aldonza Navamarin was awarded the gold medal at the Brussels National Competition (Concours Mondial de Bruxelles), a very prestigious competition.

#### *What are the results – did they meet the hopes?*

Definitively and in a relatively short time, especially given that initially it started as a small production for family and friends.

#### *Successes, failures.....what could have been done differently?*

One of our greatest achievements is definitively the Gold Medal in the Concours Mondial de Bruxelles we were awarded.

Oenotourism is another great achievement for us, our guided tours and wine tasting have been very successful. Actually, we are delighted to have received a Trip Advisor Award last year, as one of the best rated tourist destinations.

As far as challenges are concerned, I would say that one of our biggest challenges has been waste management. We have been working on it since the very beginning, because in order to efficiently manage the waste, much research and testing is needed.

Oil extraction waste has been particularly challenging for us, because of course they can be poured into the soil or used as an organic fertiliser, but it needs to be processed otherwise it will be of little benefit. This processing has needed much research, time and effort but now we can proudly say that we have reached a very satisfactory level as we have decreased the amount of fertiliser we use by substituting it with the once-waste and now organic fertiliser.

Since last year we have reached a circular economy as all of our waste is employed in the production process.

Also, we obtain an average of 60% of energy by solar power (30% in winter and 100% in summer).



### *How the Covid situation was managed / survival of restrictions?*

We went through hardship as our main customers are restaurants, hotels etc. When we opened we offered discounts to help and support this sector. We joined a movement called Bar Power so we even donated a great quantity of our products.

Of course, we had to reduce our team for some months too.

### *What does the future hold?*

To continue in this same line and continuously improve our product and invest in research and market research. As you can see we have diversified our product offer quite a lot. The wine, the sparkling wine, the cheese, the olive oil, the saffron, the cheese.

At Aldonza we would also like to forge a partnership between culture and wine. At the moment we are building an exhibition of movies from the 50s onwards of prominent movies where wine is present. So further on we would like to offer a screening of these movies, that show how wine was present in social and daily life in the Roman times, Greek culture as so on.





## CONTRIBUTION FOR THE BEVTOUR BEST PRACTICE HANDBOOK

**Discussion with:** Philip Cutter  
Founder of City of Ale Norwich

**Conducted by:** Vicky Fitzgerald- Lombard and Murray Thexton  
**Inn Training Ltd - United Kingdom**

### Overview

Norwich, the capital city of Norfolk, is in the most eastern county of the UK.

The Norwich City of Ale was the first of its kind in the whole of the UK starting in 2011, and now in 2022 ran for 11 days seeing over 40 pubs taking part in a city-wide festival. Whilst the festival lasts for 11 days, the impact to the city and the pubs that take part continues throughout the whole year.

CAMRA (campaign for real ales) had done a lot to champion ale through beer festivals that covered a few days of the year, in one large building. The founders wanted to try and champion and promote Norwich pubs as a destination to showcase the amazing variety of ales, and beers that they supplied across the whole year.

The pub trade in Norwich in 2011 was struggling with the restricting economy, with many pubs unfortunately closing. The founders wanted to do something different to a single festival in one place, so conceived the idea of using the pubs that brewed and sold the ales and beers to be the hub of the activities taking place.

### How did it happen

#### Who developed it?

Philip Cutter and Dawn Leeder are the founders of the Norwich City of Ale, which was established in 2011.

Phil Cutter is the Licensee of the Gardener's Arms also known locally as The Murderer's

2015, saw Phil and Dawn being named "Real Ale Heroes" (numbers eight and nine) by CAMRA's Beer Magazine, which recognised their success in founding and promoting the Norwich City of Ale.

In February 2019, Dawn was named "Innovator of the Year" awarded by Imbibe Magazine which was accepted on behalf of City of Ale.



### *How was it founded?*

The founders wanted to come up with something to showcase the amazing pubs and the brewing industry in the city of Norwich and the area of Norfolk. So instead of having a festival that ran for a few days in a large hall, the idea was to hold the festival in these pubs and promote beers and ales across the whole city.

Before the first festival, Dawn and Phil went to the CAMRA festival held in St Andrew's Hall in the centre of Norwich, and pitched the idea, receiving really positive feedback to take the idea forward.

In 2011 the first Norwich City of Ale was established and there were 270 beers available from Norfolk brewers.

A couple of years later the 'City of Ale Trails' were introduced to encourage people to walk across the whole city and experience the different establishments. It was once well known that Norwich had a pub for every day of the year. However, in current times, that is no longer the case.

### *How did collaborations started?*

The founders were keen to work with the local suppliers and producers within Norwich and Norfolk, with a keen eye on championing 'grain to glass', with no ingredient coming from any further than 30-35miles away.

Philip Cutter explained that Norfolk has such a rich history going back to Boadicea with heritage of brewing being at the fore front. Philip explained that Norwich at one point was the capital of England, and when the cathedral was being constructed the first pub in Norwich called the Adam and Eve was built close by to quench the thirst of the workers, as at the time, beer was safer to drink than water.

Philip also discussed how malt dated back to the fields of Norfolk from c.1850, and was a key ingredient that is now distributed across the whole of the UK.

### *How was it marketed? How was it funded?*

Initially they wanted to celebrate beer that was not in a hall but was put out to the pubs of Norwich to provide some benefit to these establishments.

The idea was that for any given day people could come into Norwich, visit any pub, and get a great range and diverse selection of beers.

The founders understood that Norwich has never been considered a drinking destination, and that in reality needed a way to drive people to visit Norwich. They felt it was really important to ensure the festival was not viewed as a 'pub crawl', but trails to celebrate what Norwich and Norfolk has to offer. They have also been pro active in the industry and have been nominated for many industry awards which report their success with the press both locally and nationally.

It must be noted that the Dawn and Phil never set up the festival as a business to earn money - it was set up to showcase the pubs and produce of Norwich and encourage more economy into the City, and as a consequence the area of Norfolk.



The first year was funded on lots of good will, and people giving up their time, and supporting the festival in any way that they could.

In the second year, funding was secured through creating members who paid a subscription and getting influential people on board, such as highly regarded journalists that were experts in the brewing industry. The local Norwich Business Improvement District- though the late-night economy initiatives also provided funding for the festival.

Large national organisations based in Norwich were also contacted, but there was a lot of resistance as these organisations did not want to be associated with the idea of encouraging drinking.

Therefore the festival has always and still remains independent.

The festival does sell merchandising in terms of glasses and T-shirts to support financing the next year.

#### *What are the results – did they meet the hopes?*

Now established, the Norwich City of Ale has been adopted by many other UK cities, with many asking the founders of Norwich for support and help. Through this, really good connections and contacts have been made, and the Norwich City of Ale has looked to showcase the produce of Norfolk to some of the other Cities of Ale's festivals as part of swaps. Philip Cutter explained that now, in the later years it has been evident that customers to the festival have come from much further than Norfolk, with the last figures showing that 40% of those who attended the festival were actually from outside the East Anglia region.

#### *Successes, failures.....what could have been done differently?*

The biggest success according to Philip Cutter was to introduce the ale trails. This meant that people would be visiting pubs that they would not necessarily go to as part of the trail.

He also explained that the one thing that he would look to do differently was to have tried to have got the twinning with Leuven done quicker, but due to financial constraints, not having the necessary contacts and having to take time to create and build these relationships has slowed the process down.

Philip believes that a real success was remaining independent year on year and being able to create good relationships with sponsors. They took inspiration from Belgium, and Germany and understood that they needed to make every year different and more innovative.

It's important to still want to encourage people to understand the deep roots of the product, and to this day support expanding the minds of people around malt and yeast.

The idea for each year is to highlight heritage, pubs, beer, and the whole industry.

