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**IMPORTANCIA Y VALORACIÓN DE LOS COMPONENTES DE  
SATISFACCIÓN EN LA EXPERIENCIA ENOLÓGICA EN VALLE DE  
GUADALUPE ENSENADA, BAJA CALIFORNIA: CONTRIBUCIONES AL  
PROCESO DE GESTIÓN SUSTENTABLE.**

**IMPORTANCE AND ASSESSMENT OF SATISFACTION COMPONENTS  
IN THE OENOLOGICAL EXPERIENCE IN THE GUADALUPE VALLEY,  
ENSENADA, BAJA CALIFORNIA: CONTRIBUTIONS TO THE  
SUSTAINABILITY MANAGEMENT PROCESS**

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# IMPORTANCE AND ASSESSMENT OF SATISFACTION COMPONENTS IN THE OENOLOGICAL EXPERIENCE IN VALLE DE GUADALUPE, ENSENADA, BAJA CALIFORNIA: CONTRIBUTIONS TO THE SUSTAINABLE MANAGEMENT PROCESS

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## resumen

La evaluación y el monitoreo de la política pública, permite la mejora de las acciones del gobierno. La política pública turística, de incidencia pública y privada, debe contribuir al fortalecimiento de la satisfacción del visitante, el éxito de los empresarios, la integración de la comunidad y el mantenimiento del entorno. El Valle de Guadalupe (VDG), ubicado al noroeste de México, es un sitio de interés para la producción vitivinícola y el turismo enológico, desarrollado exponencialmente en los últimos veinte años, por lo que es prioritario dar seguimiento a su evolución. Un elemento de interés es conocer el nivel de importancia y satisfacción de los componentes de la experiencia turística, para generar estrategias de mejora y conservación. Se realizó un estudio exploratorio de técnicas mixtas y con los datos obtenidos se hizo un Análisis de Importancia-Valoración (IPA, por sus siglas en inglés). Los resultados, no generalizables, permiten identificar los atributos de más importancia y satisfacción en la experiencia del visitante. Se sugiere, emprender estrategias para el mantenimiento del rendimiento de dichos atributos, en particular, el estricto control del crecimiento urbano para la conservación del paisaje, el factor de mayor importancia, mejor evaluado y una de las ventajas competitivas del Valle.

**Palabras clave:** Análisis de Importancia-Valoración, evaluación, política pública, turismo enológico, vino.

## abstract

The evaluation and monitoring of public policy allows improvement in government action. Public tourism policy, as it impacts on the public and private sectors, should contribute to the strengthening of visitor satisfaction, the success of company management, the integration of the community and environmental conservation. The Guadalupe Valley (VDG), located in the northwest of Mexico, is an important area of wine production and wine tourism. It has developed exponentially in the last twenty years, and thus it is a priority to monitor its evolution. A key factor is to understand the level of importance of and satisfaction with the components of the tourist experience to generate strategies of improvement and conservation. An exploratory study of mixed techniques was carried out and an Importance-Valuation Analysis (IPA) was performed with the data gathered. The results, while not generalizable in other sectors, allow the identification of the attributes of most importance and satisfaction in the visitor's experience. Strategies are suggested to improve the performance in these attributes, in particular, the strict control of urban growth for landscape conservation, the most important and most valued factor identified, and one of the competitive advantages of the Valley.

**Key words:** Importance Performance Analysis, assessment, public policy, wine tourism, wine.

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## 1. Introduction

The evaluation and monitoring of public policy allows improvement in government action. Public tourist policy impacts on both the public and private sectors and must contribute to the strengthening of visitor satisfaction, the success of company management, the integration of the community and the maintenance of the environment. The Guadalupe Valley (VDG), located to the northwest of Mexico, is an important wine production and oenological tourism area. It has developed exponentially in the last twenty years so it is a priority to monitor its evolution. A key factor is to understand the level of importance and satisfaction of the components of the tourist experience in order to generate strategies for improvement and environmental conservation. In particular, in the face of the conflict of the high pressure for housing and hotel development, it is a priority to understand the relative importance of the rural environment in the perception of the visitor to add to conservation arguments. With this objective a study was conducted on the importance and the valuation of the components or factors that affect the oenological experience.

The results are presented in a framework where the following topics are covered: the actions associated with tourism policy, the general framework of evaluation of tourism policy and its link to visitor satisfaction, a specific literature review of the oenological experience and finally the study area is described.

With regard to methodology, a mixed technique exploratory study was conducted. With the data obtained an analysis was made using Importance Performance Analysis (IPA), which allows the identification of areas of opportunity. The results, while not generalizable, identify the attributes of greatest importance and that provide satisfaction in the visitor experience. A recommendation is to develop an integrated system of monitoring and evaluation with multiple indicators on the performance of tourist activity with economic, social and environmental factors.

With regard to the results obtained in this first measurement it was found that the most valued and important component was the landscape. Therefore, strategies are recommended to raise awareness among decision-makers, both public and private, to consider the strict control of urban growth for the conservation of the environment, the most valued factor and one of the competitive advantages of the valley.

## 2. Framework

### 2.1 Public tourism policy and its objectives.

According to Crosby (2009), tourism policy is a set of actions designed by the government with the purpose of making an impact on tourism as an economic sector. To Mirabell Izard et al. (2010:76) it is "a set of different types of tourist activities to promote, develop and correct the problems that the development of this tourist activity can generate". Velasco González (2011: 960) defines it as "the set of actions that impel the public sector, in collaboration or not with the private sector, to achieve objectives in the process of attraction, for longer or occasional stays, of visitors to a specific area". Thus, tourism policy promotes, encourages and controls tourist activities and corrects problems in the sector, for its general improvement.

Traditionally, tourist activity has been assumed to be a matter between private agents (supply and demand). Within this approach, government actions would be limited to increasing the number of visitors (Enríquez Martínez, Osorio García, Castle Néchar, & Arellano Hernández, 2012; Crosby, 2009). However, strategic intervention is becoming more usual for the maintenance of destination facilities (Simão & Partidário, 2012). Gunn and Var (2002) specify four goals of tourism policy: 1) Increasing visitor satisfaction, 2) Improvement in economic and business success, 3) Sustainable use of resources and 4) The integration of tourism in the economic and social life of the host community.

Tourism policy must be present in promoting and supporting the construction of infrastructure, regulating and legislating, forecasting and planning, generating guidelines, creating incentives for research, preserving cultural and historical heritage, image promotion and tourism marketing. Strategies and action plans will be developed through analysis, formulation, implementation and performance evaluation (Simão & Partidário, 2012).

In the Mexican case, in the Sectorial Tourism Program (2013:2) it is recognized that, in the current competitive environment, "an institutional framework is essential to contribute to boosting productivity, innovation and creativity to ensure the existence of logistic infrastructure, emergency and security services; to ensure environmental sustainability and high standards of quality of tourist services and sufficient human resources for the expansion of the sector, good management, complementary governmental actions, and collaboration with the private sector is required". Thus, it is assumed that Mexican tourism policy is empowered as a promoter and facilitator, as well as a guarantor of environmental care and integration of the community.

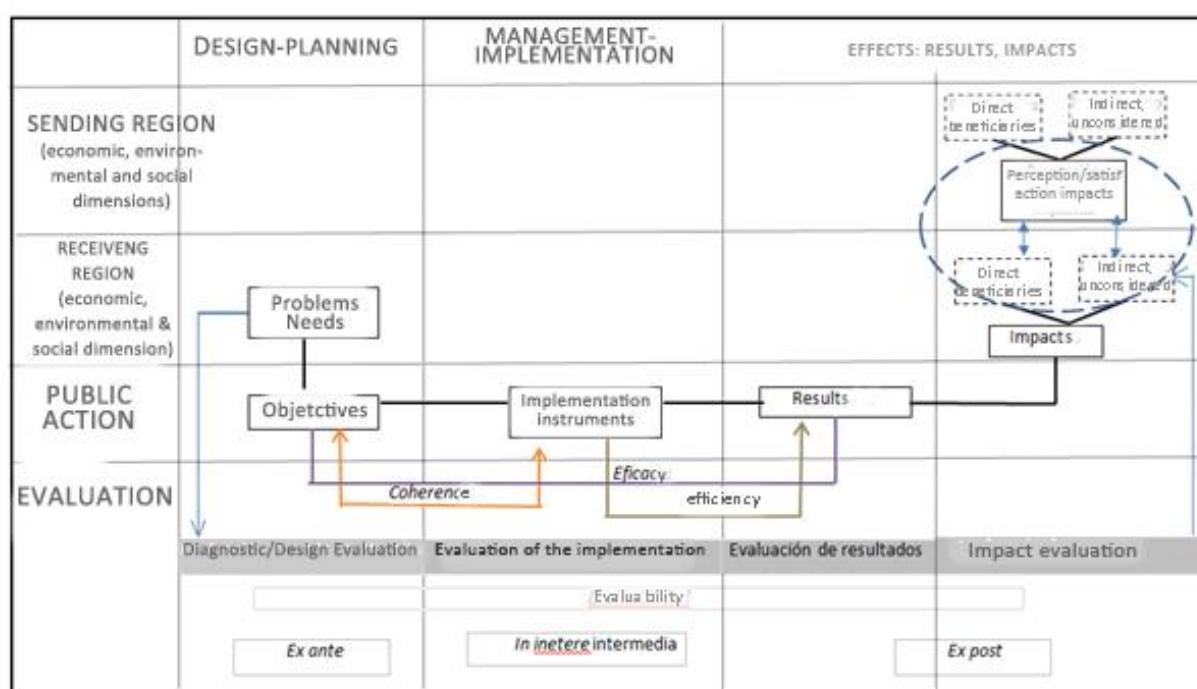
## 2.2 Evaluation of public tourist policy

The evaluation of public policy has been an important activity in the majority of developing countries since the beginning of this century. It is understood as "interdisciplinary applied research, carried out under a systematic approach, whose object is to understand, explain and assess a reality, as well to as provide elements of the decision-making process to evaluate the effects of the assessed activity" (Cardozo Brum, 2012: 44). This revisits the value judgment or merit of the action of Scriven (1967), the assessment of the reality, the collection and systematic analysis of information of Stufflebeam and Skinfeld (1987), the contribution to decision making (Weiss, 1982) and prioritizes methodological diversity. This evaluation complies with features such as accountability, improvement of public performance, and transparency (State Agency for the

Evaluation of Public Policies and the Quality of Services, 2010).

This is consistent with the Holistic Evaluation Approach (Cardozo Brum, 2012; State Agency for the Evaluation of Public Policies and the Quality of Services, 2010; Reyes-Orta, 2014). In this, the need to evaluate and monitor actions in all phases of the cycle of public policy is established. Figure 1 presents an adaptation of the original of the evaluation of social policy, integrating the complexity of tourism policy (sending and receiving regions with economic, social and environmental dimensions). The actions undertaken or promoted by the government will have impacts on the receiving and sending regions.

Figure 1. Evaluation of Holistic Public Tourist Policy



Source: Adapted from Osuna, 2011.

Examples of evaluation of tourism policy are highlighted in the European Union. The Structural Funds and rural development policies, which have the objectives to equalise the standard of living in urban and rural areas, to diversify production activities and to prevent regional decline, have been under constant evaluation. The objectives of the Common Agricultural Policy to maintain

The rural environment is also highlighted (Cánoves Valiente, Herrera, & Villarino Pérez, 2006).

These authors analyze the LEADER and PRODER programmes in Spain and identify positive and negative impacts of tourism activity. Panyik and Costa (2010) evaluate the results and impacts of the Structural Programmes for tourist activity in the rural environment, measured through the increase of visitors.

Pardo (2014) conducted an evaluation of the results of case studies of tourism activity in the industrial

and mining heritage sector in Spain, using indicators of sustainability. These indicators are grouped into management, social, economic, cultural and environmental factors. Among the cultural components, the level of satisfaction associated with the visits is highlighted.

This paper aims to contribute to the knowledge of the current status of the importance and assessment of the components that constitute satisfaction in a destination. This paper revisits the perspective of Gunn and Var (2002) which, together with other indicators linked to the offer and to the community, facilitate the design of strategies seeking to increase business success (identifying areas of opportunity for the improvement of services, infrastructure, environment), sustainability (monitoring the development of the environment, providing infrastructure, improving communication and tourism marketing) and the integration of the community (taking advantage of cultural and natural heritage) concurring with Simão and Partidário (2012).

According to Oliver (1980: 460) satisfaction is "the summary psychological state resulting when the emotion surrounding confirm/disconfirmed expectations is coupled with the consumers prior feelings about the consumption experience." For the World Tourism Organization (1995) tourist satisfaction is "a psychological concept that involves a feeling of wellbeing and pleasure resulting from the interaction between the experience of the tourist in a destination and the expectations formed about that destination."

Its importance lies in the fact that visitor satisfaction has been recognized as one of the indicators of success of any tourist destination. Yuksel (2000) identifies a series of reasons why consumer –tourist satisfaction is important for the success of a destination based on the idea of a relationship with destination loyalty: 1) It is much more economical for a destination to create a base of loyal consumers than to devote promotional resources to the attraction of new customers. 2) Because of the investment in service improvement needed to lure away customers from competitors, it is better to keep happy those you already have. 3) There is evidence that each increase in the retention of satisfied customers results in five times improved profitability. 4) The satisfied customer becomes the best advocate of the brand / destination. 5) New tourists statistically return only once in five years while the repeat customer will return once each year.

In the same way Szymanski and Henard (2001) point to the capacity of satisfaction to influence other key variables in the purchase decision process of the consumer, such as complaining behaviour, the negative effect of "word-of-mouth" and repeat purchase.

The measurement of consumer satisfaction has been the subject of debate. Two approaches are highlighted. The first called "expectation - disconfirmation" by Oliver (1997) compares the level of customer expectation with subsequent product/service performance. As an alternative, Churchill and Suprenant (1982), followed by Cronin and Taylor (1992) and Crompton and Love (1995), present an approach based solely on the measurement of satisfaction through consumer perceived performance. In the specific context of tourist destinations Dmitrovic, Cvelbar, Kolar, Brencic, Ograjensek and Zabkar (2009) consider the destination as a product which is valued by the tourist in terms of its ability to meet his/her needs and desires.

In Mexico, the Tourism Sectoral Program (2013) recognizes that the measurement of satisfaction and quality of demand are indispensable elements for the improvement and implementation of public policy. The second objective of the plan proposes the strengthening of the competitive advantages of the tourist offer. To achieve this, the 2.1 strategy discusses information generation, research and knowledge about destinations and product lines. It considers the development of an integrated information system of demand and supply, as well as promotes the assessment and design of public policies.

### 2.3 The Oenological Experience

The study focuses on oenological tourism. Various authors have addressed this type of specialized tourism since the 1990s. Highlighted is the work of Hall and Mitchell (2000), Hall, Johnson and Mitchell (2000), Getz (2001), William (2001), Bruwer (2003), Getz and Brown (2006), and Alant Bruwer (2009), Bruwer, Coode, Saliba and Herbst (2013), Moutinho (2011) and Lee (2016), among others. From the perspective of the visitor, oenological tourism is understood as visiting vineyards, wine festivals in wine production regions, with the aim to test grape and wine derived products and enjoy an experience linked to wine as the main motivator of the trip (2000). In accordance with Getz and Brown (2006) and Getz (2001), from the perspective of the producer and the government, oenological tourism is seen as a strategy to develop a destination, here around the wine market. Previous studies conclude that the majority of grape and wine producing regions have become paradise destinations for consumption, leisure, cooking and open air scenery, to the detriment of the primary agricultural activity and the environment (Williams, 2001).

For the development of strategies that allow for the efficient management of a wine region, several studies have focused on identifying the motivation and attractions that make up the oenological experience. In related themes three were identified as significant: motivation and factors that make up the oenological

experience, motivation and market segments, and purchase decision. Contributions to the first topic were highlighted in Roberts and Sparks (2006), Saayman and van der Merwe (2015), Carlsen and Boksberger (2015), Bruwer et al. (2013), Lockshin and Corsi (2012), and Alant Bruwer (2009), Getz and Brown (2006) and Hall et al (2000). On segmentation, highlighted were Bruwer (2003) and Getz and Carlsen (2008). On motivation and

purchase decision Barth and Salazar (2011) and Taylor, Barber and Deale (2010) studies are highlighted. Table 1 shows the studies and the relevant contributions with regard to motivation to carry out wine tourism and the related components identified. Highlighted in bold are the elements of the oenological experience which impact on public policy.

**Table 1. Review of oenological tourism literature**

Author	Place	Components, factors linked to the oenological experience or contribution of the study.
Roberts and Sparks (2006)	Australia	According to the authors the elements that make up a memorable experience are: authenticity, value for money, service interactions, the environment, additional products offered, information dissemination, personal growth and life style.
Saayman and van der Merwe(2015)	South Africa	The following elements were identified: accessibility to the vineyards, visits to lesser known vineyards, variety of wine available, appropriate road signage, the opportunity to visit a lot of vineyards, appropriate scenario, environment quality, all year availability, fine restaurants on the wine routes. Food and attractions. The dissemination of information and amenities.
Orsolini and Boksberger (2009),Pikemaat, Peters, Boksberger and Secco(2009)	Switzerland, Austria and North Italy	They identify four dimensions: Entertainment, education, escapism and aesthetics. Aesthetics (landscape/environment) is the most important.
Carlsen (2011)	n.a.	Identifies sight, smell, taste, sound and feelings linked to the experience. Physical experiences and their interactions are important.
Getz and Carlsen(2008)	Australia	Identifies that activity is constituted by two factors: information and entertainment. This reinforces the conclusions of Brown, Havitz and Getz (2007) that young wine loving consumers are interested in hedonistic and social experiences and not simply in being active wine tourists.
Getz and Brown (2006)	Canada	This model considers factors critical to the success of wine tourism in a region: focusing on the wine product (Vineyards welcoming to the visitor, staff with extensive wine knowledge, wine festivals, family businesses), cultural offerings (lodgings regional in character, fine restaurants and traditional wine region villages). <b>They conclude that if the image of the producer has been changed to a tourism focus (consumer perception)it is important to offer relevant features to accompany the tourist experience.</b>
Bruwer and Alant(2009)	South Africa	It was found that visitors identified as the main features of a region: its scenic beauty, the hospitality offer and the local welcome and a diversity of vineyards.
Meraz et al. (2012).	Mexico	They classify the components on three levels. At the macro level the silence, the landscape and heritage; at the medium

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level the access to the oenological information points and the purchase decision; at the micro level the opportunity to try local culinary specialties and visits to the vineyards/bodegas.

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Source: Own design based on cited studies

## **2.4 The Guadalupe Valley as a wine producer and an oenological destination**

Mexico is ranked number 24 in the list of global producers of wine. With 0.4% of global output (11,000 litres p.a) it produces more than countries such as Georgia, Canada and the Czech Republic and less than France, Italy, the United States, Chile or China (World Institute of Wine, 2014). It is not a significant producer but has had a high rate of growth in the last years (14 per cent between 2011 and 2014).

Ninety per cent of wine production in Mexico is carried out in Baja California, principally in the Municipality of Ensenada. 70% of the producers are in Baja California. The remainder are in Coahuila, Querétaro, Aguascalientes, Guanajuato and Zacatecas (Mexican Wine Council, A.C., 2016). In Baja California there are four valleys with Mediterranean type climates: The Guadalupe Valley, Ojos Negros, Santo Tomas and San Vicente.

The Guadalupe Valley, which includes the towns of Francisco Zarco, El Porvenir, San Antonio de las Minas and Ignacio Zaragoza (Regional Program of Ecological Zoning of the Corredor San Antonio de las Mines - Guadalupe Valley, 2006) has a beneficial climate and geological conditions for grape cultivation. In the past twenty years there has been a substantial transformation. While in 2000 just eight wine houses were recorded, in 2015 the Secretariat of Tourism of the State of Baja California registered 89 vineyards (Secretariat of Tourism of the State of Baja California, 2015). In fifteen years the number of wine growers has increased by 1,112.5%, with an average annual growth rate of 74.16%; six wine houses per year have emerged.

The region has become a national and international benchmark for wine tourism. There is no precise data on the number of visitors. The Tourist Observatory of Baja California (OTBC) estimated that nearly 180,000 visitors came to the valley in 2013. According to Gutierrez (2016) some 400,000 people visited and 120,000 in the harvest season alone (the harvest in Baja California is between the months of July and August, mainly). Associated facilities growth is also high. At present 50 restaurants are recorded, 43 more than registered in 2000. The rate of growth over the fifteen years is 614.28%. Of the hotels there was no record of any in the tourist inventory in 2000. According to Valderrama et al. (2012) in 2012 the region had 12

hotels, all small and luxurious, with an average capacity of 8.5 rooms per hotel. There are currently 25 in the Valley (Secretariat of Tourism of the State of Baja California, 2015). Growth is similar in the increase in commercial activity, service stations and convenience stores.

With regard to actions linked to tourism policy it is found that since 2000 there are plans, strategies and related programs. Highlighted is the Program for the Development of Recreational Tourism for The Rural Areas of the State of Baja California (2000), the General Guidelines for Development of the Corredor de San Antonio de las Minas- Guadalupe Valley (2003), the Regional Program of Ecological Zoning of the Corredor San Antonio de las Minas -Guadalupe Valley (PROE-SADC-VG)(2006) and the Sectoral Program of Urban Development - Tourism in the Wine Valleys of the Northern Zone of the Ensenada Municipality(Wine Region), Baja California (2010).

Williams (2001) stresses that agricultural regions of wine production, when developing tourist activities, create negative impacts in converting to economic activities focusing on tourism and leisure services, thus affecting the environment and increasing the use of natural resources.

The region now faces problems that put at risk the continuity of wine production and consequently of oenological tourism. Through poor management of natural resources there is a shortage of water and environmental deterioration; this puts the rural landscape at risk; there is unplanned growth and a poor image of the urban area. In addition to the above, and despite the increase of rural tourism, there are problems linked to the tourist products and facilities: lack of signage, lack of recreational activities and shortage of hospitality options.

Of the problems mentioned, the threats to the landscape and the rural environment are again emphasised which, as noted in the documentary review, are essential for a positive oenological experience. As evidence of this pressure, an analysis has been conducted of the main local, national and international print media and found that of 100 articles published on the VDG between 2008 and 2015, 48 are on land use and hotel development projects (Secretariat of Agricultural Development of the State of Baja California, 2016)

In the face of this pressure, it is considered a priority for decision-making to have knowledge of the



factors that determine whether to visit the valley, to demonstrate the importance of the environment in the experience and, in this way, prioritise conservation.

There is no similar prior study in the VDG even though it has been the subject of various investigations. Highlighting the economic approach is Lopez and Sotelo (2014), Meraz Ruiz and Maldonado Radillo (2013), Sanchez and Mungaray (2010), Valenzuela et al (2014); on tourism activity: Martínez-Valderrama et al. (2012a), Valderrama et al. (2012b), Sánchez Zepeda and Mungaray Lagarda (2010), Bringas and González (2004), Meraz et al. (2012), Verján Quilones (2012) and with the holistic approach the study of Leyva Aguilera and Espejel Carbajal (2013).

### 3. Methodology

A mixed technique exploratory study was conducted to collect the data. The qualitative part

(documentary review and expert interviews) allowed for the identification of the components that were incorporated into the quantitative measure. Six people were interviewed, four tour operators and two oenologists. They were asked about their perception of visitors (motivation, profiles) as well as their vision of the evolution of the valley, using open questions.

Table 2 presents the operationalization of variables derived from this stage of the investigation. The results of the documentary review were integrated by component type and the qualitative technique identified with content analysis of qualitative data in the Atlas Ti software.

An instrument of quantitative information collection was subsequently designed. According to Evans and Chon(1989) tourism public policy evaluation requires the collection of primary information.

**Table 2 Documental Review and Qualitative Results**

Document Review		Qualitative Technique Results		Measurement Variables
Components	Authors	Components	Freq.	Component
Authenticity; family enterprises; heritage.	Roberts and Sparks(2006); Getz and Brown(2006); Meraz et al.,(2012)	- Regional history and culture. - Unique visits	7 16	Rich heritage Owner meetings
Value for money; visits to little known vineyards; variety of wine available, wine quality; purchase decision.	Roberts and Sparks(2006); Saayman & van der Merwe(2015); Getz y Brown (2006); Meraz et al., (2012)	- To try fine wines	17	Wine quality
Service interactions; welcoming vineyards ; winery visits.	Roberts and Sparks(2006); Carlsen(2011); Getz and Brown (2006); Meraz et al., (2012)	- Customer service	12	Attention and service in vineyards
Environment, good scenery, ambient quality; aesthetics; landscape, silence.	Roberts and Sparks(2006); Saayman & van der Merwe(2015); Orsolini and Boksberger (2009) and Pikkemaat et al. (2009); Getz and Brown (2006); Meraz et al., (2012)	- Beautiful vineyard landscapes	7	Landscape. Sounds of nature
Additional product offers; amenities; entertainment; fun; hospitality of regional character.	Roberts and Sparks(2006); Saayman & van der Merwe(2015); Getz, D., &Carlsen, J. (2008); Getz and Brown (2006)	-Derived and complementary products	1	Rich heritage
Information dissemination; education; information; staff with wide wine knowledge.	Roberts and Sparks(2006); Saayman & van der Merwe(2015); Orsolini and Boksberger (2009) and	-Host/guide knowledge - Tours of planting and production areas - Wine learning	5 5	Tasting service Tour services

	Pikkemaat et al. (2009); Getz and Brown (2006)		7	
Access to vineyards; good road signage; accessibility of information centres.	Roberts and Sparks(2006); Saayman & van der Merwe(2015); Meraz et al., (2012)	- Easy access	6	Roadside information/signage
Gastronomic offer; good, gourmet restaurants, wine/food pairings.	Saayman & van der Merwe(2015); Getz y Brown (2006); Meraz et al., (2012)	- Food tasting, wine/food pairings	2	Food
Physical evidence; traditional wine region villages	Carlsen(2011); Getz and Brown (2006)	-Architectural constructions - Good visitor space	1 7	Clean facilities
Wine festivals.	Getz and Brown (2006)	- Event management	1	Concerts

Source: Own design

Regarding the importance and the scoring of the satisfaction factors, 13 measurable variables were developed in a Likert scale (5 to 1). In this first attempt we assess tangible aspects of the environment or services that allow the generation of strategies of importance for public policy and not the elements linked to emotional impact or lifestyle. These factors are listed in the last column of Table 2.

As mentioned in the description of the study area, there is no clear number of visitors, so consequently we used a sampling technique for an undetermined population. Similarly, there are no previous studies that provide information on the stratification of different profiles. Within these limitations, the instrument was applied to 340 visitors between 22 and 30 April 2016, over two weekends, in 20 of the 89 winehouses in the VDG. During the data gathering, the subjects surveyed were not part of the same socio-economic group, without bias by age (over 18) or gender.

With regard to the winehouses and vineyards where the study was applied, these were located in the villages of the El Porvenir and San Antonio de las Minas; one of these is considered a trading company with high production volume, five medium businesses and the rest small with family management and low production volume. Of the type of wine, the great majority had different labels that ranged between 5 to 30 euros. The survey was applied at the vineyard exits after the visitors had undergone the oenological experience. The data was entered into the SPSS statistical program.

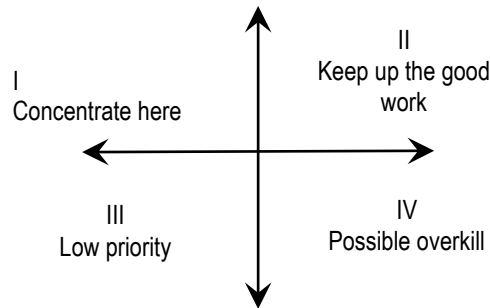
An Importance Performance Analysis (IPA) technique was applied to the data obtained. This technique, originally developed by Martilla and James (1977), allows identification of those attributes where it is necessary to prioritize resource use and those which

might attract unnecessary effort. Quadrant I components require priority actions, quadrant II should maintain the same performance level; quadrant III components are low priority because their importance is below average and for quadrant IV components effort is unnecessary due to their low importance to the user (Figure 2).

The IPA has been used in strategic studies on destinations in a variety of works. Highlighted are the investigations of Go and Zhang (1997) on Beijing as a meeting destination; Medina - Muñoz and Medina - Muñoz (2014) on Gran Canaria as a wellbeing destination; Deng (2007) on thermal tourism in Taiwan; Tarrant and Smith (2002) on outdoor recreational activities in the United States, and Ziegler, Dearden and Rollins (2012) on whale shark watching on Isla Holbox in Mexico. These studies applied the IPA analysis using variations of the values of importance and performance scores and the positioning of these values in a two-dimensional plane. However, according to the conclusions of reviews such as Azzopardi and Nash (2013) and Lai and Hitchcock (2015) none of the proposed changes is exempt from limitations nor has been imposed on the other in terms of validity or reliability, so that it can be stated that the IPA technique remains fundamentally unchanged.

The traditional IPA model (Martilla & James, 1977) uses a list of attributes of the consumption experience and collects the measurements of importance and valuation directly from the consumer to subsequently obtain a graphic combination in a two-dimensional plane. From the data four quadrants are drawn using as dividing lines the arithmetical averages of the sample (Sörensson & von Friedrichs, 2013; Dwyer, Dragičević, Armenski, Mihalić, & Cvelbar, 2014). The data is interpreted according to its location in a plane (Figure 2).

**Figure 2. IPA bidimensional grid**



Source: Adapted from Martilla and James (1977)

Based on the analytical technique described, the means were constructed and are presented in the results section (Table 3).

#### 4. Analysis of Results

Of this first measurement it was found that, of the 340 visitors, 50% of the sample was less than 39 years and thus located in the youth segment. 79% were residents of Baja California, Tijuana, Rosarito, Tecate, Mexicali and Ensenada, all of them visitors who came in their own cars (85%) or who contracted some form of service from the tour operator. The remaining 21% were Mexican tourists and from the south of California, mainly.

Table 3 shows the results of the IPA analysis. The overall mean of importance of the attributes reached a value of 4.36 (see column 2). Four elements above this overall average were highlighted: the landscape (4.81), cleanliness of facilities (4.78), wine quality (4.62) and the sounds of nature (4.51). Mean satisfaction is below the

mean of importance, reaching a value of 4.01; however, the most favorable scores are for the same four factors (column 3). The results, although not generalizable, identify similar behaviour to that found by Orsolini & Boksberger (2009) and Pikkemaat et al (2009); Getz and Carlsen (2008) and Bruwer and Alant (2009), where the most highly scored factor in the oenological experience is the landscape, the scenic beauty; followed by physical evidence, the hospitality and the friendliness of the local people. It is also possible to suggest that the VDG market segment is thus similar to that analyzed in these earlier studies (young adults, locals, initiates to wine culture in their level of interest/curiosity in the wine making process). This segment seeks benefits from escape from the urban environment and hedonism, without this resulting in interest in becoming a specialized oenological tourist or "winelover". Nevertheless, they offer an area of opportunity in the strengthening of information strategies and awareness of wine culture.

**Table 3. Mean values for importance and satisfaction**

Experience attribute	Mean importance	Mean Satisfaction	Quadrant
Food	4,38	3,93	I
Sounds of nature	4,51	4,36	II
Landscape	4,81	4,77	II
Rich heritage	4,40	4,28	II
Attention and service in vineyards	4,74	4,49	II
Wine quality	4,62	4,44	II
Wine tasting	4,48	4,18	II
Winehouse tours	4,48	4,24	II
Cleanliness of installations	4,78	4,62	II
Thoroughfares	4,29	3,85	III
Roadside information	4,31	3,78	III
Concerts	3,50	2,46	III
Owner/host meetings	3,43	2,73	III
Mean	4,36	4,01	

Source: Own design

Transferring this to a two-dimensional IPA grid(see figure 3) to develop public policy strategies, the results are mostly located in quadrants II and III which is an outcome of a high score of the oenological experience in the VDG, with the exception of concerts and host/owner meetings, components both evaluated with low scores in importance and satisfaction.

Food is the only attribute located in the first quadrant, "Concentrate here". Its role is judged as important but scored below the average of the overall data. Accordingly, improvement in satisfaction with the gastronomic options in the VDG constitutes the principal opportunity to develop strategies to increase visitor satisfaction. This is despite the fact that there has been an explosion in the quality of the gastronomic offer. Nevertheless, this result could be derived from poor coordination because of insufficient information on the road, since in the valley there are no information centers to advise the visitor of the gastronomic offer. The information on the road has a satisfaction score of 3.78, even lower than the food, but information on the road does not have as much importance in the experience of the tourist.

Recently the city of Ensenada has been incorporated into the UNESCO Network of Creative Cities in Gastronomy. The proponents of the city express that they seek to preserve cultural expression and promote exchanges; to improve infrastructure and services related to gastronomic tourism, and to improve the image and experience of the city (Amar Abierto, A.C., 2015). It is recommended, thus, that public policy instruments are designed to stimulate the tourist offer toward the integration and promotion of complementary cultural products, as posited by Getz and Brown (2006): to support hospitality projects with a regional character (limited so as not to negatively impact on the environment), high quality regional food and traditional wine linked construction. Additionally it is possible to stimulate the development of complementary tourism products to capture the heritage of the region focusing on its first inhabitants, subsequent migrations and its multicultural heritage.

However, in quadrant two, "Keep up the good work", is found what is considered the main contribution of the study. Of all attributes the landscape is, for the visitor, the most important and highest scored. As mentioned in the aim of this study, the valley faces high pressure from real estate/other hospitality development, which puts at risk

planting areas. These results, although not generalisable, coincide with similar cases where the highest scored attribute in oenological tourism is the environment. These results contribute to reinforce the perspective of one part of the local community who agitate for controlled development, against intensive real estate and hotel projects, which impinge on the vinicultural environment and would considerably increase the pressure on water availability. These type of projects have been supported at some level of government (Vera, 2013).

Despite being a transverse measurement, it is hoped that the dissemination and presentation of these findings to regional authorities and businesses can contribute to their awareness of the importance of this component in this type of specialized tourism. To develop an indicator monitoring system will become a priority, where this indicator and others will be included to underline the current state of the environment, economic activity and the social environment.

Within the limitations of the study, following the IPA analysis, the recommendations for public policy should aim toward the implementation of control strategies that are conducive to the maintenance of the natural environment and the characteristics of grape planting and wine production. The evolution described by Williams (2001) in other wine tourism destinations is taking place in the VDG (see point 1.4) and it is therefore essential that projects of landscape conservation such as land easements or reservations be established; similarly it would be hoped that dissemination and monitoring of the results across businesspeople in the region can contribute to self-control in development projects such that a low level of growth is maintained. It is also recommended to carry out a programme for the promotion of investment for the improvement of the hotel sector in the municipalities of Rosarito, Tijuana and Ensenada and cross promotion (coordinated sea front and VDG hospitality), in partnership with tour operators; similarly the promotion of investment in the generation of low impact accommodation in population centres, consistent with the POE of the region and the Sectoral Tourism Program. Examples are family inns and rural hostels.

The third quadrant, "low priority", describes those attributes which should not be more resourced given the low importance visitors granted them. Measurements placed four attributes in two groups: the first group close to the origin of the plane formed by the attributes of information on roadways and thoroughfares and the second group formed by the attributes of concerts and host/owner meetings. The latter receives low scores in terms of importance and satisfaction with the experience so the strategic recommendation places these at the bottom of

the priority list since their impact is not decisive, at least for this segment of visitors (for the wine tourist segment results may vary). On the contrary, the first two deserve more attention in the allocation of resources because, although the IPA analysis placed them in quadrant III, their scores are sufficiently close to quadrants I and II to consider them as priorities.

As mentioned in the analysis of the first quadrant, information on the roadside or in information centres is a priority attribute, as this has substantial impact on other attributes of the complementary offer. It is recommended therefore that the siting of information centres and the design and promotional material in situ on the routes is diversified according to the different motivational profiles of visitors. It was noted during data collection that there were more visitors to the Francisco Zarco and El Porvenir area, with less to San Antonio del as Minas (where an important part of the gastronomic offer is concentrated); also a large concentration in six of the 98 vineyards. To increase competitive advantage it is recommended that diversified routes be designed to match the main motivations of the visitor. For example: "The Path of the Pioneers", "The Russian Legacy route", "The Best Landscape Route", "The Best Wines Route", "The Fun Route". This will provide better information for tour operators and a better distribution of benefits.

The fourth quadrant is empty because any attention to attributes placed there would, according to the measurements, be a waste of resources, which supports that most of the measured variables are important.

## 5 Conclusions

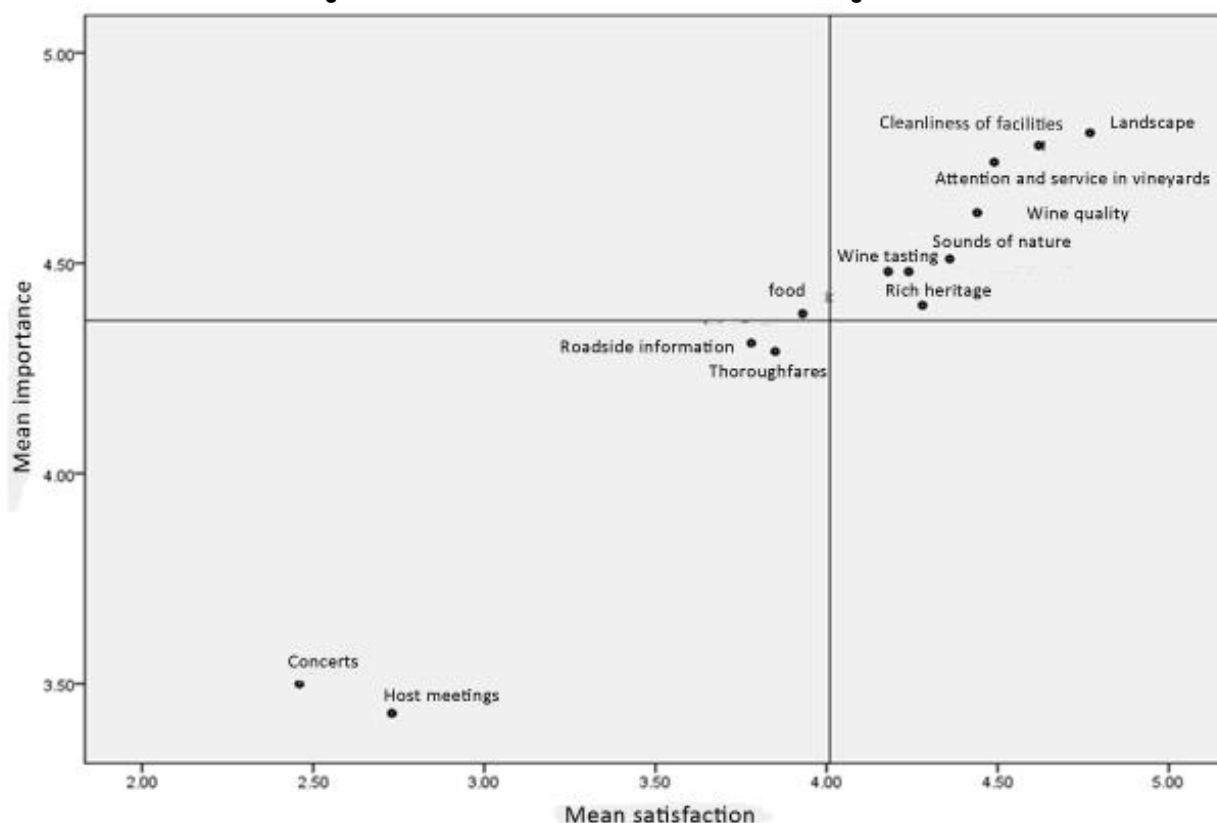
The results obtained allow the identification of the importance of and the value given to certain components of the oenological experience. The overall score is high and consequently confirms that the VDG is an attractive destination and competitive in oenological tourism.

This study does not allow generalization of its results in several aspects. The sample size is smaller than that defined for an undetermined population, but is considered sufficient to establish a base line to allow the monitoring of the elements and the satisfaction of the visitor. It will be necessary to develop further studies of greater sample size to identify specific segments and characterize them; similarly to measure satisfaction in high seasons (Easter, summer and grape harvest festivals), because this study was conducted in low season. These measurements will allow the design of strategies for the improvement of visitor satisfaction, conservation of the environment, community integration and business success.

From the perspective of the evaluation of public policy, it is recognized that the study remains limited to one diagnosis of the components of the oenological experience, in a non segmented sample, and thus does not allow a full assessment of the performance or results of the government actions. But this paper contributes to identify, by way of impact, the results of actions, considering the positive score and high satisfaction of visitors, as desirable outcomes of tourism policy, for the benefit of the tourist offer and of the community.

However, the main contribution of this work is the confirmation, from the visitor perspective, of the importance that the landscape, the rural environment has for oenological tourism. This result reinforces the vision, sometimes not taken account of in decision-making, that the region must, to stay successful, preserve an agricultural vocation and ensure that tourism development projects are compatible with sustainability.

**Figure 3. Attribute location in the IPA bidimensional grid**



Source: Own Design

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