



Developing and Deepening Customer Loyalty through Improved Communications

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Strengthening brand loyalty at critical moments in the customer journey will drive consumer transitions from being unaware of the brand to purchasing wine

The Kaiken bodega, located in Lujan de Cuyo, was producing large quantities of low quality wine when it was purchased by Aurelio Montes in 2001. After this change in leadership, Kaiken improved the caliber of its wines, producing several award-winning, highly-regarded wines. Three years ago, Kaiken began the process of reinventing its brand to overcome its reputation for cheap, lower-quality wine. Today, Kaiken’s brand is inclusive and focuses on unpretentious quality with a strong connection to nature and an emphasis on clients’ needs. Creating a strong following of consistent clients in Argentina and abroad can help Kaiken as they continue to promote their new brand.

This project aims to help Kaiken create and deepen brand loyalty that will motivate its customers to make the transition to the next phase of their customer journey (Exhibit 1). A customer journey is a representation of how a person interacts with the brand -- from first becoming aware of the bodega to ultimately becoming a loyal purchaser of Kaiken wine. Not everybody will begin or end at the same point in the journey, but it is important to build brand loyalty in order to push each consumer as far along the journey as they are willing to go. Several transitions Kaiken customers make are especially important to sales and the tourism department:

- People unaware of Kaiken → Visitors of the bodega
- Visitors who will not purchase wine → Visitors who do purchase wine
- One-time Kaiken wine purchasers → Repeat Kaiken wine purchasers

We will address four components of Kaiken’s larger strategy to reinvent its brand. Two components build brand loyalty by increasing referrals and visitors: 1) improving relationships with hotels and tour agencies to better communicate the bodega’s value and 2) re-focusing Kaiken’s social media to more clearly tell the new, fresh Kaiken story. The other two components deepen brand loyalty: 3) standardizing the post-visit outreach process to increase the number of customers receiving follow-up communication after a tour and 4) starting a wine club to promote recurring sales. All of these recommendations apply to critical moments along the customer journey; strengthening loyalty at these critical moments will motivate consumers to take the next step towards becoming a committed consumer of Kaiken wine and a member of the Kaiken family.

Drive the transition from unaware to visitor by improving communication clarity and fostering stronger relationships through hotel referrals

From the approximately 8,400 clients Kaiken receives annually, nearly 3,500 (~40%) come from hotel referrals. Client referrals, and by extension the number of visitors to Kaiken, can be increased by distributing a tourism-specific marketing one-pager to build brand awareness among hotel concierges (**Exhibit 4**).

The current hotel outreach process does not emphasize the bodega’s most important qualities. While Kaiken wishes to market itself as inclusive without sacrificing quality, the sample

outreach emails do not effectively convey differentiating factors such as being open every day and accommodating customer requests (**Exhibit 2**). Currently, the information sent to hotels to share with guests is an undetailed price list whose only reference to flexibility is a small footnote stating that Kaiken is open 7 days a week. Kaiken should more explicitly convey the balance between uncompromised quality and inclusion. Promoting awareness at targeted hotels that is better aligned with Kaiken's brand image will promote the transition of hotel guests from being unaware of Kaiken to visiting the bodega (**Exhibit 3**).

A redesigned one-pager that better communicates Kaiken's brand image will help hotels recognize Kaiken's distinctive values and motivate them to refer more people to visit the bodega (**Exhibit 4**). It places a larger emphasis on Kaiken's new brand focus on high quality wines in a welcoming atmosphere, with several components including:

- Improving the position and bolding of "Open Every Day"
- Photos that highlight Kaiken's quality, community, and connection to the outdoors
- More clearly organized tasting prices
- Contact information for the bodega
- Sentences and phrases conveying the brand's values

There currently is no formal incentive structure that Kaiken markets to hotels, but adding incentives like free bottles of wine, merchandise, inter-company events, or free tours and tastings will act to build the Kaiken brand and foster goodwill among hotel partners. The personal experiences gained from non-financial rewards will help concierges feel confident in their referrals to Kaiken and ultimately drive more customers to transition from unaware to visitor (**Exhibit 1**).

Misalignment of social media with the brand is an obstacle to initiating and deepening clients' connection to Kaiken

Kaiken currently runs five social media accounts (Facebook, Twitter, TripAdvisor, and 2 Instagram accounts). A thorough review of activity on these accounts showed that some of these accounts include content that is inconsistent with the modern Kaiken branding. Findings from this review are detailed in the accompanying material. If implemented, these improvements will unify Kaiken's branding and could increase web traffic for the winery.

The Instagram @KaikenWines account is the social media outlet most misaligned with Kaiken's brand image. @KaikenWinery is Kaiken's commercially-oriented Instagram account whereas @BodegaKaiken is the tourism-oriented account. @KaikenWines is less popular, with 30% fewer followers than @BodegaKaiken -- a likely result of its poor photo selection, un-motivating captions, and unsearchable hashtags. This account fails to promote the bodega's products by not showing the wines or the awards they have won. These weaknesses present a problem since @KaikenWinery is the top search result, making this the more prominent profile. Examples of key issues are illustrated in the following images.

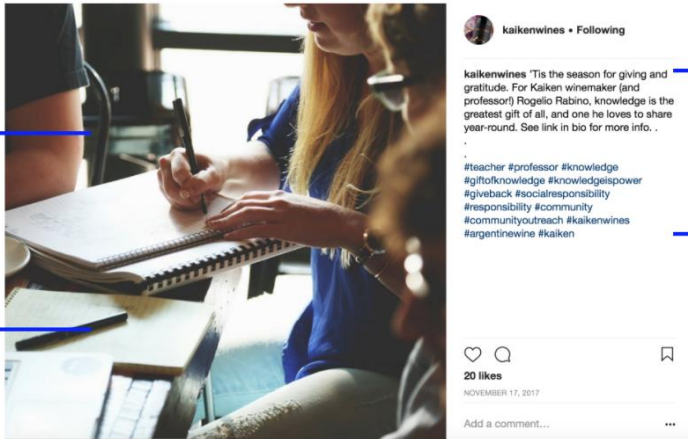


Image is clipped from the cover of the 2005 book *A Must Read to Succeed: Life Lessons to Inspire Your Life*

Photo lacks any relevance to brand and does not display the product

Subject of caption is not featured in image

Hashtags lack any relevance to brand




Photo does not display product and lacks a clear connection to brand

Composition is uninteresting and poorly suited to a square format

No location tag makes photo seem impersonal

Caption lacks clarity and seems to encourage tourists to stay at home

Hashtags are overused and lack relevance to Mendoza and Kaiken

As is, the misalignment of social media with the new Kaiken brand slows and potentially stops a customer’s journey towards brand loyalty. In the critical moment when a potential Kaiken visitor searches Instagram before planning a visit, they will find photos of waterfalls, geese, and a dark, masculine, exclusive brand -- instead of the award-winning wines, beautiful vineyards, mountain views, and relaxed atmosphere that distinguishes Kaiken. This inaccurate portrayal of the Kaiken experience could dissuade tourists from visiting the bodega. Even after the visit, Kaiken’s misaligned branding prevents clients from sharing their experience with friends.

Connecting with 40% more visitors after their tour by streamlining the information collection and email processes will encourage the transition from visitor to purchaser

A streamlined process including an information form, an Excel sheet, and MailChimp templates will reduce the burden on individual guides to follow up with clients and foster continuous communication with those clients. The only way to place an order after visiting is via email, making the currently informal follow-up emails that guides send a crucial step in transitioning visitors to purchasers. The guides at Kaiken collect emails from their tours at their own discretion and send emails based on their personal intuition and availability. An email is collected from approximately 20-25 percent of visitors, and about 2 percent of

visitors are emailed after their visit. Each email a member of the Kaiken tourism team sends takes about 10 minutes (**Exhibit 5**).

Data gathering during the tour creates a reason to connect and fosters continued contact, providing more opportunities to make the sale

Using a form to collect data during tastings will improve rates of data collection, especially when Kaiken guides present the form as an opportunity to join the Kaiken family and stay better connected. The form asks for a visitor's name, email, birthday, favorite wine, and solicits commentary from the day (**Exhibit 6**). Direct testing at the bodega has revealed that visitors are generally willing to provide this information -- 42% of visitors filled out the form and of those, 92% give Kaiken their email, meaning ~40% of all visitors provided an email. A more complete summary of results is in **Exhibit 7**.

Using MailChimp enables guides to send follow-ups in 80% less time and reach 40% more potential customers with a simpler way to order

To simplify following up with clients, MailChimp allows the data collected on forms to be used in an automated email. Information from the forms will be sorted into an Excel sheet (included in the accompanying materials). After the data is entered into Excel, information from the day can be copied to the MailChimp site. The MailChimp email template (**Exhibit 8**) enables Kaiken's guides to send an email to every visitor inputted, fostering continued communication and providing valuable sales opportunities. The template includes links to the winery's social media, a purchase request Google form, and an additional Google form for clients to express interest in Kaiken's wine club. The lead tour guide will be notified via email whenever somebody places an order. Given the emails Kaiken is now able to collect, it would take an average of 100 minutes per day to send all emails using their old system. Emailing with MailChimp will take an average of 18-20 minutes per day, saving time for the guides as they attempt to transition those clients from guests to purchasers.

Two different wine club models could advance customers from being one-time purchasers to repeat purchasers.

An analysis of twenty different existing wine clubs (see **Exhibit 9**) identified two possible models for a Kaiken wine club:

- **Kaiken-only Club** Build your own club: members receive only Kaiken wines
- **Partnership Club** Partner with other wineries: members receive multiple brands of wine

Regardless of model, a wine club will allow Kaiken to deepen customer loyalty. It takes clients from purchasing wine irregularly to repeatedly purchasing a fixed amount of wine.

Running a Kaiken-only wine club develops deep commitment for a small number of largely existing customers. Running a wine club in partnership with other wineries, on the other hand, develops a strong, but not as deep, commitment from a larger number of customers, some of whom would be new to Kaiken. Economically, the Kaiken-only model requires more investment of capital and therefore brings with it the benefits and drawbacks of having more risk.

The trade-offs between the two models are represented in the following table.

	Impact on Customer Loyalty	Economic Feasibility
Kaiken-only Wine Club	Reach a smaller number of existing customers deeply.	Riskier, with both the upside and downside of risk all on Kaiken
Partnership Wine Club	Reach a larger number of customers, but not as deeply. Some customers are likely new to Kaiken.	Little risk if joining an existing partnership, but lower potential economic benefits

Kaiken-only model is economically riskier due to high projected costs and commitment requirements

Marcello Victoria, a wine retailer based in Miami, served as a critical subject matter expert in how to implement a wine club. Marcello provided a full proposal via Excel, which bridges the gap between the retail price and the Kaiken revenue (**Exhibit 10**). The fee structure corroborates Marcello’s in-person comments that a single-vineyard wine club will likely not be feasible for bottles being sold for less than \$50. For these less expensive bottles, Marcello’s estimate shows proceeds to the vineyard are less than what he assumes are paid by the current distributor (**Exhibit 10**).

Further analysis, completely separate of Marcello’s proposal, reveals that Kaiken would need to obtain at least 50 commitments before profitability could potentially be achieved (**Exhibit 11**). This is a high number of commitments, especially considering there are currently only a few frequent purchasers. Moreover, assumptions in the model were generally optimistic – with consumers committing to either 3 or 4 cases of wine per year (the *average* total wine consumed per person per year in the United States is only 3 cases).

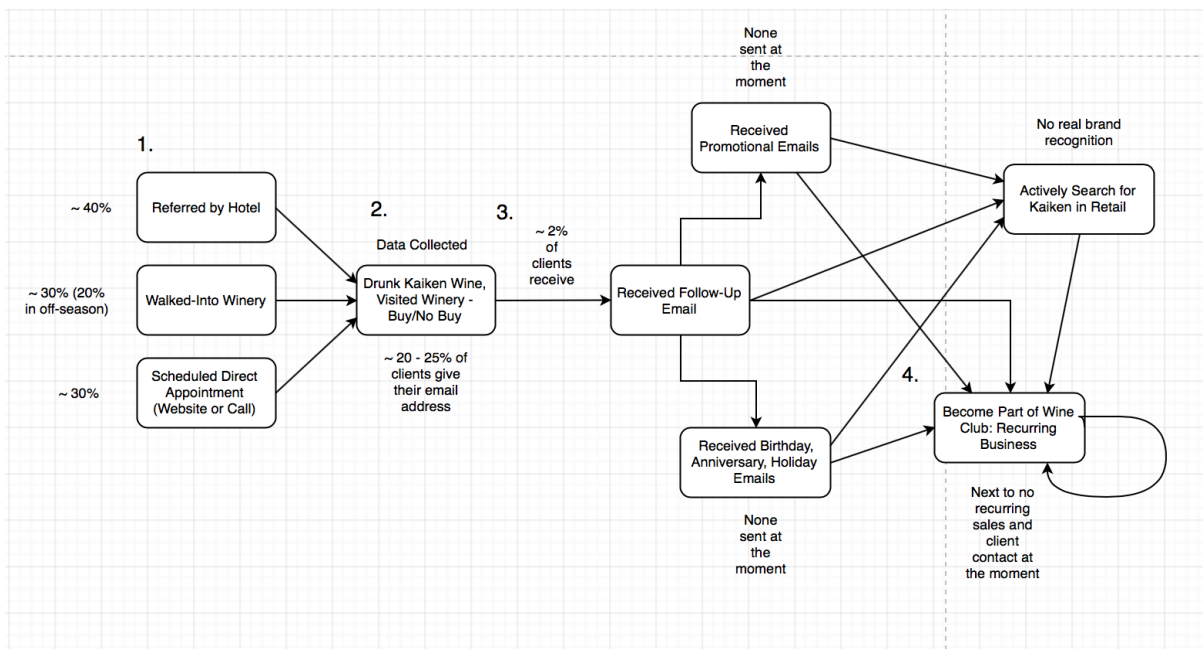
Implementation techniques like requiring commitment before shipment or introducing an exclusive label can mitigate risks of the Kaiken-only model

If Kaiken does decide to pursue this structure, risk associated with the uncertainty surrounding the number of commitments can be mitigated by obtaining commitments before actually shipping large quantities of wine to the United States. Storing uncommitted bottles is both costly and avoidable. With this structure, Kaiken should be clear with clients up front that the shipment will only be sent once the requisite commitments are made. Additionally, introducing an exclusive Kaiken wine club label could make the single bodega structure more viable. This could increase interest and demand for wine club membership by creating a deeper connection with Kaiken.

Partnership model wine clubs lower commitment requirement and provides existing consumer base

Although the inclusion of other bodegas might reduce the number of Kaiken bottles sold initially, these types of programs provide important variety to consumers. By joining an existing partnership, Kaiken could take advantage of an already established customer base. Not requiring consumers to commit to drinking such a high percentage of Kaiken wine enhances the likelihood a visitor will join. Examples of existing clubs are in **Exhibit 12**. In this scenario, Kaiken increases sales while having almost zero exposure to the risk of incurring high storage costs for wine that cannot be sold.

Exhibit 1. Customer Journey Process Flow Shows Impact of Recommendations



The preceding figure is an overview. Detailed figures representing four sections (as noted by the numbers 1 through 4 in the overview) follow.

Square Boxes represent stages in customer process. Circles on the detailed figures represent recommendations for how to strengthen customer loyalty in those stages. Percentages represent the amount of clients out of the whole that apply to that stage in the process (Ex: ~40% represents forty percent of total Kaiken client visits come from hotel referrals).

Exhibit 1.1: Hotel Referral Stage As-Is and Impact

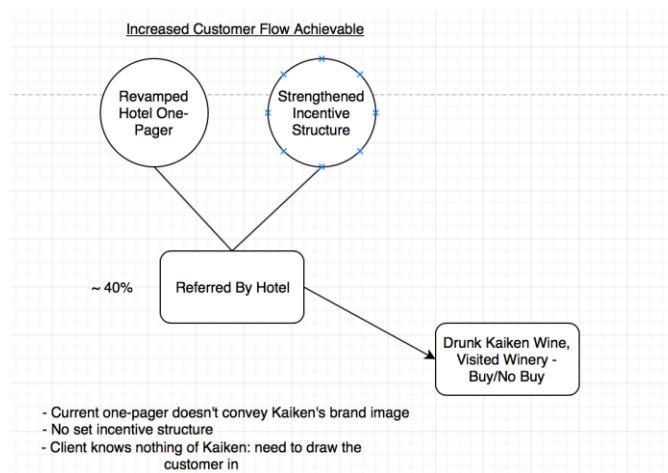


Exhibit 1.2: Data Collection at Winery Stage Impact

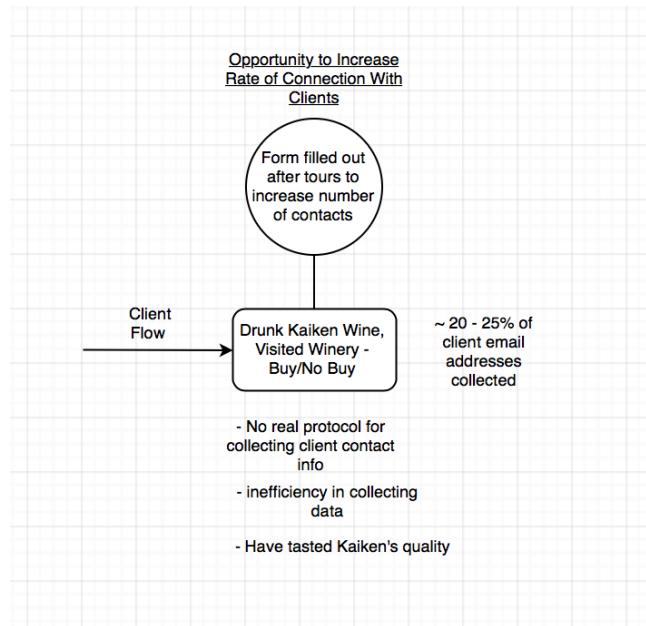


Exhibit 1.3: Post-Visit Client Outreach Stage Impact

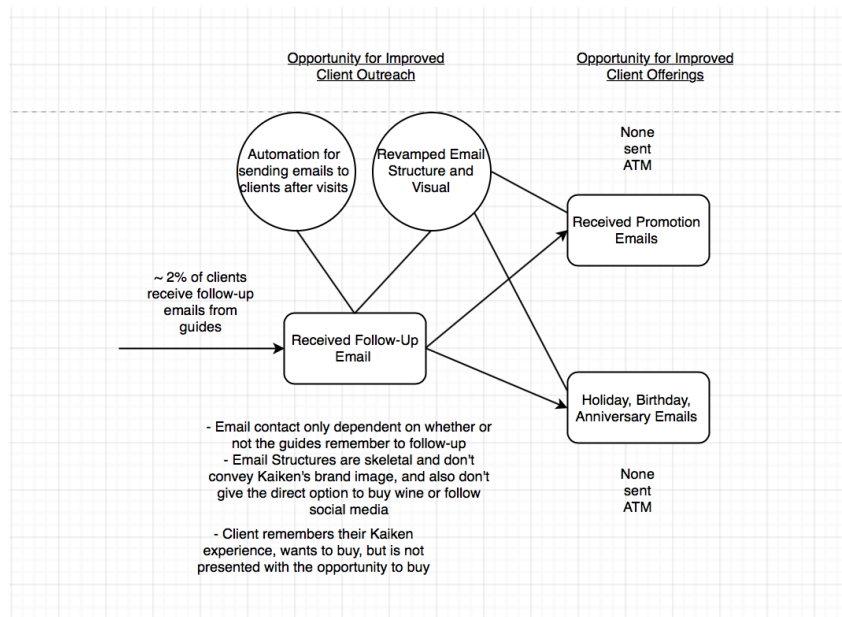


Exhibit 1.4: Wine Club Recurring Business Stage Impact

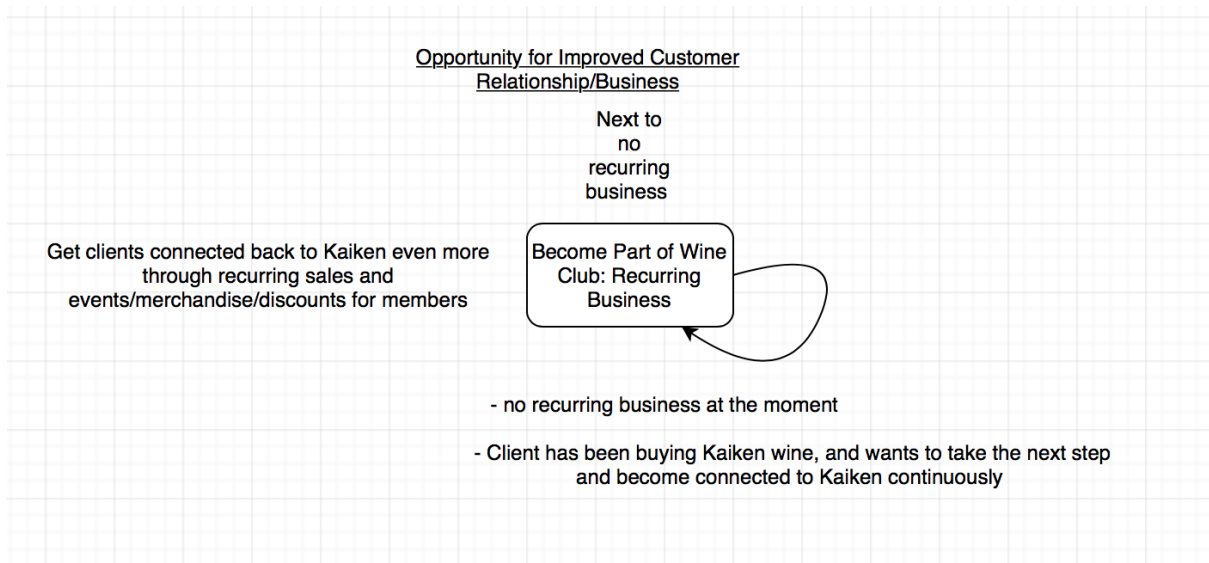


Exhibit 2. Current hotel email does not fully convey the benefits of Kaiken

De: Alejandra Ovejero [mailto:avejero@kaikenwines.com]

Enviado el: martes, 19 de diciembre de 2017 14:09

Para: 'infomartinsbikes@gmail.com'

Asunto: Kaiken Actividades y taifas temporada 2017-2018

Estimados,

Es un gusto conocerlos!
Será un placer trabajar en conjunto.

Adjunto tarifario actual para operadores.

Los esperamos cuando gusten!

Saludos

ALEJANDRA OVEJERO
Hospitality and Tourism

avejero@kaikenwines.com
www.kaikenwines.com
Tel +54 9 (261) 5620303
Cel: 261-3530789



The image shows a screenshot of a pricing table for Kaiken activities. The table is partially visible and includes a header with the text "KAIKEN actividades...". The table columns include various activity details and their corresponding prices. The bottom of the screenshot shows a blue and white logo with the text "W KAIKEN activida...".

Exhibit 3. Emphasize Kaiken’s differentiating characteristics in the email to hotels

Estimado X:

Me llamo Alejandra Ovejero y soy la directora de hospitalidad y turismo en la bodega Kaiken de Lujan de Cuyo, Mendoza. Le estoy escribiendo para informarle sobre las oportunidades de turismo y degustacion que Kaiken ofrece para sus huéspedes.

La bodega esta abierta todos los días y estamos sumamente dispuestos a recibir visitas “walk-in.” Ademas, nuestros precios son accesibles para cualquier turista. Sus huéspedes pueden degustar nuestros vinos premiados en nuestro patio espacioso mientras disfrutan de algunas de las mejores vistas de la zona.



Es mi placer invitarlo a nuestra bodega para un recorrido y una degustacion de vinos. De esta manera usted puede conocer Kaiken por si mismo y recomendarnos a sus huéspedes con confianza.

Adjunto una página de información útil para usted y sus huéspedes. Por favor avíseme si tiene cualquier duda o pregunta. A la espera de su respuesta!

Exhibit 4. Add Kaiken photos to the Kaiken one pager to better communicate brand



KAIKEN
Desde 2001

Situado en el corazón de Luján de Cuyo, Bodega Kaiken ofrece una experiencia auténtica de Argentina para bebedores de vino de hoy.

DEGUSTACIONES
Uno de cada uno: \$150
Premium: \$280
Solamente Malbec: \$250



VINO POR COPA
Linea Reserva: \$30
Linea Terroir Series: \$40
Linea Ultra: \$50
Mai: \$100

ACTIVIDADES
Visita: \$100
Almuerzo Pic Nic: \$550
Juego del enologo: \$300



¡ABIERTO TODOS LOS DÍAS!
Kaiken le da a nuestros huéspedes con la flexibilidad para hacer su experiencia en nuestra bodega su propia. Con horas flexibles, guías simpáticos, y una actitud relajada, encontrará la espíritu verdadero de Argentina.

Llama: 0261 15-353-0789
Roque Sáenz Peña 5516, Mendoza

Exhibit 5. Current first visit follow-up email is personal but inefficient

De: Alejandra Ovejero [mailto:avejero@kaikenwines.com]
Enviado el: miércoles, 06 de diciembre de 2017 15:57
Para: 'richardluck55@gmail.com'; 'johsomalley468@gmail.com'
Asunto: Kaiken Thanks

Good afternoon Richard and John,

Thanks for visiting us yesterday!!
It was really great to have you both in Kaiken,
bringing me all your LUCK and great energy.

From now on you have my contact, so please write me if
there is something I may help you with.

Remember that we can ship wines for you, straight from the winery.
So that you can enjoy any of our wines.

Best regards!!

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Cel: 261-3530789



This email directly from Alejandra is clearly personally written and with a very direct personal style. However, Alejandra individually types each of these emails and each one takes about 10 minutes to write.

Exhibit 6. Wine tasting sheet will allow for broader gathering of information

¡Gracias por visitarnos en la Bodega Kaiken!

Quisiéramos que usted sea parte de nuestra comunidad Kaiken! Para recibir la información más reciente en nuestras bodega y promos, por favor danos algo información abajo:

We would like you to stay a part of the Kaiken community! For the most up to date information on exclusive promotions and premier access to new offerings, please provide some information below:

Nombre/Name _____

Correo electronico/Email _____

Cumpleaños/Birthday _____

Vino Favorito/Favorite Wine _____

Hay algo que podemos hacer mejor? / Is there anything we could do better?


KAIKEN
PREMIUM WINES

These forms will be placed on the table before wine tastings, and the tour guide leading the tasting will mention them at the end of the tasting. Testing the response rate on a sample of 5 tours throughout two days revealed that, on average, people provide emails at a rate of 39%.

Exhibit 7. Testing shows bodega visitors are willing to fill out form

	A	B	C	D	E	F	G	H	I
1	Test #	Number in tasting	Number of forms	Emails	Birthdays	Forms per tasting	Emails per tasting	Emails per forms	Birthdays per forms
2	1	11	9	7	9	82%	64%	78%	100%
3	2	8	6	6	5	75%	75%	100%	83%
4	3	5	4	4	4	80%	80%	100%	100%
5	4	8	0	0	0	0%	0%	0%	0%
6	5	5	3	3	3	60%	60%	100%	100%
7	6	20	2	2	2	10%	10%	100%	100%
8									
9									
0		Average forms per tasting	42%	Testing occurred on Monday January 8th and Tuesday January 9th					
1		Average emails per tasting	39%						
2		Average emails per forms	92%						
3		Average birthdays per forms	96%						
4									
5									
6									

Data was from 6 different tastings.

Exhibit 8. Maintain a personal touch and increase memorability in new follow-up email



**¡Gracias por visitarnos en
Kaiken Winery!**

Dear *|NOMBRE|*,

In Argentina, we drink wine to connect: connect with our loved ones, connect with our environment, and to connect with our community. It is our hope that you found one of these connections at Kaiken Winery. *|COM_ING|*

Our consultant noticed how much you enjoyed our *|VINO|* variety. The culture of Mendoza doesn't need to stop when you leave Kaiken...
Now, you can bring the spirit of Argentina home with you.

[Shop Our Wines](#)



**We hope that you continue to stay involved with our
community!**

**If you have any feedback from your time at Kaiken, we'd love to hear
it! editing**

[Leave us a Review](#)

Stay in touch with us on our social media!

This image illustrates a portion of the visit follow-up email template built in MailChimp. The template includes automated personalization, naming the visitor's favorite type of wine as well as any special comment about their visit. Including these specific details and unique Kaiken photos will improve guests' ability to recall their visit and the personal details will improve their association with the Kaiken brand.

Exhibit 9. The key trade-off for a wine club is between control and cost

WINE CLUB STRUCTURE OPTIONS

A sample of 20 different wine clubs was compiled. They represented a variety of formats. Key takeaways are summarized in the chart below:

Scheduled shipments from Kaiken to some distributor then the customer		Partnership between wineries		Have a US physical presence (tasting room, event room)		Shipping individual orders as they come	
<p><u>PROS</u></p> <ul style="list-style-type: none"> - Focus on Kaiken - Control of what the customer gets 	<p><u>CONS</u></p> <ul style="list-style-type: none"> - High cost - Need some distributor 	<p><u>PROS</u></p> <ul style="list-style-type: none"> - Lower cost - Greater exposure for the Kaiken Brand - Niche customers can be targeted 	<p><u>CONS</u></p> <ul style="list-style-type: none"> - Less control - Not a unique option within the subscription 	<p><u>PROS</u></p> <ul style="list-style-type: none"> - Focus on Kaiken - Control of what the customer gets - Benefits beyond wine club - No “middle man” 	<p><u>CONS</u></p> <ul style="list-style-type: none"> - High cost - Costs beyond wine club 	<p><u>PROS</u></p> <ul style="list-style-type: none"> - Complete control - Less complex infrastructure 	<p><u>CONS</u></p> <ul style="list-style-type: none"> - Highest cost (no shipping benefits) - Cannot reach certain markets
<p><u>EXAMPLE</u></p> <p>Finca Decero Wine Club</p> <ul style="list-style-type: none"> - Argentinian Winery - Runs their own club - Offers free shipping only within Argentina (international members pay more) 		<p><u>EXAMPLE</u></p> <p>Vinesse - Malbec Wine Club</p> <ul style="list-style-type: none"> - Distributed worldwide - Includes wine from a variety of “member” vineyards 		<p><u>EXAMPLE</u></p> <p>El Gaucho Winery</p> <ul style="list-style-type: none"> - Vineyard in Argentina - Event space in Texas - Wine club orders distributed through the wine club 		<p><u>EXAMPLE</u></p> <p>Close to <u>Kaiken's</u> Current System</p> <ul style="list-style-type: none"> - Shipping orders whenever the customer sends one in - Adding a formalized newsletter structure would make it a “wine club” 	
9/20 example wine clubs		8/20 example wine clubs		3/20 example wine clubs		Kaiken	

Exhibit 10. Screenshot from Marcello’s proposal

Operación desde Argentina								
Venta	IVA	IB	Tarjeta de Crédito	Neto antes envío	Flete x bot	Neto antes Imp	Ex cellar est	
\$ 100.00	\$ 82.64	\$ 79.85	\$ 73.46	\$ 73.46	20	\$ 53.46	\$ 33	
\$ 95.00	\$ 78.51	\$ 75.86	\$ 69.79	\$ 69.79	20	\$ 49.79	\$ 32	
\$ 90.00	\$ 74.38	\$ 71.86	\$ 66.12	\$ 66.12	20	\$ 46.12	\$ 30	
\$ 85.00	\$ 70.25	\$ 67.87	\$ 62.44	\$ 62.44	20	\$ 42.44	\$ 28	
\$ 80.00	\$ 66.12	\$ 63.88	\$ 58.77	\$ 58.77	20	\$ 38.77	\$ 27	
\$ 75.00	\$ 61.98	\$ 59.89	\$ 55.10	\$ 55.10	20	\$ 35.10	\$ 25	
\$ 70.00	\$ 57.85	\$ 55.89	\$ 51.42	\$ 51.42	20	\$ 31.42	\$ 23	
\$ 65.00	\$ 53.72	\$ 51.90	\$ 47.75	\$ 47.75	20	\$ 27.75	\$ 22	
\$ 60.00	\$ 49.59	\$ 47.91	\$ 44.08	\$ 44.08	20	\$ 24.08	\$ 20	
\$ 55.00	\$ 45.45	\$ 43.92	\$ 40.40	\$ 40.40	20	\$ 20.40	\$ 18	
\$ 50.00	\$ 41.32	\$ 39.92	\$ 36.73	\$ 36.73	20	\$ 16.73	\$ 17	
\$ 45.00	\$ 37.19	\$ 35.93	\$ 33.06	\$ 33.06	20	\$ 13.06	\$ 15	
\$ 40.00	\$ 33.06	\$ 31.94	\$ 29.38	\$ 29.38	20	\$ 9.38	\$ 13	
\$ 35.00	\$ 28.93	\$ 27.95	\$ 25.71	\$ 25.71	20	\$ 5.71	\$ 12	
\$ 30.00	\$ 24.79	\$ 23.95	\$ 22.04	\$ 22.04	20	\$ 2.04	\$ 10	
\$ 25.00	\$ 20.66	\$ 19.96	\$ 18.37	\$ 18.37	20	-\$ 1.63	\$ 8	
\$ 20.00	\$ 16.53	\$ 15.97	\$ 14.69	\$ 14.69	20	-\$ 5.31	\$ 7	

Exhibit 11. Economic analysis of traditional wine club structure reveals breakeven point of 40 subscribers

Suscriptores el los EEUU (editables)	Envíos necesitado por año (redondeado arriba)	Ingresos totales (pesos)	Ingresos totales (U\$S)	Costos totales (pesos)	Costos totales (U\$S)	Ganancia bruta (pesos)	Ganancia bruta (U\$S)
20	1	\$ 165,555.00	\$ 8,948.92	\$ 224,502.50	\$ 14,502.50	\$ (58,947.50)	\$ (5,553.58)
25	1	\$ 206,943.75	\$ 11,186.15	\$ 225,128.13	\$ 15,128.13	\$ (18,184.38)	\$ (3,941.98)
30	1	\$ 248,332.50	\$ 13,423.38	\$ 225,753.75	\$ 15,753.75	\$ 22,578.75	\$ (2,330.37)
35	1	\$ 289,721.25	\$ 15,660.61	\$ 226,379.38	\$ 16,379.38	\$ 63,341.88	\$ (718.77)
40	1	\$ 331,110.00	\$ 17,897.84	\$ 227,005.00	\$ 17,005.00	\$ 104,105.00	\$ 892.84
45	2	\$ 372,498.75	\$ 20,135.07	\$ 227,630.63	\$ 17,630.63	\$ 144,868.13	\$ 2,504.44
50	2	\$ 413,887.50	\$ 22,372.30	\$ 228,256.25	\$ 18,256.25	\$ 185,631.25	\$ 4,116.05
55	2	\$ 455,276.25	\$ 24,609.53	\$ 228,881.88	\$ 18,881.88	\$ 226,394.38	\$ 5,727.65
60	2	\$ 496,665.00	\$ 26,846.76	\$ 229,507.50	\$ 19,507.50	\$ 267,157.50	\$ 7,339.26
65	2	\$ 538,053.75	\$ 29,083.99	\$ 230,133.13	\$ 20,133.13	\$ 307,920.63	\$ 8,950.86
70	2	\$ 579,442.50	\$ 31,321.22	\$ 230,758.75	\$ 20,758.75	\$ 348,683.75	\$ 10,562.47
75	2	\$ 620,831.25	\$ 33,558.45	\$ 231,384.38	\$ 21,384.38	\$ 389,446.88	\$ 12,174.07
80	2	\$ 662,220.00	\$ 35,795.68	\$ 232,010.00	\$ 22,010.00	\$ 430,210.00	\$ 13,785.68
85	2	\$ 703,608.75	\$ 38,032.91	\$ 232,635.63	\$ 22,635.63	\$ 470,973.13	\$ 15,397.28
90	3	\$ 744,997.50	\$ 40,270.14	\$ 233,261.25	\$ 23,261.25	\$ 511,736.25	\$ 17,008.89
95	3	\$ 786,386.25	\$ 42,507.36	\$ 233,886.88	\$ 23,886.88	\$ 552,499.38	\$ 18,620.49
100	3	\$ 827,775.00	\$ 44,744.59	\$ 234,512.50	\$ 24,512.50	\$ 593,262.50	\$ 20,232.09

Suposiciones Editables	
Proporción del Club de Vino que son miembros "signature"	75%
Obligación en casos para miembros "Signature"	3
Proporción del Club de Vino que son miembros "premiere"	25%
Obligación en casos para miembros "Premiere"	4
Precio promedio por caso para vinos de primera (pesos)	2547
Tipo de cambio (pesos por U\$S)	18.5
Tarifa por mes para almacenar un palet (U\$S)	1000
Meses por año	12
Tarifa or kilo para enviar a Miami	4.4
Peso de caso (kilos)	8.75
Máximo casos por palet	140

We performed this economic analysis using the assumptions listed above. The wine club does not produce a gross profit until reaching 40 subscribers in the United States, and at this level projected profit is very small. Predicted gross profit does not even break \$5,000 until 55 subscribers have joined the wine club. Due to the variability of shipping costs and uncertainty surrounding the storage rate in Miami, we recommend considering a large margin of error when making business decisions.

Exhibit 12. List of partnership style wine clubs included in analysis

1. Vinesse - Malbec Wine Club - <https://www.vinesse.com/buy/malbec-wine-club/>
 - a. Club specifically for Malbec but not from a specific vineyard
 - b. Choose 4x or 2x a year for a shipment
 - c. Vinesse offers similar clubs for all varietals of wine
2. Fine Wines - <https://www.finewines.com.br/>
 - a. Most highly regarded in Brazil--website is in Portuguese
 - b. Curated boxes of 4-6 (R\$300 or 10% discount) or 8-10 (R\$600 or 15%)
 - c. Invites to events
 - d. Wines are from vineyards in Chile and Argentina
3. NPR wine club -- [Link](#)
 - a. Depending on the state you select to have shipped, it will redirect you to 1 distributor who ships to that state
 - b. About 35 states
 - c. 1, 6, or 12 bottles
4. WSJ Wine club - <https://www.wsjwine.com/>
 - a. Variety of vineyards
 - b. Targets a niche group
5. Wine of the Month Club - <https://www.wineofthemonthclub.com/product/argentina-wine/>
 - a. General variety of wine
 - b. Focus on international
6. Gold Medal Wine Club - <https://www.goldmedalwineclub.com/wine-club/international>
 - a. Partnership between many “member” vineyards
7. Spiral Wine Club - <http://www.casonaveramonte.com/club-de-vinos/?lang=en>
 - a. Ships both Chilean and Californian wines
 - b. Casona Veramonte is in Chile
8. The Prisoner Wine Company - <https://www.theprisonerwinecompany.com/wine-club>
 - a. Shipment every quarter
 - b. Member chooses what is in their order
 - c. Single company, wines sourced from vineyards around California
9. Robledo Family Winery - <https://www.robledofamilywinery.com/Wine-Club>
 - a. Ships every 4 months
 - b. The winery chooses the wines you receive, able to request white, red or mixed
 - c. Several vineyards, one company, based in California

List of Attached Documents (includes filename)

File	Format	Contents
1_hotel.Email to Concierge_Spanish	Word	Email text to send to hotel contacts
1_hotel.Hotel One Pager	Powerpoint	One page file to send with email to hotels. Likely should be saved as PDF before sending. Delivering to you as Powerpoint so that you can edit if desired.
2_socialmedia.Social Media Review	Powerpoint	Detailed review of social media usage by Kaiken.
3_touremail.Comments Form Final	Powerpoint for editing; final form in PDF	Form to give to visitors during tour.
3_touremail.Lista de Correo Electronico	Excel	Excel form where you will enter information from the form. Once entered here, you can import that information into MailChimp
3_touremail.MailChimp How-To vEnglish	Word	How to guide for using MailChimp
3_touremail.MailChimp How-To vSpanish	Word	
3a_touremail+wineclub.Google Form - How to Guide - English	Word	Guide for how to use Google forms
3a_touremail+wineclub.Google Form - How to Guide - Spanish	Word	
4_wineclub.Wine Club Exhibit	Word	Includes the table from Exhibit 9 <i>and</i> the list of wine clubs reviewed.
4_wineclub.Analisis economico del club de vino	Excel	Economic analysis performed by team
MarcelloAnalysis.xlsx	Excel	Wine club analysis from Marcello
Kaiken - Solicitar pedidos (Google form)	Google form	Google form where visitors who receive MailChimp email can place and order.
Kaiken - Interés en el club de vino (Google form)	Google form	Google form where visitors who receive MailChimp email can express interest in a wine club.