



## Quinta da Bica

### **PART A. BUSINESS PROFILE**

Quinta da Bica, established in Seia, has its origins in a convent that existed between 1550 and 1650. The company has belonged to the Sacadura Botte family since the 17<sup>th</sup> century and since then wine has been produced in this 100 hectare agricultural property which has always been connected to the region and its wine. Beside the house, there is a beautiful stone fountain that gives its name to the house. The company logotype represents this fountain.

Since 1989, Quinta da Bica has produced and bottled its own brand of wine. This was started by João Sacadura Botte and continued by his family. The company has an accommodation unit (3 suites and 2 houses) and a cellar where Quinta da Bica's wines can be tasted.

The accommodation unit is fully equipped (television, telephone, central heating/air conditioning); eating area, outside pool, free private parking and space for events (e.g. weddings, baptisms, birthday parties, meetings, conferences and business events).

The Quinta da Bica brand is recognized nationally and internationally for its quality, prestige and tradition, as it is one of the first producers and bottlers in the Dão region and deals exclusively with the production of quality wine by directing its sales exclusively to markets of quality products. The company has distributors in Lisbon and the Algarve and exports to Brazil, Canada and the United States of America.

Quinta da Bica's wines have received awards due to the company's extreme care in preserving ancestral values and brand image. Among the international awards achieved were the Gold Medal CM Bruxelles and the Bronze Medal IW Challenge.



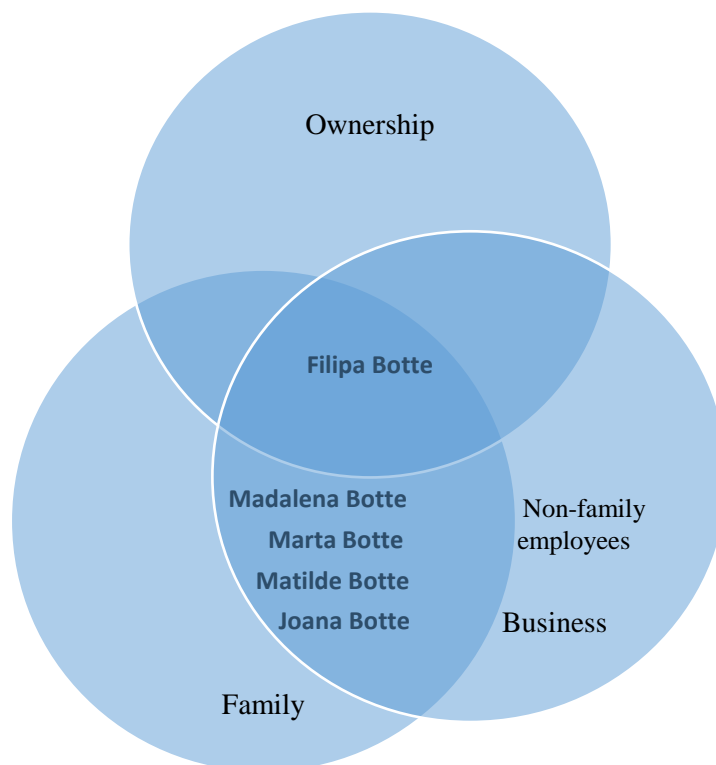


## **PART B. THE FAMILY DIMENSION OF BUSINESS**

Quinta da Bica was bought in the early 17th century and has belonged to Filipa Sacadura Botte's family for 450 years.

In 1989, Filipa Sacadura Botte's husband, João Sacadura Botte, renewed the vineyards which his father had started and created new vineyards in order to produce wine with the company's own brand. Currently, the company is managed by a female generation, Filipa Sacadura Botte with the support of her daughters: Joana Sacadura Botte, Marta Sacadura Botte, Matilde Sacadura Botte and Madalena Sacadura Botte. A generation that has the whole history of wine in its blood, not only due to the Sacadura Botte family inheritance, but also to the family's contribution to stimulating the creation of the Dão Demarcated region in 1908.

Filipa Sacadura Botte and her daughters work together in strategic planning and growth of their business and Filipa Sacadura Botte has important support in wine production in the form of the company's oenologist, who shares knowledge and helps her in carrying out and developing all aspects of the wine business. Figure 1 shows the 3-circle diagram of the Quinta da Bica.



**Figure 1 – Quinta da Bica 3-circle diagram**



## **PART C. CHALLENGES & OPPORTUNITIES OF BUSINESS GROWTH & SUCCESSION**

This small company operates in a very competitive market (and denominated region for wines - Dão), the reason why its owner is continuously concentrating on the production of high quality wine (premium). In fact, the owners aim to be recognised through the quality of the wine, this being their differentiating factor.

Nevertheless, there are challenges regarding the location of the business (situated in Santa Comba, Seia) which can discourage visitors who seek easily reached agro-touristic destinations. In winter this is not a problem because tourists make an effort to go to the mountain (Serra da Estrela) due to the snow.

One of the challenges for this producer is fostering cooperation between producers in the region in order to establish a joint strategy for the internationalisation of wine from the Dão region. This seems to be an arduous task given the dispersion of producers and the different objectives of each small company.

Another challenge is integrating her grandson, who is attending university at the moment, in company management; thus, succession is an issue concerning the business owners.

Creating new attractions for customers can be a very good business opportunity. For instance, one idea, for tourists who do not have their own car, can be a programme of visits to the Serra da Estrela in partnership with other companies and entities. This would include a visit to the Quinta da Bica. The aim is to exploit several market opportunities to establish an exceptional leisure package and experience.

A good opportunity to get more word-of-mouth promotion can be greater use of web-marketing channels and social media.



## **PART. D THE ENTREPRENEURIAL DIMENSION: OUTCOMES & BUSINESS MODEL**










Quinta da Bica is a family company involved in the wine production in an area of rural tourism. The Dão region is a very well-known and successful wine region and this favourable environment contributes to the success of the business. This company shows some interesting entrepreneurial characteristics; the entrepreneur is truly passionate about wines and this passion is reflected in the business. The production of quality and prestigious wine has allowed the Quinta da Bica brand to gain both national and international recognition over time. Quinta da Bica is already a renowned brand in several international markets (for instance, Brazil, Canada, USA) and this is living proof of its owners' entrepreneurial capacity.

The Quinta da Bica's entrepreneurial orientation is clearly visible when we look at how this business is managed and developed, where creating new attractions and experiences for customers is a great business opportunity. In this connection, the owners reveal that the success of the business is an everyday passion. Every day they take a step forward and achieve something, small successes and acknowledgements, especially from abroad. They have received various awards and recognition at several international events and competitions.

- **Quality of product:** *“our goal is not to have a lot of quantity but rather to have a lot of quality and merit the recognition of our clients and international experts in the sector. The demarcated region of Dão has a specific characteristic: it is a region made up of small producers (small areas of vineyards) with very good wines. We can never compete with big producers.”*
- **International markets:** international business growth in a continuous and sustainable way (gaining the acknowledgment of foreign customers and distributors are reasons for pride and encouragement to continue to do a good job).
- **Wine production:** Create different, special wines (limited editions). *“We do not have large quantities of the same wines. There is a great demand for small productions - product differentiation for niche markets. The grapes are harvested here in a very special way: they are placed in small boxes (maximum 20kg) and selected in the vineyard. All the wine is made in a quiet and calm way ... here we follow the demands of the grapes...we savour the time and the moment.”*



Figure 2 shows the company's business model.

<p><b>Key Partners</b> </p> <ul style="list-style-type: none"> <li>- Suppliers</li> <li>- Accountant</li> <li>- Exporters</li> <li>- Distributors</li> </ul>	<p><b>Key Activities</b> </p> <ul style="list-style-type: none"> <li>- Production of grapes</li> <li>- Way of harvesting</li> <li>- Lodging</li> </ul>	<p><b>Value Propositions</b> </p> <ul style="list-style-type: none"> <li>- High Quality of products</li> <li>- Differentiating products (e.g. special wines, limited editions)</li> <li>- Differentiating services (e.g. wine-tasting, events organisation)</li> </ul>	<p><b>Customer Relationships</b> </p> <p>Strong Inter-personal relationships with business clients (Portugal and abroad) and final consumers (Portugal and abroad)</p>	<p><b>Customer Segments</b> </p> <ul style="list-style-type: none"> <li>- Business clients (Portugal and abroad)</li> <li>- Final consumers (Portugal and abroad)</li> </ul>
<p><b>Key Resources</b> </p> <ul style="list-style-type: none"> <li>- Premises</li> <li>- Expertise/ knowledge</li> <li>- Human Resources</li> </ul>		<p><b>Channels</b> </p> <ul style="list-style-type: none"> <li>- Sales through distributors</li> <li>- Social media (e.g., Facebook page to promote the wines, Booking website for the accommodation unit)</li> </ul>		
<p><b>Cost Structure</b> </p> <p>Suppliers, production, salaries, maintenance, etc.</p>			<p><b>Revenue Streams</b> </p> <p>Sales of wines in Portugal and exports Accommodation unit Events (e.g. weddings) Others activities (e.g. wine-tasting)</p>	



## **PART E. FAMILY ENTREPRENEURIALISM: LESSONS & CONCLUSIONS**

Quinta da Bica is a successful company in the 3rd generation. According to Filipa Sacadura Botte, “tradition”, “quality”, “professionalism” and “passion” are prominent aspects of the entrepreneurial behaviour that has always marked Quinta da Bica and remains to this day.

Product quality is a constant concern of the owners regarding the wine business. Besides the wine, the possibility of having genuine, emotional experiences where activities take place in the real world is something of great value and Quinta da Bica offers this type of experience to its visitors. Sharing sensations and experiences with each other.

There are many lessons that other family business entrepreneurs can take from the case of Quinta da Bica:

- Create a product with quality, which is possible when our life is dedicated to the business and work is carried out with passion and emotional feelings, enjoying life.
- To provide customers with a unique atmosphere and real emotional experiences. Knowledge sharing, learning from those who know – a family tradition.
- Not wanting to be big but rather to be good.

According to the owner, working and living in this family business gives a feeling of pride. The greatest desire is to transmit the know-how to their children in order to guarantee continuity of the family business.