



**HOW TO MANAGE STAKEHOLDER RELATIONS
TO DEVELOP SUSTAINABLE BUSINESS
MODELS:
THE CASE OF CELLER LA MUNTANYA**

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1. INTRODUCTION AND OBJECTIVES

In the last years, many firms have understood that sustainability is an important concept to incorporate in their business models and not only as a convenient aspect of their marketing practices. According to Elkington (1997) it is crucial to consider that economic, environmental and social lines are interdependent among them to achieve a sustainable development. Moreover, Markman, et al. (2016, p.673) argue that to be a “sustainable, ethical [and] entrepreneurial enterprise”, it is mandatory not to follow a Triple Bottom Line (TBL) approach which seeks to “minimize harm” as it may be insufficient, in case the environmental aspect is the last focus of the business, but to follow a different order of priority: first environment, second society and third economics in order to “regenerate the environment and drive positive societal changes”.

Achieving a sustainable business model means that organizations have developed “internal structural and cultural capabilities” and collaborative relations with their relevant stakeholders for mutual benefits, so that sustainability is achieved in the whole system to which the company belongs (Stubbs and Cocklin, 2008, p.103).

Some studies have referred stakeholder relations to be one of the main aspects of companies’ strategic processes for being sustainable (Bansal, 2005; Matos and Silvestre, 2013; Sharma, 2002), as the enterprises have to respond to the expectations of all relevant stakeholders, it is important that they build and manage relationships accordingly, taking into account the natural environment and the society that are affected by their activities so that sustainability can be achieved.

In this regard, small and medium firms have been claimed to have better abilities to develop a sustainable business model and positive stakeholder relations, compared to big corporations (Alberti and Varon, 2017). This would not be possible without the role of entrepreneurial leaders driven by sustainability principles (Schlange, 2006), who direct the organization performance and the stakeholder relations proactively according to these values (Collins and Porras, 1991).

Being able to manage stakeholder relationships is complex. As human beings are involved, it means their reasoning and decisions are imperfect. Besides, it is impossible to get ideal results for each party, which addresses to complications, becoming difficult to overcome differences in stakeholder interests (Matos and Silvestre, 2013).

Authors like Hall (2000) and Seuring and Müller (2008), mention that some barriers for stakeholder coordination and collaboration are this complexity, high transactional and operational costs and missing communication. However, these circumstances can be overthrown by establishing alliances (e.g. with NGOs or associations) that help with the

dialog and that give sustainable value throughout the value chain (Dahan, et al., 2010; Perez-Aleman and Sandilands, 2008). Also, innovation and ethical behaviours in a day-to-day practice have been identified to be useful to achieve the desired sustainability and positive long-lasting and trustful relationships with stakeholders, even with competitors, as well as sharing positive values and philosophy with them (Haigh and Hoffman, 2012; Hart and Milstein, 1999; Isaak, 2002; Schlange, 2006; Wagner, 2007).

Depending on the range of stakeholders, complexity and ambiguity can be higher. Besides, some stakeholders may be more powerful than other members of the value chain, whose interest may be against to those with less power. This makes sustainability even more difficult (Hall and Vredenburg, 2003; Hall, et al., 2009).

The literature suggests that further research is needed to understand how business models manage to work under sustainability principles (Hörisch, Freeman and Schaltegger, 2014; Matos and Silvestre, 2013). This work addresses the question: how to build relationships with stakeholders to develop a sustainable business model, from the social and environmental perspective?

In this regard, I chose a Valencian micro-enterprise which is applying a sustainable business model in the wine sector, called Celler La Muntanya, located in Muro d'Alcoi where the firm is working together with microvineyards in order to integrate sustainability into the business model. Thus, the objective is to explore how stakeholder relations are managed by Celler La Muntanya, contributing to economic, social and environmental sustainability.

My analytical framework draws on sustainable business models, entrepreneurship literature and stakeholder theory, to identify key elements of stakeholder relations for the incorporation of sustainability into the business model.

By using a case study, I examine these elements to help me understand the interaction with the stakeholders within the sustainability field. In this work the term stakeholder relations makes reference to any economic, environmental or social relationship between the firm and its stakeholders.

In the following sections, I provide a literature review, then the methodology used is exposed, later the case study is presented, then I discuss about Celler La Muntanya business model and its relationship with its relevant stakeholders, and finally some conclusions, limitations and recommendations are stated.

2. LITERATURE

2.1. Sustainable business models and entrepreneurship

2.1.1. Integration of sustainability into business models

Sustainable development was popularized with the report of World Commission on Environment and Development in 1987 in order to persuade nations, decision-makers, and society in general to change the impact their behaviour was having on the planet, people and economy, therefore to change the disastrous future envisaged. It was defined as the “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, p.54).

Following this, 10 years later, Elkington (1997) coined the Triple bottom line (TBL) concept, which meant the inclusion of the environmental aspect in the business practices without neglecting the social contributions, i.e. having a harmony focus on these 3 concerns when organizations work.

Most large enterprises based their growth on damaging or depleting the very resources they needed, destroying forests or contaminating water, contributing to global climate change and making bigger the difference between rich and poor (Hart and Milstein, 1999). However, new business models emerged with sustainability concerns (Senge and Carstedt, 2001). More and more, firms are creating new, or reforming existing, products, services, processes and business models in order to fulfil sustainability demands (Alberti and Varon, 2017; Arevalo, et al., 2011). But, developing such sustainable business models is not easy.

According to Alberti and Varon (2017), one way is to consider sustainability achievements as a concession between benefits and the impact in the society, taking into account what society demands. Another way is to integrate these demands into the business model in order to create new business strategies.

In business and economics it is necessary to apply a different approach which looks for the welfare of everybody using their strengths, improving their living conditions, and taking into account the environment in order to develop sustainably. Innovation has been identified to be an adequate way to achieve it (Hart and Milstein, 1999; Wagner, 2007). For Alberti and Varon (2017, p.3), “developing innovative ways of doing business that align profit and sustainability is a key challenge for corporate managers and business strategists in the twenty-first century”.

Companies that use sustainable business models are in the edge between for-profit and social and environmental organizations, it means that they consciously align the for-profits practices with the non-profit ones, looking for spreading their innovative procedures, even to competitors, in order to get their sustainable aims (Alberti and Varon, 2017; Hockerts, 2015).

Achieving a sustainable business model means that companies have developed “internal structural and cultural capabilities” and collaborative relations with their relevant stakeholders so sustainability is achieved in the whole system to which the company belongs (Stubbs and Cocklin, 2008, p.103). Or as Dyllick and Hockerts (2002; p.131) defined corporate sustainability, it is “meeting the needs of a firm’s direct and indirect stakeholders [...], without compromising its ability to meet the needs of future stakeholders as well”. So managing appropriately the stakeholders’ relations will influence directly the success or the failure of the entrepreneurial venture, especially for those who want to integrate sustainability principles into their business models (Schlange, 2006). Nevertheless, there are still some fields that precise elucidation when building and keeping those relationships, such as how owners and/or managers deal with stakeholders with low educational skills and what strategies to apply when there are many stakeholders that have incompatible interests (Matos and Silvestre, 2013).

A sustainable business model, also called as hybrid business model, can be considered that is guided by three main activities (Haigh and Hoffman, 2012):

- a) Contemplating the positive social and environmental change as an organizational aim, this involves a deep-seated social and environmental mission for all the processes, products and services; a future long-term mind-set for slower growth and more autonomous business progress; and, positive and compromised managers that are leaders who perform ethically with a participative or transformational style.
- b) Developing reciprocally beneficial relationships with stakeholder by creating close and strong relationships based on trust by applying different practices that improve the local society life and environment while at the same time, this society environment supply with high quality provisions to the firm in order to satisfy the market and continue to be economically viable.
- c) Connecting and collaborating continuously with the market, competitors and industry institutions so that the business model is accepted and taken as an example to follow. Besides other participants are invited to enter to the market.

Thus, changing the rules of the market. Regarding this, sustainability driven organizations perform as institutional entrepreneurs.

Sustainable business companies are present in all industries and can be of any size, albeit it seems that there are more micro, small and medium enterprises located as in the developed as in the developing countries, which tend to work with innovative sustainable business models (Alberti and Varon, 2017). Firms of these sizes are usually driven by entrepreneurial behaviours for sustainable changes, so entrepreneurs have a crucial performance to act in sustainable development (Hockerts, 2015).

2.1.2. Sustainability driven entrepreneurship

Entrepreneurship is a complex phenomenon that involves several things: since coming up with a new idea that will solve a problem and will create value, to be committed with it in order to build a profitable business, and to endure it for future generations. And, most of the times, it starts with an illusion.

The Business Dictionary (2016) defines Entrepreneurship as: “The capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit”.

Another concept about entrepreneurship is described as finding opportunities and using innovative strategies to control restricted resources, so the entrepreneurial process consists of a persisting effort to achieve greater degrees of control of resources controlled by others (Schlange, 2006; Venkataraman, 2002).

From a simple and global view, an entrepreneur is a change agent in the society that has an innovative mind-set (Fernandes, 2016; Wennekers et al., 2002; Wyness, Jones and Klapper, 2015). “The most striking characteristic of successful entrepreneurs is perhaps their ability to identify, cultivate and use other people’s competencies” (Davidsson, 2008, p.16). However, not all entrepreneurs are successful or happy, which depends on several factors as the type of industry, time period, social contexts, finance access among others (Davidsson, 2008). For Cools (2008), the qualities of entrepreneurs are: high tolerance for ambiguity to deal with risks, uncertainty and continuous changing situations, self-efficacy as a motivational tool, proactive personality to look for change, high degree of internal locus of control and the need for personal achievement.

Many entrepreneurs start with self-employment and/or set up a small firm, which is the beginning of big corporations, due to dissatisfaction in their wage work (Blanchflower and Oswald, 1998), involving their family in the business.

For Nordqvist, Habbershon and Melin (2008, p.93), family firms are “a unique context for entrepreneurship” as they go into entrepreneurial processes and strive for transgenerational entrepreneurship (Habbershon and Pistrui, 2002). However, successive generations tend to have less entrepreneurial orientation compared to the founding generations (Martin and Lumpkin, 2003).

Entrepreneurs unfortunately were not much attached to ethics as they were to money since unethical behaviour seems to have become the norm. But this situation seems to be shifting to ethics and integrity in business, as society is turning intolerant into capitalism, unnecessary consumerism, corruption, pollution, and greed and profit at any cost (Knill, 2013; Wyness, Jones and Klapper, 2015).

This trend is being named as social entrepreneurship and “ecopreneurship” where entrepreneurs focus on social and culture values, in the first one, and environmental issues, in the second one, as core aspects in their business and not only as supplementary activities (Baumann-Pauly, Wickert and Scherer, 2013; Driver, 2012; Schlange, 2006). Social and eco entrepreneurs engage ethics and even a spiritual fulfilment on a day-to-day practice (Dey and Steyaert, 2016; Isaak, 2002). They are thought to be the leaders who will bring to “sustainable products and processes” (Hall, Daneke and Lenox, 2010, p.439) and new industry practices (Zahra, et al., 2009) in order to create social value and new business models. So being a sustainability-driven entrepreneur will mean that this entrepreneur has been able to apply the triple bottom line principles appropriately (Clifford and Dixon, 2006; Schlange, 2006).

Schlange (2006, p.21) suggests that entrepreneurs driven by sustainability cannot have a point of view of a simple combination of the three perspectives but an “all-embracing [one] which integrates and augments [the three] perspectives”.

However, by their side, Markman, et al. (2016, p.673) argue that to be a “sustainable, ethical [and] entrepreneurial enterprise”, it is mandatory not to follow a Triple Bottom Line approach which seeks to “minimize harm” as it may be insufficient, in case the environmental aspect is the last focus of the business, but to follow a different order of priority: first environment, second society and third economics in order to “regenerate the environment and drive positive societal changes”.

Some small business managers could be afraid that an ethical approach in their business would give them reduced competitiveness (Knill, 2013). However, Klapper

and Uppham (2015) suggest that micro-firms driven by the owner manager's values could have a better effective entry to the market targeting niches through their daily practices and speeches of commitment to contribute and foster the sustainable development, therefore, creating monetary and non-monetary values, without complicating by using codified knowledge tools. Actually, by having those values as a guide and developing trust on the relationships with the different stakeholders, the sustainability driven entrepreneur will be able to achieve their sustainable objective (Haigh and Hoffman, 2012).

2.2. Stakeholder relations management for sustainability

From a stakeholder view, an entrepreneur is an intentional relationship builder and the ability to develop a social network will be the key of their activities (Schlange, 2006).

In his stakeholder theory, Freeman (1984) defines stakeholders as groups that have interests in the organization. Additionally, he divides in primary and secondary stakeholders. Being the first ones, those that have a direct interest in the firm (e.g. shareholders, employees, suppliers, consumers, regulators) and the second ones, those that are not involved in transactions with the firm but can alter or are altered by the firm (e.g. universities, NGOs, social activists). Clarkson (1995) claims primary stakeholders may have similar interests while secondary stakeholders may have opposite interests, generating the conflict in the relationship with the firm. However, Matos and Silvestre (2013) showed that applying sustainable business models may foster conflicting interests among primary stakeholders too. Besides, depending on the quantity of relevant stakeholders for the business, there will be more or less direct and indirect relations between the different stakeholders (Vandekerckhove and Dentchev, 2005).

Some researchers like Driscoll and Starik (2004), Kolk and Pinkse (2007) and Mitchel, et al. (1997) agree in considering the environment as a stakeholder too. However, Gibson (2012, p.20) indicates that talking about the environment is too vague; instead, it is better to consider human sustainability, as this can be quantified. Additionally, he states that "managers should acknowledge a minimal moral principal of avoiding unnecessary harm". So in this way, managers will be able to deal with environmental issues when working with stakeholders.

Sustainable supply chain literature discusses about stakeholder relations too. In this way, Seuring and Müller (2008) indicate that external pressures and stimulations done by primary and secondary stakeholders is the beginning to influence focal firms to enrol

in sustainability. These focal firms are those more dominant in the supply chain. Stakeholder participation is important to boost collaboration among other supply chain members (Dahan, et al., 2010; Perez-Aleman and Sandilands, 2008).

As part of their sustainability strategy, many companies get to engage stakeholders like government, universities, schools, media, suppliers and consumers on sustainable programs. In this way, these companies learn from their stakeholders, and also give training so that they can develop into better skilful partners (Bordewijk, 2006; Davies and Crane, 2003).

The stakeholder theory gives useful knowledge for sustainable business. This theory focuses on stimulating managers to delineate the value their business provides and the type of stakeholder relations they want to build to obtain their objective (Freeman, Wicks and Parmar, 2004). It means that if the manager decides to follow sustainability principals as the values of the organization, consequently their relationship with stakeholders should be established on those principals, i.e., providing economic, social and environmental benefits for the stakeholders (Collins and Porras, 1991). In other words, values will be sustainable only when these values are positive as for the shareholders' company as for its stakeholders (Laszlo, Sherman and Whalen, 2006).

Likewise, the stakeholder management ought to be addressed by these principals, where benefits are mutual. Freeman, Wicks and Parmar (2004) indicate that economic profits are the result of collaborative efforts of all stakeholders to enhance the situation of each of them and not only of one of them. Additionally, the authors argue that there should be more than one objective addressing the firm's values to be sustainable, otherwise it could head to disasters. Having multiple objectives is more compatible with sustainable business models, where social and environmental aspects are the priorities and the economic aspects are the consequences of the first ones (Stubbs and Cocklin, 2008).

Another relevant insight from stakeholder theory is that if stakeholders' concerns are congruous, then the manager's task would be only to be the guide of the stakeholders' relationship so everybody gets their achievements. However, as it was said before, as this is complex, stakeholders will have different concerns and goals (Matos and Silvestre, 2013), so the leadership should involve inclusion and cooperation with the different stakeholders (Wicks, Gilbert and Freeman, 1994). But, if the relationship between stakeholders and the firm are embedded with "trust, emotion, conscience and mutuality", as the relationships between sustainability driven firms and stakeholders

usually are, “this complexity of the relationship is reduced”, making it closer and stronger, and allowing the use of informal systems (Costa and Pesci, 2016, p.104).

So, the challenge consists in convincing stakeholders to change from a single to multiple objectives, as having one single objective (e.g. making money) will make difficult or even impossible to manage stakeholder relations and work under sustainability values (Freeman, Wicks and Parmar, 2004; Matos and Silvestre, 2013). For that reason, it is necessary to integrate all stakeholders so that as a team they can determine the potential obstacles and find innovative solutions for them. This means that stakeholders are interdependent and by having a good relations management, they can produce synergic relationships (Phillips, 1997).

According to Schlange (2006, p.26), three attributes are useful for analysing the stakeholder relationships regarding sustainability bases: legitimacy, philosophy and impact. The first one refers to the fulfilment of stakeholders with the “established societal rules”, which aspires the good of society. The second one is linked to the entrepreneurs’ worldview and value system, in which the stakeholders will feel identified and therefore will want to follow. And the third one is the results of the entrepreneurial business activities in the society, which are supposed to be for a better world. Entrepreneurs will continue in their purposes until their visions are extended as far as possible so stakeholders will be selected according to the degree or potential they are considered to have to contribute to the expansion of these ideas and get the future change in the three aspects: social, environmental and economic (Schlange, 2006).

3. METHODOLOGY

Studying stakeholder relations can have significant benefits from case analyses. Authors like Eisenhardt (1989) and Villarreal-Larrinaga and Landeta-Rodríguez (2010) indicate that the case study gives particulars of the dynamics that exist inside a circumstance, helping in their understanding in their real ambience by applying different quantitative and qualitative sources at the same time.

Case studies can be single or multiple, depending on the objective of the study and the quantity of information to analyse. Single case studies are usually used when this only case is significantly very important or to analyse a specific phenomenon generating high-quality and abundant theories (Dyer and Wilkins, 1991). Multiple case studies are preferred when data is analysed across several situations in order to give validity and theory replication by comparing and verifying results in different contexts (Yin, 1989).

Although this methodology has its limitations and critics because: it is subject to the researcher's subjectivity which can be overcome by applying a meticulous data collection and analysis, it is not possible to generalize the obtained results as statistic validity is impossible, and the originated information is plentiful (Arias, 2003; Bonache, 1999). It also has its advantages: the method can be adjusted to the research objective, complex phenomena can be analysed in their own reality (Yin, 1989), many elements can be considered in the analysis (Johnston, Leach and Liu, 1999), it can generate new theories (Eisenhardt, 1989), and instead of generalization, findings can be transferred to other realities (Maxwell, 1998).

From this view, more and more authors publish case studies in Management magazines as a research methodology to analyze different aspects in the management and economics field like decision making (Pettigrew, 1973), organizational processes and innovation (Bonache, 1999; McCutcheon and Meredith, 1993; Otero-Neira, Lindman and Fernández, 2009), stakeholder relations, associations and collaboration agreements (Matos and Silvestre, 2013; Monday and Wood-Harper, 2010; Perez-Aleman and Sandilands, 2008; Yin, 1989), and sustainability in business models (Alberti and Garrido, 2017; Arevalo, et al., 2011; Bulgacov, Ometto and Ramos, 2015; Hockerts, 2015).

In this case, I apply a case study approach to understand better the importance of the relationship with stakeholders to implement and maintain a sustainable business model in an agriculture environment. Case studies are an optimal way to research sustainability issues as they permit the identification and analysis of insights found in the heterogeneity and complexity of stakeholders relations.

My research is based on secondary sources like the company and project websites, newspapers, magazines, blogs and academic journal articles specific about the firm, and social media and videos from and about the enterprise. Also two meetings with Juan Cascant, Celler La Muntanya's leader and manager, were held personally and by phone in 2016 and 2017. And additionally, contacts by email and social media with distributors, consumers and a professor were held in 2017, to expand and reinforce the previous information, although the answers were not as many as desired. I contacted to some micro vineyard owners too, but no answer was received. Opened and closed questions were asked during the different communications. Stakeholders with mere transactional relations, for instance suppliers of bottles or synthetic corks, were not considered for the analysis.

4. CASE STUDY: CELLER LA MUNTANYA

I have divided the case in two parts, in the first part the business model and philosophy as well as other contextual characteristics are explained in order to understand how Celler La Muntanya works. In the second part, the stakeholder relations are explained with more details.

4.1. Firm's characteristics

4.1.1. History

Celler La Muntanya (CLM) is a small winery that was set up in 2004, as a wine and olive oil company, by Toni Boronat and Juan Cascant, two partners with entrepreneurial spirit and friends who were not related to the agrarian sector, as the first one worked in the textile industry and the second one in the architecture sector (Barciela, 2015; Compés-López and Asensio-Calatayud, 2014), but shared the same feeling for their community.

It is located in Muro d'Alcoi, a town belonging to the county El Comtat, province of Alicante in the Valencian Community, that used to have a vineyard predominance but as the agricultural practices were changed first towards olive crops and abandoned later for focusing on the textile industry, real state and tourism in the big cities, the vineyard territory had been practically lost (Ibáñez-Llácer, 2014).

This project was born from a dream, and almost like playing, when Toni Boronat made some homemade wine in a cask together with Juan Cascant as a “simple experiment” with the help of a book (Dopazo, 2011, p.36). They considered it was actually good, so they did it again the following year. When considering to develop this project, they thought it could take too long if they planted vineyards. So they got the idea of rescuing the old vineyards and the local strains. By getting more information about the old local wine, they got in contact with wine professionals and owners of other wineries, like Celler del Roure, Rafa Cambra, or Pepe Mendoza, that encouraged them to continue with their intention (Dopazo, 2011; Alforins, n.d.). Also, Avinença, a non-profitable organization for the custody of the territory in the Valencian Community, made them realize that they were restoring the territory. So something that was big-hearted and unselfish could become profitable. The idea was that the agriculture would become profitable again, so that farmers could live from it (Dopazo, 2011).

Juan Cascant, main project leader, says it was not easy in the beginning to convince people that this project was possible, and to get their trust. But when they realized this was possible, other people wanted to join them too.

The philosophy that would lead their business model had been born. Later, they would discover they were aligned with the “Economy for the Common Good - ECG” movement (Felber, 2015).

4.1.2. Philosophy

Considering a feeling of love for their homeland and the will to change their situation CLM’s owners wanted people to realize that changing the current system was possible from common people, from their roots, that they did not need to wait for governmental or foster help. If they wanted something arranged, then it is they themselves who would have to fix it, in order to conceive new administrative and economical tools (Dopazo, 2011).

So the philosophy of this microenterprise was based on the following values:

- Social compromise: whatever the enterprise and their stakeholders do, has to be to contribute to their community’s improvement, this includes education.
- High Quality: In all the process, in all activities, from the yield to the bottling and sales.
- Economic justice: All parties involved have to receive a fair payment for their work.

- Respect to the environment and to people: Both are important and interrelated. Good Agricultural practices and No chemical additives are used when producing.
- Cultural: Taking into account the territory and their customs and promoting local different ways of expressions (art, music, poetry, etc.).

This philosophy would be materialized later in the *Microvinya* project. A philosophy built on an “ethical compromise with the ecosystem and recovery of social and cultural values of their territory” (Del Campo-Gomis, et al., 2015, p.323).

4.1.3. Business model

Following their philosophy, Toni Boronat and Juan Cascant established agreements with people who were willing to recover their lands, abandoned for around 15 or 20 years, under the winery’s advice with sustainable parameters to obtain the best quality in the grapes, and therefore in the wine. This was also possible thanks to Adrià Pérez and Marc Pérez’s collaboration, oenologists who had already experience in the wine sector, as they were from those lands and had already been producing wine for their own winery in El Priorat (Tarragona), where they were known as “*Les cousins*” (Dopazo, 2011; Global Hispavinus, S.L., n.d.).

Prices were established under social justice principles and quality. The better the quality, the higher the payment micro vineyard growers receive. So people were attracted by their ideas and by their prices, thinking that they could sell their lands. However, CLM did not want to get their lands, but people who wanted to work in their own lands. Therefore, for those who did not want to cultivate their own smallholdings, CLM rented the lands, and for those who did want to, CLM paid fairly for the grapes or gave wine in exchange. A picture of one of these smallholdings can be observed in Figure 1.

Figure 1. Joan Cascant in a smallholding within Microvinya project



Source: Baker (2014).

Also, they established agreements with local secondary schools, where experimental vineyards would be cultivated by the students under CLM's supervision or even under Slow Food Valencia's tutelage later, promoting education in the process of wine since the field and sustainability while at the same time the grapes would be used for the wines. The first school was IES Serra Mariola. Later other institutions would ask to have the same project in their facilities. In the Figure 2 the vintage 2016 with students is shown.

Figure 2. Vintage 2016 in the experimental Microvinya within IES Serra Mariola



Source: Cascant, (2016b).

This is how, CLM is provided with the production of 30 small vineyards, including the experimental vineyards, within the area, to produce wine with local strains without having own vineyards.

Juan Cascant prefers to describe their business as a collaborative management model instead of a cooperative one, because high quality is a mandatory requirement so that grapes can be accepted. If the grapes do not have this high quality, simply they are not accepted, which would not happen in a cooperative organization (Alforins, n.d.).

Besides, the peculiarity of CLM's wines is that they do not have a Designation of Origin (D.O.) stamp (Dopazo, 2011). Due to 2 reasons, the first one is that they cannot get it because these wines are made with a variety of strains from territories that should not be included, therefore they cannot fit in any designation, not even in the "eco" title, because this only considers whether the vineyards are fumigated or not. And the second one is that the owners do not want to be members of a designation because in the end, most of these are just for commercial use, losing their deepest meaning, even more, the norms are thought to be accomplished by big companies or cooperatives, which are not achievable by smallholdings. By belonging to a specific stamp, it means to comply with bureaucratic documentation, they would have to pay an inspection every certain time, and they would be worried just to pass this inspection, which is usually what happens with several companies, and then forgetting the rest. On the opposite, CLM thinks more about people, and economic profitability comes at the end as a result of being concerned first about the other pillars: society and environment.

This is how they invented a new designation and stamp, which they entitled as "*Microvinya / Microviña*" [Micro vineyard], giving it more meaning and hoping this could lead to some kind of ethic production and commercialization. Thus, this would mean that the grapes used to produce the wine were not only of high quality but also without chemical additives, taking care of society, culture and environment and giving fair economic profitability to every involved party (Dopazo, 2011). For instance, as part of this respect to the nature, CLM is using the falconry to restore the ecologic balance of the vineyards (Celler La Muntanya, 2016).

In order to get the *Microvinya* stamp for a wine, the following requirements would have to have been achieved (Cascant, n.d.):

1. Be able to verify that the farmer has earned fairly.
2. Have obtained the grape according to Good Agricultural Practices (GAP), from local strains, with respect to the ecosystem.
3. Confirm that the cellar is active member of the society where it is set up, giving to and cooperating with its environment.

4. Design its promotion activities taking into account the culture of the place where the product has been born.
5. Contact with local education.

In short, contributing as much as possible from all aspects to the achievement of the "Common Good" through a Balanced Economy.

The logo of this stamp is shown in Figure 3.

Figure 3. Microvinya - Microviña trademark



Source: Cascant (n.d.).

By creating this designation they wanted it to be applied in other territories. So this would make possible that collaborative links were established among farmers, even among competitors, from other territories in order to solve common problems and to achieve common objectives. For Juan Cascant and the other CLM's owners sharing this idea was an obligation because according to them "it's necessary that more people do projects like this one" (Dopazo, 2011, p.38).

Thanks to the *Microvinya* project, people who were not related to the country work got involved by giving practical proposals to be shared in other territories, as they were worried about their environment and communities. This is a project where an agro ecological focus and food sovereignty concept is stated so that they can get success and sustainability (Ibáñez-Llácer, 2014).

This project made the owners be closer to movements like ECG, "Slow Food, ecological organizations or concepts like degrowth or food sovereignty", although they did not take into account these philosophies when they began (Dopazo, 2011, p.38). The ECG is a social movement that is gaining strong recognition worldwide lately and

is being more and more accepted in Spain (Compés-López and Asensio-Calatayud, 2014). It fosters entrepreneurial models which puts people and environment in first place. Similarly to *Microvinya* project. That is the reason why Juan Cascant and CLM have an active participation within the ECG movement through talks, seminars and videos. Also part of the sales benefits go to this movement. Likewise, by being linked to ECG and Slow Food Valencia, his business model can be known beyond frontiers.

Additionally, as part of their business model, they created the group “*Vi i Amics*” [Wine and Friends], a platform where consumers who love CLM’s wines could be together. The logo group is shown in the Figure 4.

Figure 4. Trademark of "Vi i Amics" group



Source: Celler La Muntanya, S.L. (n.d.b)

In the English version of CLM’s website the following phrase is taken literally: “In the Celler get the grapes from FRIENDS, drive Celler with FRIENDS, winery between FRIENDS, and now... we need more FRIENDS you enjoy our wines”. (Celler La Muntanya, n.d.b).

The organizational strategy employed is what Juan Cascant denominates as proximity, i.e. to use closeness or friendliness and local means as much as possible. Regarding the other provisions needed for their business, apart from the grapes, all products, boxes, pallets, labels, special synthetic corks, etc., except for the bottles, are supplied by local suppliers (Cascant, 2016a). In the case of bottles, the reason is that Olleria, a close town that although producing glass and having several cellars surrounding, does not produce bottles of wine. So CLM has to use outsider suppliers.

The marketing strategy employed is mainly word of mouth and diversification with different combinations of strains. Also the media and social media are used to spread the philosophy, in less, in the first one, and more, in the second one, frequency. Actually, journalists go to CLM because another person told them about CLM. And, for distribution, they prefer to attend from the cellar, but they work with local, national and

international distributors too, and also participate in national and international fairs and awards where they can get more contacts for distribution.

As a way to promote the Valencian culture, language and talent, CLM organizes different events in which it relates wine with local art. Besides, social media and wine labels are mainly in Valencian.

As a way to contribute with education while at the same time spreading the philosophy, CLM establishes agreements with educational institutions to give courses or participate in congresses about Microvinya and smallholdings, and for internships. For instance, CLM together with Elvi Art, an association related to artistic areas: music, paintings, and literature, has organized events like “El minifundio como defensa del ecosistema mediterráneo” [The smallholding as defense of the Mediterranean ecosystem], which had its first edition in 2008, supported by City hall of Muro, Deputation, some companies and the University of Alicante (Dopazo, 2011).

By recovering the lands, ergo the landscape, this business model made families to be involved in the country work, with certain equality between men and women (Dopazo, 2011), and fostered the local identity, education and community organization, based on solidarity and trust, as well as preserving local heritage, so producing wine of high quality achieved not only an economic profitability, but also social and environmental one (Global Hispavinus, S.L., n.d.; Ibáñez-Llácer, 2014)

4.1.4. Products and Markets

CLM has produced 14 different wines with its own character according to the mixture of different local strains as “Malmsey, Boval, Giró, Verdil, Bonicaire, Messeguera or Monastrell” (Dopazo, 2011, p.36), Grenache, Garnatxa Tintorera, White Grenache, Parraleta, Mas de Botí, and Syrah, the only strain that does not belong to the region, but was planted some years ago, and different percentages (Celler La Muntanya, SL., n.d.a.; Cascant, 2016f):

- **Almoroig:** Arabic name which means “meadow”. This is a wine with 13 months of aging with mixture of the varieties: Monastrell, Giró (native Grenache) and Garnatxa Tintorera (Alicante Bouschet). This wine has won several recognitions in different events in Spain and in other countries. It has gotten 91 points in “Guía

Peñín” 2012 (Spain's most famous and comprehensive wine guide), and 90 points in Robert Parker’s Wine Advocate (a prestigious international wine guide).

- **Albir**: It is a white wine, made with Malmsey, Messeguera and Macabeu. It has been so demanded, and the previous crop had been damaged for the hail, that they did not have this wine anymore from previous vintage. However, they just released in May 2017 a new stock of this wine from vintage 2016. The wine from vintage 2014 got 92 points in Guía Peñín 2016.
- **Lliure Albir**: Also a white wine, made with White Grenache, Malmsey and Macabeu, aging for 8 months. All previous vintages are also sold out and it is expected to have a new stock for May 2017 from vintage 2016.
- **Naturalment Dolç 2011**: A natural sweet white wine that has gotten 95 points in Guía Peñín 2016. This is their most expensive wine made with 100% Malmsey, aging for 10 months.
- **Celler La Muntanya**: A red wine that has gotten 93 points in Guía Peñín 2014, made with Monastrell, Giró (native Grenache), Garnatxa Tintorera and Bonicaire aging for 6 months.
- **Paquito el Chocolatero**: This red wine was named as the song of the same name and *pasodoble* rhythm, which was composed by a Valencian composer, Gustavo Pascual, who had been born in Cocentaina, Alicante. Very well known in the Comunitat Valenciana, this was a kind of tribute to their roots. Also made with varieties: Monastrell, Giró (native Garnatxa) and Garnatxa Tintorera in different percentages, and aging for 6 months. It has won 89 points in Guía Peñín 2016 as well as in Robert Parker’s Wine advocate.
- **Minifundi**: Red wine made with the same varieties as the previous one, and aging for 6 months too. It has gotten 88 points in Guía Peñín 2016.
- **Beni**: A white wine made with Malmsey, Messeguera and White Grenache, aging for 6 months.
- **Other smaller productions with one variety**:
 - **Sha-Laquant**: Red wine that is made with Syrah.
 - **Bonicaire**, made with bonicaire.
 - **Tintorera**, made with Garnatxa Tintorera.
 - **Parraleta**, made with Parraleta.
 - **Mas de Botí**, made with a strain named Moristel that had been considered extinct in the Southern half of Spain. The small vineyard was found in Alicante, and was about to be removed forever by the local Government. By producing this wine, although in a small quantity, this strain has been saved.
 - **Raïm del Comtat**, It has gotten 90 points in Guía Peñín 2016.

In the following Figure 5, some of the most popular brands can be observed.

Figure 5. Celler La Muntanya's most representative wines



Source: Święcicka (2014b)

Complementary to their products, they developed “*Ruta de Microvinya*” [Micro vineyard wine tour], another way to promote and reinforce their values and identity of territory, and to help to their sales from the cellar. This wine tour has helped to develop or improve other related local businesses like bird watching, accommodations and restaurants, and the visitors can even become ‘friends’, as part of the group “*Vi i Amics*”. Some pictures with people that have participated in this Wine tour are shown in Figure 6.

Figure 6. People participating in "Ruta de Microvinya"



Source: Created by the author adapted from Cascant (2016c; 2016d; 2017)

Likewise, following the same guidelines, Celler La Muntanya produces an extra virgin oil of high quality in very small quantity, D'Olives, made with varieties of olives: Arbequina, Mançanella, Blanqueta, Alfafarenca and Genovesa, from the Municipal zones of Beniarrés, Gaianes, Gorga and Muro, and sold in the best restaurants (Ortega, 2010). Although it was never a big production, currently the production is even less than before, because CLM is more focused on wine. The few bottles that are producing now are only to satisfy the loyal customers that are requesting the oil, but not to open more markets. In the following Figure 7, it is shown a pair of images of this oil.

Figure 7. Olive oil "D'Olives"



Source: Left: Ortega (2010) and Right: Slow Food España (201?)

Although CLM was created to be focused on the local market within the Valencian Community, this winery is exporting to other countries like France, Germany, Brazil, Netherlands and USA, because of the success that its different wines have had in international events, and then many of very well-known restaurants ask for their wines around the world (Compés-López and Asensio-Calatayud, 2014; Dopazo, 2011) and because the local market seemed not to be so interested in buying its products. People looked at CLM as any other winery, but now it is being seen as a winery that defends values (Decrecimiento, 2012).

Initially, they had the distribution: 35% export, 30% national, 25% Valencian Community, 10% cellar, because they were trying to use the standard distribution as big companies does. This was not working, because distributors were not introducing the wines to the customers properly, so they decided to change the sales to more directly. This way, the distribution changed: 20% export, 5% national, 50% Valencian Community and 25% cellar. It might have been too because it is usual that nobody is a

prophet in his own land, so after local promotion and getting recognition internationally, local sales were possibly easier (Francisco, 2016, Świącicka, 2014a).

It is intended to sell as much as possible at the cellar door so they can know directly to their customers and can transmit the philosophy as they want it to be known, so customers became friends, and as friends, they became in ambassadors of the brand. Thus, later people will look for it in the shops (Francisco, 2016; Świącicka, 2014a). Juan Cascant considers selling wine at cellar door causes slow results, but, by doing this, he assures that he gets to the right people. When the perception of the value of the product has changed from the price to the concept, it is easier to get to more people, and to sell (Francisco, 2016).

4.1.5. Organization

CLM was set up as a Limited Society with the objective of developing a different kind of business project based on the adaptation to the environment, local patrimony conservation and social compromise more than maximizing profits (Compés-López & Asensio-Calatayud, 2014; Del Campo-Gomis, et al., 2015).

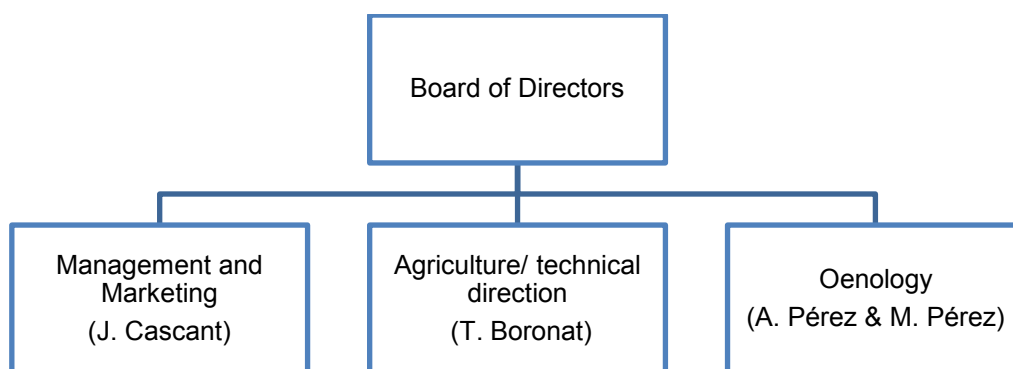
In the beginning, it was constituted by Juan Cascant and Toni Boronat, who shared this philosophy but later, they would invite Adrià Pérez Ovejero and Marc Pérez Pérez, who contributed with new ideas to the project, to be part of the ownership (Del Campo-Gomis, et al., 2015).

It is still a microenterprise because its average turnover is around 130.000 euro; besides, it only has 4 enrolled and fixed employees (Del Campo-Gomis, et al., 2015), also, members of the owners' family participate during the process from the vineyard to the bottling too. Its location has changed from Camí l'Alquerieta to Setla de Nunyes, in Muro d'Alcoi, in 2016 because they needed more space, as they were growing consistently although slowly.

The micro-firm does not have a mission and vision published because these are considered as mere bureaucratic procedures and the owners and workers prefer to focus their energy on other activities. However, Juan Cascant says that they have their objective very clear, which is "not to produce to sell, but to bring value". They want to recover the viticulture tradition and the territory through the Microvinya project, i.e. following the principles (Del Campo-Gomis, et al., 2015) that were already mentioned in previous sections.

Its organizational structure is very small and simple, and one person manages several functions. The responsibilities are divided in 3 departments basically: 1) management and marketing, 2) agriculture and 3) oenology, but decisions are taken together and responsibilities are interchanged sometimes, which is comprehensible because CLM is a microenterprise. Other activities are outsourced like sales (Del Campo-Gomis et al., 2015). In the following Figure 8, this can be observed:

Figure 8. Celler La Muntanya's organizational structure chart



Source: Created by the author adapted from Del Campo-Gomis et al. (2015) p. 329.

Currently, Juan Cascant is in charge of CLM's management and promotion, always looking for new ways of marketing and promotion of quality, culture, social activities and collaboration (Cacant, 2010). He is the main *Microvinya* project leader that manages stakeholder relations, but as a proactive entrepreneur, he manages or supports several other organizations apart from CLM. He has his own company EMEL 2003 SL, which is the legal owner of the "Microvinya" project and brand, and has given license of use of this brand to CLM. Also, he is the president of the association Elvi Art, which organizes cultural activities and events to promote and help local culture and viticulture. He supports the project "ConSuma Naturalidad", by Felix Rodríguez de la Fuente Foundation, which seeks to promote the responsible consumption and the local environment and culture conservation. He has been the driving force behind the project "QuoMmon-Terra", a project with the objective of applying the Common Good principles in the rural economic system. And he organizes talks, congresses and educational and cultural events, becoming publicly well known (Compés-López and Asensio-Calatayud, 2014).

By his side, Toni has the knowledge of a winemaker and oenologist. He is the technical manager in the cellar and the coordinator of all activities in the vineyards and the

winery. He is always looking for innovation in the procedures while having a balance with the environment (Cascant, 2010).

Adrià Pérez Ovejero and Marc Pérez Pérez, the other two partners and cousins, would join to this adventure afterwards, when knowing about the project that Toni and Joan were developing. They were working in the wine sector for many years already.

Adrià, technician in Viticulture and oenology, was born and has lived in Falset, Tarragona. His family had a winery and vineyards where he worked since he was a teenager. He went to work to Bordeaux and when he got back he led the family business: the wineries Mas Martinet and Cims de Porrera since 2007. He likes to lead different initiatives related to wine sector. And in CLM he is in charge of technical coordination (Cacant, 2010).

Marc, also technician in viticulture and oenology as his cousin Adrià, was born in Quatretondeta, Alicante, but he lives in Falset, Tarragona. He studied in Bordeaux and worked in Côte du Rhône and Pomerol, France. When he got back he joined to Adrià in Cims de Porrera and Mas Martinet. He has worked in different projects around the world. In CLM, he is in charge of the wine tasting monitoring and organoleptic control. He and his cousin have the final decision in the blend (coupage) (Cacant, 2010).

Regarding the employees, since the beginning when starting to work for CLM, they are conscious about the enterprise culture and philosophy (Del Campo-Gomis, et al., 2015). Many conversations are held mainly informally, for instance by having breakfast together, or while being in the vineyards, or during the interviews for hiring new personnel, so employees, especially the permanent ones, are embedded with the philosophy at all and any time. Democratic participation is fostered by CLM's management.

They are usually members of the owners' families, for instance Juan Cascant's daughters were involved in different parts of the process. Or even if employees are not member of the families, considering blood relationship a linking element, they are treated as if they were part of the family, and are paid also fairly.

Other temporary employees are hired for cultivating the rented smallholdings according to the demand in the vintage time. As smallholdings are by definition small, not many people are necessary compared to big crops, and they usually stay for a month or so, therefore there is not much emphasis in communicating their philosophy as there is with permanent workers.

4.2. Stakeholder relations

The stakeholders with which CLM is more linked are chosen according to their philosophy sharing, those that value their effort for recovering their patrimony, biodiversity and culture. This does not mean that they are not related at all with other stakeholders that are attracted by their wines only for the quality, for instance.

4.2.1. Micro vineyard growers

All micro vineyards growers seem to have been involved in the same dream, to recover their territory, to get back to the origin, although the fair price or wanting to have their own wine have been other factors to accept to be part of the same project (Święcicka, 2014a).

Basically, CLM established two ways to get the grapes: those that did not want to work in their own lands but were willing to rent them, hence, CLM would supply with personnel to cultivate those smallholdings; and, those who did want to work in their own small fields, usually from less than 1 hectare, and would sell the grapes to the winery or would receive wine in exchange for their grapes.

Prices were established to be fair. So CLM pays higher prices for the grapes than other wineries. Besides, when some wine gets recognition, or higher recognition, the price of the wine is increased. This is transferred to the payment to the farmer too, keeping the fair trade. Similarly, the higher the quality of olives, the higher the payment was done.

Not all micro vineyard owners are farmers, like Juan Fuster, a professor and PhD in quantum physics who wanted to have his own wine made with grapes from his land, or Beatriz Vicent Ripoll, local architect who had the same aspiration and wanted to sell her wine under her own label (Baker, 2014).

In an interview by VGSC, SL. (2015) for Vinetur, an online magazine, Juan Fuster says:

"It is a wine that has all the affection; it has my sun and my soil. It has all the values of our environment and all the work that we have done with our own hands, mine and those of my family. We do not pursue quantity, but quality, [we pursue] that has the flavor of here, that can describe our mountains and, above all, that transmits all the love that we have put in it".

Similarly, in an interview by Baker (2014) for the online version of The Guardian newspaper, Beatriz Vicent Ripoll says:

"This isn't going to feed us. But it's something more romantic. It's about restoring the value of this land that was abandoned."

From these testimonials, the emotional link to the territory more than the fair payment interest can be confirmed. For them, this project was a way to be in contact with their homeland where and people with whom they grew up. They had lands which had been abandoned and now they could get back and work their smallholdings with their respective families. In these cases, the micro vineyard growers have neither the knowledge nor the means to have a winery, only the passion for the wine and their territory. They got their wine produced by CLM, with grapes cropped in their lands under *Microvinya* principles and CLM's technical guidelines. These grapes have been managed without herbicides and respect for the environment and CLM has paid a fair price for their high quality grapes. Fuster has already released to the market his wine named Quàntic, whose label has the *Microvinya* stamp and all the characteristics he wanted to appear in it (VGSC, SL., 2015).

Other growers who are interested only in selling their grapes receive the same technical advice and fair payment. Either the grape growers want to have their own wine or not, they are treated with the same dedication and friendliness.

Besides, 4 secondary schools participate in the *Microvinya* project being also suppliers of grapes. However, their participation in the project is more related to educational objectives rather than becoming in suppliers.

As mentioned before the background of most of the micro vineyard growers are not of a farmer, they have the agriculture as a second or third job. In the following Table 1 a list of vineyards and growers' characteristics can be found:

Table 1. Smallholdings managed by Celler La Muntanya

Place	Microvineyard age	Grower age	Main activity
Agres	8	69	Architect
Agres	3	71	Union
Alcocer	15	48	Farmer
Alcocer	8	73	Builder
Alcocer	3	61	Textile
Alcoi	83	63	Farmer
Alcoi	6	-	School
Banyeres	5	-	School
Beniarrés	73	45	Textile
Beniarrés	73	74	Carrier
Beniarrés	73	78	Farmer
Beniarrés	78	83	Farmer
Benidorm	5	-	School
Benifallim	3	58	Teacher
Benifallim	3	58	Electrician
Benifallim	3	48	Archeologist
Biar	7	33	Electrician
Bocairente	63	73	Oil press
Cocentaína	6	44	Lawyer
Cocentaína	6	68	Dentist
Gaianes	8	53	Butcher
Gaianes	88	59	Farmer
Gorga	8	63	Textile
Gorga	10	56	Self-employed
Muro	9	69	Textile
Muro	8	48	Eco commerce
Muro	8	-	School
Sax	18	58	Doctor
Tibi	17	61	Buider
Xixona	7	63	Hostelry

Source: Created by the author adapted from Compés-López and Asensio-Calatayud (2014, p.188, and updated from Celler La Muntanya's website and Juan Cascant's Facebook (retrieved 2017).

As it can be seen, most of the smallholdings are in El Comtat and l'Alcoià. This last one is a neighbour county, very closed to Muro d'Alcoi. There are different ages of the microvineyards, since new planting to almost 90 years old lands. And only 5 micro vineyard owners have agriculture as their profession.

4.2.2. Distributors

CLM attracts and chooses distributors that share the same values and that want to give value to their customers and society. For Juan Cascant, the ideal distributor is the one that not only cares for the quality of the wine, but the one that will care for a product with value and that will be able to spread their philosophy properly. As he is conscious that not all the distributors will communicate their philosophy to the customers, he prefers to attend directly to the customers at the cellar, but he will not refuse a distributor that comes to CLM only for the quality of the wines either.

Some distributors that decided to work with CLM's wines and their testimonials are shown in the Table 2.

Table 2. Some Celler La muntanya's distributors and their testimonials

Distributor	Location	Testimonial
Tiza y Flor (wine shop)	Alicante	"I look for quality and uniqueness. Those wines that tell me where they are from. I don't like clone wines ... When the manufacturer is known, and one sees him in his element, how the owner explains the things, with that passion that transmits. His life goes on that. And that touches me, to see how he puts his heart and soul into the wine" – Pedro Ruiz Belda.
DiVino Cultivo (wine shop)	Madrid	"Our sommelier Ma Cristina de la Calle had the pleasure of crossing with Juan Cascant, Celler La muntanya's Director, many years ago during the performance of her work, and since then she was impregnated with sensations, emotions and feelings that impressed her".
Despaña vinos y más (wine shop)	New York (USA)	"In NYC, many people are familiar with "slow food" as well as organic, biodynamic, or sustainable principles with winemaking and prefer these aspects in a wine" – Veronica Stoler.
Desucre Patisserie (pastry shop)	Cocentaina (Alicante)	"We shared the same philosophy in the elaboration, the love for the products from the earth, it's a product that has soul, that has a different essence, and evidently the customers notice it too" –José Montejano.
L'Escaleta (Restaurant)	Cocentaina (Alicante)	"One project like the one of Celler La Muntanya is something in which we can link. It's a future bet, but at the same time it's a return to the origin and to recover an identity that probably we had lost" – Alberto Redrado.
Calvo (Restaurant)	Muro d'Alcoi	"It's an added value and it's always nice to trust in what you have in your territory". –Mercedes Calvo.
El Sequé (Restaurant – Rural)	El Pinós (Alicante)	"When one knows about this project and this adventure so romantic as it is the recovery of the smallholdings, and specifically the Microvinya project, one doesn't want to be out of this, and want to

house hotel)		participate in this project. I think that the good has to be shared” – José Luis G. Sirvent.
El Solet Restaurante (Restaurant)	Biar (Alicante)	“In our interest in discovering and introducing in our list with products with high quality from inside Alicante, we found with the winery Celler La Muntanya (Muro d’Alcoi) where they showed us their love for the Alicante terroir and the quality of their wines”.
La Majada Quesos (Cheese bar)	Valencia	“When we created our store, we looked for wines from the Valencian Community with the intention of promoting the local product, it’s usual in us, in wines as well as in cheeses. We selected Celler La Muntanya because of their job philosophy, which is transmitted in their wines. We transmit this to our customers, as in the explanation of our staff as in the tastings of cheeses marinated with wines that we organize periodically”.
Casa Rural Bons Aires Hotel	Alcoi	“Our rural house has the priority to spread our culture, our gastronomy, our environment, and for this reason, we buy Celler La Muntanya’s wines, because the Microvinya project fits perfectly with our enterprise’s philosophy”. – Raquel Soler.

Source: Created by the author from Calvo (2013), El Solet Restaurante (2017), La Majada Quesos (2017), Montejano (2013), Redrado (2013), Ribereña General de Servicios, SL. (DiVino Cultivo) (2016), Ruiz (2014), Sirvent (2013), Soler (2013) and Stoler (2017).

From these testimonials, it can be inferred that these are not distributors that care about the cheapest prices. These wine shops, restaurants, accommodations that have restaurants or bar shops that work with CLM are always looking for different wines with high quality and that have that something especial that could satisfy their customers like “Tiza y Flor” that looks for uniqueness. Some of them are focused on having local wines like “El Solet”, restaurant from Alicante that was looking for new options from its zone, or “La Majada Quesos”, a cheese bar from Madrid that wanted to promote local products.

These distributors usually tell stories about the origin of the wine to their customers during the sales process, which must be aligned with their company philosophy and their love for the territory, as Despaña vinos y más, a wine shop located in New York, that distributes Spanish products in USA and whose customers are concerned about products that follow ecological principals or Slow Food guidelines. In an interview with Levi Dalton for IDTT podcast, Veronica Stoler (2013) manifested they loved *Microvinya* project.

Similarly, Desucre Patisserie, L’Escalaeta, Calvo, El Sequé and Casa Rural Bons Aires Hotel indicated in different ways that they loved their territories and shared the same

philosophy as CLM, being the main reasons why they wanted to participate in this project to help to recover their identity, culture and landscape.

When knowing about this business model and the *Microvinya* concept, distributors are eager to work with CLM, and distribute not only CLM's wines or olive oil, but also the philosophy.

Recognised sommeliers also help with the distribution when bringing CLM's products to the wine shop or restaurant where they work, like Cristina de la Calle, sommelier at DiVino Cultivo located in Madrid, who had fallen in love with the story and CLM's philosophy and brought CLM's wines to this wine shop (Ribereña General de Servicios, SL. (DiVino Cultivo), 2016).

These distributors also usually organise tasting events in their facilities, where Juan Cascant participates so that their customers can know directly from the owner about the process of the wine and the *Microvinya* project.

4.2.3. Consumers

As with the distributors, CLM decided to focus on a specific kind of consumer, those that care for high quality, and that appreciate the efforts behind the product and the process, so that by purchasing the product, they consume a sustainable wine and they help to contribute with the recovery of the strains, the landscape, the culture of their territory, and even the ethical values within people.

When dealing with consumers directly, CLM treats them the same way as the other stakeholders, as friends. CLM gives them a special experience, because these consumers are wanted to feel the same passion the shareholders have for the wine and for their region, so that they can develop a kind of friendship. In this regard, CLM has been able to contact directly with consumers through "*Ruta de Microvinya*" in the winery and the group "*Vi i Amics*".

"*Ruta de Microvinya*" is a wine tour in which people can visit the cellar and several vineyards that are part of the project, know more about the *Microvinya* project and the process of the wine, and taste and buy some of CLM's wines. This way, CLM shares and spreads their philosophy, values, business model and love for the territory directly, invites visitors to be part of "*Vi i Amics*", and gets local sales.

"*Vi i Amics*" is a group, mainly managed through Facebook, where people that value CLM's wines, the land and the process, can be together. In this group, these friends

support economically the cause, promote and share the brand and their philosophy in other places, and receive discounts in the products when purchasing.

Later these consumers and/or visitors will tell other people that share the same values about CLM's project and wines, and these other people will become their consumers too. For instance, in a contact held by email with Gerardo Otero (2017), a Canadian visitor, he said he got very interested in the project so he told his friends about CLM's philosophy.

CLM also relates with the customers through social media like Facebook and Twitter, and eventually the firm gets to them through interviews Juan Cascant gives to journalists from local, national and international newspapers, TV channels or magazines that come to CLM.

In the following Table 3 some testimonials of consumers found in Juan Cascant's and Vi i Amics' Facebook pages and Tripadvisor page who have visited the winery or become friends are shown.

Table 3. Some Celler La Muntanya's wine consumers' testimonials

Consumer	Testimonial
Elena Castro Martínez	"I loved Juan Cascant's initiative, and I really do hope that it goes very well. When you innovate with your eyes on the good of the territory and its people, the innovations are humanized...".
Nuria Navarro Cabré	"...we enjoyed and learnt a lot and [Juan Cascant] has transmitted us the enthusiasm and love for the land and the work he does. Congratulations! It was so good the 'Verema dels Sentits' [Vintage of senses] that it has been a success...".
Josep Castiñeira Cots	"To consume local product is not insignificant, it can be the most effective 'revolutionary' act".
Inma Mollá Todolí	"Immensely thankful!! It has been a treat to share this morning at Celler La Muntanya. To preserve the territory, recover our landscape, take care and love what surrounds us, and ultimately, to keep our roots. I also love the place where I was born, my land, my language and my people. Thank you very much Juan Cascant for this class in the middle of nature".
Roger Cervero Fuster	"It has been a pleasure to share this morning with you (Juan Cascant/ Celler La Muntanya). The entire group gives you congratulations. From now on, the wine world, and the Microvinya world particularly, we will see it from another perspective".
Isabel Anyó	"Christmas is always a good time to drink a good wine together with our family and friends. In our case we have chosen the 'Celler La Muntanya' labelled with

	Vicent Andrés Estellés's poem, 'No podia faltar el vi damunt la taula...' [The wine could not miss on the table..] Always try to consume ecologic products from our land..."
Beatriz Salve Martínez	"...After being in Celler La Muntanya thanks to the University of Alicante I reaffirm that there are initiatives that look for a better world. To that end, I also try to do my small part by consuming ecological products, local or as close as possible, I want my money to feed the local economy and not to large areas and lobbies, I avoid as much as possible (sometimes impossible) to buy products from countries where human and labor rights are not respected, I recycle waste and work with ethical banking. However I still have a lot to do for the ideal, but that is the challenge. When one observes that there are so many initiatives aimed at the same goal, the energy is renewed to continue. Thank you for making a respectful and sustainable wine as well as very delicious".
Gerardo Otero (Gerado O.)	"I visited Celler la Muntanya in April of 2014 with some relatives who are wine connoisseurs [...] Juan was expecting us as we had made a prior appointment. What we did not expect is that he would be prepared with some food and three different wines for us to taste: one white and two reds. Juan told us the story of how he came upon the idea of developing something new: not a wine with a designation of origin, but an entirely new concept which he captured in the term 'Microvinya' [...] All in our group was highly impressed with the wines and also with Juan's kindness."
Javier Calzada Elorduy	"I was in Bilbao listening to [Juan Cascant]... I love the illusion, the endeavor, the good ideas and the affection that [he] put[s] in the whole project [...] and the wine of course..."

Source: Created by the author from Anyó (2016), Calzada (2014), Castiñeira (2017), Castro (2017), Cervero (2016), Mollá (2017), Navarro (2017), Otero (2014) and Salve (2015).

From these testimonials, some characteristics about these consumers can be said. Some are interested in consuming local and ecological products like Josep Castiñeira Cots, Isabel Anyó and Beatriz Salve Martínez. And some are interested in their territory, culture and people like Elena Castro Martínez and Inma Mollá Todolí.

Also, there is an effective communication, as some of the consumers like Nuria Navarro Cabré, Gerardo Otero and Javier Calzada Elorduy got impressed by the emotions and philosophy transmitted by Juan Cascant, even to change their perspectives as it happened with Roger Cervero Fuster and his group. But all of them are interested in sustainability.

CLM achieves by this direct way to get to people's heart, to establish a relationship of trust in the firm, the business model and the products and therefore, to spread the philosophy.

4.2.4. Local Community

There are two well defined focuses by CLM to contribute to its local community: education and culture.

There is a special interest in education from CLM, not only because through universities they can spread their philosophy and introduce their business model and *Microvinya* project to younger minds, but also because universities can help in the recovery of extinct strains, which goes in accordance with its goals. For instance, one of the main allies for this, because of proximity, is the Universitat Miguel Hernandez from Elche, Alicante, which has established a learning agreement with CLM, so that this one can help with their objective of teaching, employment and research for their students and professors, while at the same time, CLM is benefited from the results of the research about strains that belonged to that region. Besides, many students that study the Viticulture and Oenology Master go to CLM for paid internships (Święcicka, 2014d).

Other universities that have similar agreements for internships of their students or are linked because of their objectives of teaching and researching sustainable business models and influencing the local community are University of Alicante, and Polytechnic University of Valencia. However, universities from other communities have also shown interest by inviting Juan Cascant to give talks about CLM's business model for their study modules, like University of Murcia, Complutense University of Madrid and University of the Basque Country (Francisco, 2016; Munuera, 2017; Święcicka, 2014c).

In this regard, Maria del Pilar Munuera (2017), professor at Complutense University of Madrid, in a communication held by email with her, says:

"I'm linked to the project as professor and researcher, because I think it's the most integral and sustainable way to create community, take care for the environment and restore rural zones... We are connected by social media where ideas, news, etc., are shared...I usually explain about their existence to my students, I see it as an innovative and entrepreneurial project, as a very healthy communitarian work"

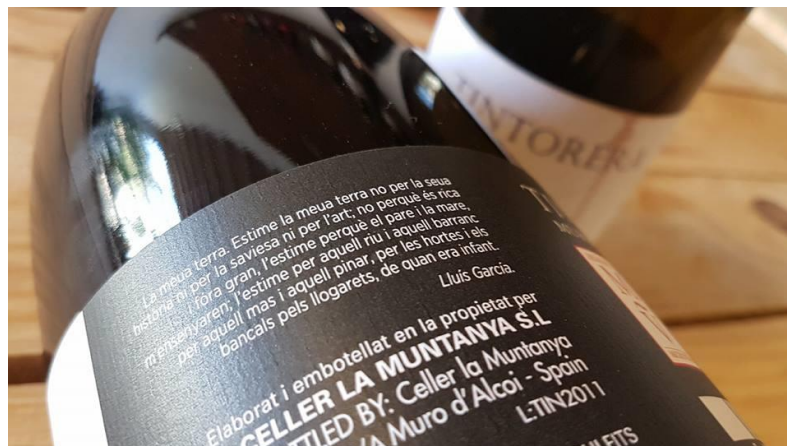
Confirming by this way, the close collaborative relationship that CLM keeps with universities as well as the increased interest from universities in CLM business model for their educational objectives and sustainable contribution to the community.

Even foreign universities like Boston University, Harvard University and Universitat d'Andorra have felt attracted by this sustainable business model and invited Juan Cascant to give talks about *Microvinya* project (VGSC,SL., 2013).

CLM is also linked to 4 secondary schools through experimental vineyards put in their facilities. In these experimental vineyards students learn about local crops, wine, love for their native issues, the philosophy of respectful to the land and people, apart from being able to see it as a possible future way of living (employment). These schools are: IES Serra Mariola from Muro, IES Andreu Sempere from Alcoi, IES P. Manuel Broseta from Banyeres and IES Mediterrania from Benidorm.

In order to contribute with Valencian culture, CLM has made some activities like making the wall of the cellar be painted by José Antonio Espinar, a local muralist and painter with international fame (Soy Vínero, 2016) and the wine labels, which are mainly in Valencian, have small poems written by local poets like Lluís García and Joan Jordá (Cascant, 2016e). An example of this is shown in the Figure 9.

Figure 9. “Tintorera” wine label showing a poem by Lluís García



Source: Cascant (2016e).

Besides, Valencian is the main language used for publishing posts in social media like Facebook (Juan Cascant's, Celler La Muntanya's, Ruta de Microvinya's and Vi i Amics' pages) and Twitter (@microvinya and @CellerMuntanya), managed by Juan Cascant. And events relating culture, that includes poetry, music and painting exhibitions made by local artists, and wine are organized periodically in the cellar, the vineyards or in “Casa Alonso”, a well-known house and considered local cultural heritage which was symbol of the greatness of the wine sector in the twentieth century in Muro (VGSC, S.L., 2014), that was chosen to be recovered and become the *Microvinya* headquarter. In these cultural events, it is usual the association Elvi Art participates together with CLM to promote viticulture through art.

By the entire endeavor that CLM puts in all the relationships with the stakeholders and in the spreading of their philosophy, the Valencian society, and especially “Mureros” and people from closer towns, has started to feel proud of their territory. These people value more their territory, the farmers, their culture and even the language. They feel more united, and they look for ways to support the business model, as telling other people, participating in the events organized by CLM and other associations, sharing and fostering the same values, buying more local products, protecting their landscape and heritage or even creating new related businesses, because they know that if this enterprise has success, then the society will benefit from this.

Also, by promoting these feelings, people are more united to demand a change in the laws and the rules of market, where the massive production and low costs are not accepted at any cost.

5. DISCUSSION

CLM seems to be a truly reflection of what Markman et al. (2016) name as a sustainable enterprise, which is to consider first the society and the environment, and only at the end the economic aspect.

Besides, CLM's sustainable business model has become very revolutionary in its territory. It did not wait for society demands to change to sustainable practices as many companies do, given that they only change when they feel the pressure of stakeholders (Alberti and Varon, 2017; Arevalo et al., 2011). CLM has been proactive and started their business from a sustainability driven perspective since the beginning, taking as base their feeling for their homeland and an ethical view to work with their people and for their people. According to Alberti and Varon (2017), more micro enterprises tend to develop this kind of business compared to big corporations, which is the case of CLM. CLM is not attracted in over producing wine, because it is intended to continue working in a close relation with the stakeholders and keeping the fair trade with smallholdings.

By using smallholdings, a very old, common and undervalued agricultural exploitation practice in this territory, *Microvinya* project helps to protect the ecosystem and people. In accordance to Ibáñez-Llácer (2014), it is not only a small land parcel, but an element that brings together tradition, culture, identity, science, landscape conservation and territory recovery and community organization. All this mixture unifies and interrelates

different stakeholders to get their objective, i.e. to produce to bring value to the local community.

By its business model and creation of an innovative designation, *Microvinya*, CLM has challenged the wine market, as without having a D.O., it has demonstrated successfully that they could get really high quality and delicious wines, even more; it is possible to work in a sustainable base without having an expensive bureaucratic system. Although, authors like De Magistris, et al. (2011), coincide that wine consumers give special consideration to D.O., as they associate it with high quality, especially in Spain, where there are many D.O.

It is because of this project that Juan Cascant and CLM got very involved with ECG movement, as they had similar guidelines, supporting each other when promoting both *Microvinya* and ECG philosophies by talks, congresses and videos. As Compés-López and Asensio-Calatayud (2014) mentioned, these two organizations were destined to meet due to their similar objectives, social compromise and ethical values.

CLM has diversified their business activities by manufacturing different varieties of wines and making a special wine tour so that their philosophy is spread directly and properly, and other agents can also be involved developing, in this way, their community. In this regard, Ferrás et al. (2004), mentioned that by diversifying the business activities in the countryside, manufactures and services in the rural area are benefited mutually, as it happens with ecological tourism. This was observed in the community of CLM, through their Wine Tour *Ruta de Microvinya*, when for instance, CLM organized events linking wine and culture, attracting not only local people but also outsider visitors with the same values, visitors that eventually would use other services like restaurants and accommodation from the zone.

It is important to say that the main proactive leader of this microenterprise has been Juan Cascant, which has been able to keep loyal to his and his partners' personal values during the different entrepreneurial activities and processes, and then to know how to transmit these values to the rest of stakeholders, in such a way that their perspective is well received and contagious, developing trustful and collaborative relationships with stakeholders, and as a consequence they get to achieve their sustainable objectives. This is something that authors like Haigh and Hoffman (2012) or Uppham (2015) mention.

The proximity strategy that CLM uses to attract and relate with stakeholders also helps to connect better and to develop this trust and collaborative spirit, and therefore

building stakeholder social capital, which in the end, this social capital will be necessary to get the desired common good, like Maak (2007) argued in his analysis.

CLM is focused on developing a close relationship with the vineyard growers because they are a valued part of their chain, and to ensure that the quality and varieties of grapes cropped are the best. Similar to what Monday and Wood-Harper (2010) found in their research with Australian wine makers. It is also possible to develop this relationship because of the fair trade kept since the beginning and transferring the fair payment for the grapes when increasing the wine price, the technical advice, the friendly treat and the special connection they can get through their mutual love for their territory.

In the case of employees, the utilization of family members and temporary grape pickers is typical of small wineries and vineyards. According to Monday and Wood-Harper's (2010) findings, this is done in order to get cost savings. Besides, it is expected that by being an almost familiar business, as this was started by two friends, their respective families also participate in the different activities, as it happens with micro vineyard's owners. Additionally, a high degree of informal relation is appreciated among employees and with grape growers, without setting aside more formal relations, making this relationship stronger and closer as Costa and Pesci (2016) mentioned, therefore reducing the degree of complexity of the relationship.

Distribution has been complicated since the beginning, but it is what CLM wanted for the wines, i.e. to be distributed and consumed more within the region. Quality and good flavour are characteristics that attract any kind of distributors no matter their values, but most of the wine shops and restaurants arrive to CLM attracted by their philosophy, as they say to share the same values and the reason why CLM prefers to work with these distributors over others, becoming in responsible of representing well CLM's philosophy. This importance was mentioned by Monday and Wood-Harper (2010) too. And, also Schlange (2006) found in his research exploring how sustainability-driven entrepreneurs perceive their stakeholder relations that the philosophy was the most important attribute in the stakeholder selection.

Besides, instead of considering these distributors as mere supporters, they are considered as friends, so the treatment between CLM and them is closed and with certain degree of informality, as it happens with people that go to the cellar to know about the philosophy and to taste the wines. So when they become friends, they become in ambassadors of the brand.

Knowing that their price is higher compared to other brands, they cannot compete by price, but by giving a holistic experience with the philosophy, the processes, and all the story behind the wine, the customer can give a different value to the wine not only with the price, even more, by this way, CLM builds the relationship with their customers directly during the Microvinya wine tours. Monday and Wood-Harper (2010) found also in their research that the experience that the final customer could have was as important as the quality of the wines and the price. Additionally, Juan Cascant develops a closer relationship with consumers through different platforms created for that purpose like Vi i Amics group, Facebook and Twitter pages like Juan Cacant and @microvinya, to reinforce the philosophy and in which Valencian is the main language used.

Links with universities and schools have been very important within the CLM's business model and stakeholder relations, to contribute to both, as CLM has benefited from research results to recover extinct grape varieties and by teaching CLM has been able to spread its philosophy and brings consciousness to younger minds about the value of agriculture and sustainable businesses. Additionally in this way, this helped its wines to be more known and even other associations like Slow Food Valencia joined for tutoring experimental vineyards located in schools. Furthermore, these links contribute to help grape growers, the environment and the local community. In this regard, CLM and authors like UNESCO (2005, p.3) consider that education is the "motor of change" for a better world. The younger people receive education about sustainability, the greater the awareness that those future consumers and possibly entrepreneurs will have with respect to their environment and community.

Finally, local culture is one of the pillars in which CLM is focused as part of its social compromise in its business model. Having support of other organizations like the association Elvi Art, CLM organizes different activities and cultural events where works like music, poetry and paintings by local artists are exhibited and linked with wine. Because of this focus, CLM has, for instance, made its wine labels in Valencian and with poems by Valencian artists or named a wine "Paquito el Chocolatero" as tribute to its roots.

So by the different innovative activities in which CLM relates with stakeholders and knowing how to transmit its philosophy, this micro-firm proactively develops social justice with micro vineyard growers, employees and community, including education and culture. The same way, its business model develops environmental protection and territory recovery which is perceived by consumers, distributors as well as the other

stakeholders through social media, talks, and CLM behavior itself. Therefore, economic benefits appear as result of working together for a common objective, which are also transferred to the growers, employees and CLM's local community.

6. CONCLUSION

In conclusion, this work discussed how important is the stakeholder management so that a sustainable business model like CLM's one contributes positively to social and environmental aspects as well as to a fair economy in their local community, especially to those stakeholders that belong to the closer zones to Muro d'Alcoi like micro vineyard growers.

It has been appreciated the proactive and integrative approach managed by CLM. Combining entrepreneurial, environmental and ethical behaviours, fair trade, democratic participation, friendliness, innovation, love for the territory, education and culture with the different stakeholders have served to the firm to be perceived as a sustainable business model and therefore to build trustful and collaborative long-lasting stakeholder relations. The local community has been the key for building these relations, attracting more local and even external stakeholders to work with CLM and buy its products. For this, it has been very important to share the same values and the use of different means like Ruta de Microvinya, Vi i Amics and social media to communicate directly and more properly its philosophy.

Limitations are recognized in data collection and findings, as the answers and replies were few. Also, there is a limitation for the replication of these results in other contexts as this is a case and it cannot be generalized. For that reason further research is recommended when dealing with stakeholder relations' management.

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